UNIVERSITY OF BIRMINGHAM

Procurement Strategy
To 2020
Ambition and Vision

The University will seek to significantly strengthen its purchasing power and leverage across its third-party non-pay spending to deliver enhancements in overall value for money and quality of service. The University will also seek to be increasingly innovative in its procurement activity to optimise value for money on many different levels when contracting with third party suppliers.

The ambition and vision will be underpinned by establishing a University-wide Procurement Strategy Forum (PSF) of senior stakeholders, academics and directors to support driving the procurement and value for money agenda significantly forward, with an ambition to deliver a pipeline of thematic and coordinated procurement projects that will increase savings for the University to around an additional £2 million per annum over the duration period.

Whilst supporting additional procurement savings for the University, the Senior Stakeholders will support the development of procurement innovation to create additional value in areas such as; student research opportunities (with supplier organisations), promotional and sponsorship opportunities with suppliers around CO2 reduction initiative and greater development of sustainable procurement.

Introduction

The University of Birmingham overarching procurement third party spend profile from 2013 reported to 2015 Audit Committee was as follows;

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>2012-13 Values (£k)</th>
<th>2013-14 Values (£k)</th>
<th>2014-15 Values (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Spend (extracted from Purchase Ledger)</td>
<td>£166,827</td>
<td>£204,498</td>
<td>£297,269</td>
</tr>
<tr>
<td>Deduct spend that Procurement cannot influence</td>
<td>£44,009</td>
<td>£51,650</td>
<td>£54,790</td>
</tr>
<tr>
<td>Deduct Estates Major Project Spend below £4.3m</td>
<td>£14,544</td>
<td>£14,054</td>
<td>£13,460</td>
</tr>
<tr>
<td>Deduct Purchasing Card spend</td>
<td>£3,318</td>
<td>£3,797</td>
<td>£4,826</td>
</tr>
<tr>
<td>Deduct spend below £25k</td>
<td>£16,914</td>
<td>£17,623</td>
<td>£15,323</td>
</tr>
<tr>
<td>Influenceable Spend</td>
<td>£88,042m</td>
<td>£117,374m</td>
<td>£208,870m</td>
</tr>
</tbody>
</table>

Purchasing Card performance profile improvement reported to 2015 Audit Committee was as follows;

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 Values</th>
<th>2013-14 Values</th>
<th>2014-15 Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total purchasing card spend</td>
<td>£3.318m</td>
<td>£3.797m</td>
<td>£4.826m</td>
</tr>
<tr>
<td>Transactions completed</td>
<td>17,561</td>
<td>18,051</td>
<td>22,316</td>
</tr>
<tr>
<td>Average transaction value</td>
<td>£188.95</td>
<td>£210.36</td>
<td>£198.09</td>
</tr>
<tr>
<td>Average transaction value</td>
<td>£125.65</td>
<td>£142.65</td>
<td>£140.46</td>
</tr>
</tbody>
</table>
The E-Marketplace performance profile improvement reported to 2015 Audit Committee was as follows;

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 Values</th>
<th>2013-14 Values</th>
<th>2014-15 Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase orders raised</td>
<td>15,489</td>
<td>22,635</td>
<td>26,001</td>
</tr>
<tr>
<td>Total value of purchase orders</td>
<td>£2.071m</td>
<td>£3.543m</td>
<td>£3.903m</td>
</tr>
<tr>
<td>Invoices processed</td>
<td>4,660</td>
<td>7,507</td>
<td>13,328</td>
</tr>
<tr>
<td>Number of catalogue suppliers</td>
<td>36</td>
<td>37</td>
<td>43</td>
</tr>
<tr>
<td>E-marketplace efficiency savings</td>
<td>£0.315m</td>
<td>£0.467m</td>
<td>£1.010m</td>
</tr>
</tbody>
</table>

The overarching systems activity profile improvement for Travel Services reported to 2015 Audit Committee was as follows;

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 Values</th>
<th>2013-14 Values</th>
<th>2014-15 Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>System bookings processed</td>
<td>4,254</td>
<td>7,800</td>
<td>9,744</td>
</tr>
<tr>
<td>Total transaction values</td>
<td>£1.580m</td>
<td>£2,689m</td>
<td>£3.282m</td>
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</tbody>
</table>

The overarching summary savings profile improvement reported to 2015 Audit Committee was as follows;

<table>
<thead>
<tr>
<th>Description</th>
<th>2012-13 Values</th>
<th>2013-14 Values</th>
<th>2014-15 Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cashable savings:</td>
<td>£4.184m</td>
<td>£5.644m</td>
<td>£8.072m</td>
</tr>
<tr>
<td>Efficiency savings:</td>
<td>£0.911m</td>
<td>£1.134m</td>
<td>£0.484m</td>
</tr>
<tr>
<td>NEUPC cashable savings</td>
<td>£1.194m</td>
<td>£1.660m</td>
<td>£2.095m</td>
</tr>
<tr>
<td>E-Marketplace efficiency savings</td>
<td>£0.573m</td>
<td>£0.848m</td>
<td>£1.010m</td>
</tr>
<tr>
<td>Procurement Hub</td>
<td>£0.00</td>
<td>£0.00</td>
<td>£0.01m</td>
</tr>
<tr>
<td>Totals</td>
<td>£6.862m</td>
<td>£9.286m</td>
<td>£11.249m</td>
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**Procurement Maturity Assessment**

The University’s procurement operation has now been assessed in 2014 and 2015 under the national external Procurement Maturity Assessment (PMA), this assesses the overall performance of the University’s procurement operation under 55 distinct criteria covering aspects of procurement such as; value for money, strategy and leadership, environmental performance, governance and due diligence and quality of operating procedures. Under the criteria, there are four levels of University Procurement Performance (lowest to highest) as follows;

1. Developing (low performance)
2. Tactical (operations acceptable but generally weaker)
3. Planned (operations in a healthy position with some areas for improvement)
4. Superior (high performance with excellent value for money)

The direction of this strategy will be to move the University of Birmingham procurement operation into the Superior Category by 2017. Page four shows the 2014 and 2015 assessment results, the University of Birmingham is identified in RED against the population.

*Annex 004 Procurement Strategy to 2020*
The above external analysis shows that the University’s procurement operation increased from 18\textsuperscript{th} place to 4\textsuperscript{th} place within its population category of “very large Universities”, this means the University is now in a competitive position in procurement performance against large scale impacting University institutions. The University has now moved from “Tactical” in 2014 to “Planned” in 2015, this now means there is a high confidence level to move to “Superior” by 2017. The savings chart below projects to £15 million savings by 2020.
The Strategic Framework 2015–2020
(Making important things happen)

Under Strategic Framework 2015-2020, the University of Birmingham will nurture and invest in intellectual talent and ideas, delivering world-class research and education, unlocking value, and making important things happen.

The Strategic Framework has four themes: Research, Education, Influence and Resources.

This Procurement Strategy will focus on the “Resources” aspect of the Strategic Framework, supporting the creation of “a vibrant intellectual environment”. Over the next five years, we will use the resources we generate purposefully, decisively, and accountably, and we will continue to invest. We must maintain our financial sustainability, invest boldly and wisely for the future, develop our University campus, and develop lean and effective processes and systems to support our operations.

Additionally, we will diversify our income streams and ensure that the University continues to generate the funds needed to deliver the levels of performance we expect. We will increase our ability to attract external investments, including from research funders and philanthropy. Flexible financial planning will be fundamental to achieving our ambitions, as we prepare for uncertainty. We will retain the financial capacity to take advantage of unexpected opportunities, which are increasingly likely in the emerging political climate.

This Procurement Strategy will therefore seek to support these themes via enhancing value for money for the University. Therefore processes will be strengthened to improve overall procurement performance.

Finance Office Values

Procurement operations sit within the Finance Office structure and will therefore reflect as part of its strategy the values of the Finance Office as follows;

- Integrity (we do the right things)
- Service (anticipating and responding to our customer’s needs)
- Innovation (striving to improve how we do things and finding solutions to challenges)
- Ownership (we take responsibility for our actions and deliver on our commitments)
- Respect (we recognise the value of others and the contribution they make)
- Teamwork (we are one team working together)

This Procurement Strategy will therefore seek to support these themes via enhancing value for money and service levels for the University.
Challenges for Procurement

As the University of Birmingham move forward in an increasingly competitive environment and seeks to address increasing challenges and opportunities of technology and continues to invest in new facilities and developments, procurement activities (and their wider sphere of influence) will need to be developed further to support more effectively this wider strategic agenda. Therefore a number of key challenges emerge as follows;

a) Savings achievement; how to maintain and protect the current averaged savings per annum, working on the assumption that savings may become harder to achieve in the same areas consistently, and also how to develop wider and deeper savings without damaging quality and governance. Budget calculations reveal that each procurement officer saves the University approximately £524,000 per annum, this equates to funding around 10 core academic posts.

b) Spend Demography; can greater influence be exerted over the non-influenceable spend that sits outside the current direct savings activity of the procurement function? Therefore working across the University via thematic and coordinated procurement projects for example; coordinated approaches to commodity areas such as; equipment maintenance, CCTV, chemicals, multifunctional devices (photocopiers and printers) and further roll out of the Key Travel Services contract can bring wider collective benefits for the University.

c) Coordination; joining up more closely research grants with best procurement practices and market research to ensure activities such as ERDF are linked more closely to ensure early engagement with the procurement function. This will ensure that the University is not compromised over EU Directives and transparency (which if happens can result in funding reductions). To strengthen engagement with Research and Innovation Services to improve value for money opportunities where practical.

d) Supplier Relationship Management (SRM); to develop more effective supplier relationship management processes to ensure improved value for money and tighter contract control. Recent public sector evidence has revealed that up to 8% savings of the total contract value can be achieved when contracts are managed more effectively. Savings can be achieved by working closely with the contractor to actively find savings or product / service improvements and avert, where practical, standard price increases.

e) Risk Management; to strengthen overall risk management, governance, ethical performance and regulatory compliance in areas such as carbon management, efficiency of process, responses to Freedom of Information (FOI) requests and overall selection of the right processes.

f) Collaboration; under the recommendations of the Diamond Report (Professor Sir Ian Diamond, Principal and Vice-Chancellor, University of Aberdeen), universities should seek to subject up to 30% of their third-party spend to collaborative arrangements. The University will consider all options to collaborate appropriately with both Higher Education and Non-Higher Education institutions.
g) **E-Systems;** to extend the e-marketplace system across the University to provide higher level IT procurement based access. This will drive both greater efficiencies and greater coordination. The strategy will also align with the New Core implementation process in relation to systems, processes and data handling.

h) **Ethical Responsibilities;** to work with the Guild of Students and organisations such as the Workers’ Rights Consortium, Electronics Watch, the Fairtrade Foundation and others to improve the ethical performance of the University’s supply chains. To further encourage suppliers via the tendering processes and SRM to improve ethical performance. To also work closely on CO2 monitoring activities to ensure compliance and best practice. The University will also seek to drive the forward on the current initiatives;

  - The Flexible Framework for Sustainable Procurement (Level 4 and Level 5)
  - The Social Value Act 2013
  - Innovation Partnership (under the 2015 EU Procurement Directives)

**Mechanisms for Addressing Challenges**

In order to meet the above challenges, the following mechanisms are proposed:

a) **Stakeholder Engagement;** the Procurement Strategy Forum, consisting of senior stakeholders, consisting of Director-level officers and academics from across the University are helping to deliver a more challenging procurement agenda going forward and supporting more innovative and commercial category approaches to the University’s procurement operations.

b) **Systems and Process;** to roll out systems across the University and further develop improvements in systems and procedures via the reduction in invoice queries, greater standardisation and streamlining of tendering processes to support a “fleet of foot” approach.

c) **Procurement Skills;** these will be developed further to strengthen reverse auction technology, negotiation capabilities, pre-commercial procurement, standardisation and category management, amalgamating purchases and bulk discounts, and reduce contract ‘leakage’ from outside main supplier agreements.

These mechanisms will facilitate the following delivery themes of the strategy;
Theme One: Savings Delivery

**Concept:** the more the University can save on its third-party, non-pay spend the more it can invest in developing its front-end academic delivery.

**Challenge:** to protect existing savings delivery in stronger markets and pursue further procurement savings.

This theme will be delivered via the following mechanisms;

a) **Analysis of spend profiles;** to identify opportunities to strengthen existing and new procurements via supplier reduction (database and contractual), product or service standardisation and streamlining, and mandating and strengthening contract usage.

b) **Strategic stakeholder engagement;** utilising the coordinated support of University Directors to develop high profile opportunities for the University, with greater joining up of procurement contracts where there would be an advantage within the marketplace and a wider supporting of the “vision and ambition” of this strategy.

c) **Setting procurement savings targets;** in order for the University to support wider investment opportunities. Hypothetically, if the annual savings could be effectively increased by coordinated cross-campus working without reductions in quality or service levels, this could result in additional annual saving and wider investment opportunity for the University. Therefore if savings can be achieved above the ambition level of this strategy, the impact and opportunity is far higher.

d) **Delivery and improvement options;** assess delivery options for all areas associated with procurement and spending with third-party suppliers.

e) **Top supplier re-engagement;** to commence a review process for all top suppliers to the University to establish an optimum position by way of price, while recognising that many of the University’s leading suppliers are significantly larger commercial enterprises than the University itself.

f) **Developing collaboration;** to open contracts up for other Universities or public sector based organisations to access, to utilise a wide range of collaborative opportunities where beneficial and to work more effectively with the consortia to ensure value for money potential is maximised.

g) **Procurement Hub;** to develop the role of the Professional Services Procurement Hub across the University to drive greater standardisation of requirements and value for money across the campus.

*Theme one will be a high level of focus for the Procurement Strategy Forum.*
Theme Two: Capacity Building

**Concept:** to improve the overall capability of all University staff linked to, or associated with, any form of procurement activity, by improving their skills and approaches.

**Challenge:** to develop a wide range of internal practical training packages for roll out across the University and to identify officers that require such training.

This theme will be delivered via the following mechanisms;

a) **Engagement:** working with the colleges, schools, professional services and functional groups to identify key staff and their requirements for training and to support understanding of and engagement with the appropriate contractual arrangements.

b) **Materials:** to develop bespoke training materials and courses that are “University-specific” and to run events as either School or College-based or wider as general training (available to any that require it). To also develop links with the University’s Business School and wider functions to develop creative opportunities.

c) **Performance:** to support improvement performance for all officers involved in procurement, including officers from within the procurement function.

d) **Procurement:** the procurement function will adopt and develop new ideas and innovations to drive improvements for the University.

e) **Insurance Services:** to develop the role of insurance services and identify wider improvements around asset management and travel coordination.

Theme Three: Systems, Processes and Innovation

**Concept:** to develop further all procurement based E-Systems for the University to improve “fleet of foot” and strengthen capacity.

**Challenge:** significant work required to develop further existing processes and drive leaner systems and more standardised approaches.

This theme will be delivered via the following mechanisms;

a) **Proactis (New Core):** wider roll out of the Proactis system to encompass e-marketplace and tendering systems. This will put the University on to one operating platform for all requirements. The platform will require further elements of development and coordination with New Core and the Change Management initiatives.
b) **Document review:** to review all current tendering documentation and procedures in order to streamline and automate procurement operations. This will be delivered with further automation and template-based approaches to improve a “fleet of foot” approach.

c) **Website:** to further develop the University’s procurement web pages to carry more information on tendering opportunities and how suppliers and client functions can engage more effectively with the procurement function.

d) **Innovative Procurements:** this strategy will now seek to embrace key elements of the 2015 EU Procurement Directives to provide a wider opportunity to drive greater procurement innovation, the 2015 Directives identify six core procedures for use, four are currently in use by the University, the procedures in “Italics” will be developed to drive innovative procurements in conjunction with the Procurement Strategy Forum;

- Open Procedure
- Restricted Procedure
- Negotiated procedure without prior publication (for emergencies)
- Competitive dialogue
- *Competitive procedure with negotiation (new)*
- *Innovation partnership (new)*

a) **Procurement Centre of Excellence:** to support the development of the Centre of Excellence, there are potentially three ways for the University to engage as follows:

I. The "Centre of Excellence" would be a forum for organisations and suppliers interested in engaging in innovative procurement processes to learn from and develop pilot projects with public and private sectors to procure in different and creative ways within the marketplace and feedback learning from suppliers and procurers. Academic leadership would also be a key part of this process.

II. Running innovative procurements for our own procurement needs, this could focus on research needs, learning technologies e.g. the Central Teaching Lab, ICT solutions or Estates based projects where a clear sense of outcome is needed but being agnostic about solutions.

III. Taking University of Birmingham innovations emerging from our research and engaging as a supplier (possibly through an Alta Innovation spin out organisation in innovative procurement processes).

A possible approach under discussion with the Procurement Strategy Forum is as follows;

I. Identify an appropriate champion(s) via Academic and Professional Services
II. Simplify the opportunity to stakeholder community in clear terms
III. Seek ideas once the stakeholder community understand opportunity
IV. Consolidate the ideas and opportunities to a few viable projects
V. Identify potential funding opportunities to run two or three pilot projects to be supported via the “Direct Investment Fund” etc.
Theme Four: Ethical Procurement

**Concept:** for the University to achieve the highest levels of ethical competence when dealing with third-party suppliers and supply chains.

**Challenge:** to deliver an effective balance between supporting ethical and environmental objectives with effective value for money and not damaging strong marketplace competition.

This theme will be delivered via the following mechanisms and in accordance with the requirements set down in the assessed Levels 4 and 5 of the Flexible Framework for Sustainable Procurement. This theme will also co-ordinate with the University’s Sustainability Task Group. We have identified the following priorities.

a) **Worker’s rights initiatives;** working with the Guild of Students and across the University to support ethical initiatives via the procurement process. The University will also ensure issues around the Modern Slavery Act, child labour, healthy and safe working environments, bribery and corruption and fair working hours commitments are integrated into procurement practice.

b) **CO2 emissions reduction;** working with the University’s suppliers and the marketplace to identify opportunities to reduce emissions where practical via fewer deliveries to the campus or alternative products. To also report and monitor CO\(^2\) activities in areas such as travel and energy, working with wider consortia.

c) **Demand management;** to seek to reduce demands for products or services, where practical, to drive savings but also to reduce consumption and waste. This may be targeted particularly in the high spending areas.

d) **Packaging reduction;** to encourage all suppliers via value analysis and value engineering to reduce packaging waste as much as is practically possible and for the University to seek to claim some saving as a result of packaging cost reductions. To also encourage suppliers to take back and recycle or re-use their packaging.

e) **Jobs and skills;** where practical, to support the creation of jobs and skills development for the Birmingham-based area and support wider initiatives that will support the development of the local economy. We will remove barriers to entry to encourage local, regional SME and ethnic minority suppliers to compete for university business.

f) **Supply chain management;** where appropriate, work to improve the ‘positive environmental and social’ impact of supply chains and seek to work with students on relevant initiatives that also secure appropriate value for money.
g) **Partnerships;** Engage further with wider organisations such as Oxfam and Fairtrade and others. Seek to develop opportunities for the University via links with the Investment Committee, the Sustainable Transport Group and other groups as appropriate. We will enhance supplier partnerships, support the Code of Ethics, and develop opportunities for students via internships and research.

h) **Working with Consortia;** Ensure that the Consortia’s ethical and environmental commitments are substantially similar to those set out in the University’s Ethical Procurement Policy and support the University in fulfilling its commitments in regards to sustainable procurement.

i) **Communications and engagement;** Promote awareness of the University’s commitments to staff, suppliers and stakeholders. Raise awareness and promote excellent practice on sustainable procurement making information easily accessible and available for all.

j) **Whole Life Costing;** Ensure that environmental, social and whole life cost criteria are taken into account in the assessment of best value for money and in the purchasing decision process.

**Theme Five; Supplier Relationship Management**

**Concept:** to challenge and develop both the supply market and the internal University customers to fully capitalise and exploit procurement opportunities for goods and services via effective relationship management with major suppliers.

**Challenge:** to put the University in a place where it has the capabilities to search for and obtain the opportunities available.

This theme will be delivered via the following mechanisms;

a) **Themes one to four;** developing the previous themes under a category management based approach to drive larger and further developed procurements and contracts for the University.

b) **Procurement tools;** working with consortia, utilising reverse auctions, standardisation, contract management, etc. will all be further utilised to drive improved category management.

c) **Value for money;** to develop contracts, internal client relationships and external supplier relationships to drive up improved value for money and service levels by way of a greater use of pre-commercial procurement and market research to improve specifications and contract conditions.
d) **Savings reporting against list pricing;** moving more towards core baskets of goods and, where appropriate, more commitment-based contracting with fewer suppliers, rather than framework-based in conjunction with senior stakeholders.

e) **Enhanced capability;** to improve overall third-party supplier relationship management within the university, to explore ways to keep suppliers focussed on delivering an excellent service to the University, to develop tools and training to improve overall University capacity and to manage supplier relationships effectively. Examples would be in areas such as the wider added value elements of the Key Travel contract and other new thematic contracts.
Procurement Strategy (Ambition and Vision)
To establish a University wide Procurement Strategy Forum as a Senior Stakeholders and Directors group to support improving procurement and value for money, with an ambition to deliver a pipeline of thematic and coordinated procurement projects that will increase savings and innovation for the University to around an additional £2 million per annum over the duration period.

Whilst supporting additional procurement savings for the University, the Forum will also support the development of procurement innovation to create additional value in areas such as; student research opportunities (with supplier organisations), promotional and sponsorship opportunities with suppliers around Co2 reduction initiatives and greater development of sustainable procurement.

The group will support the University’s Procurement Strategy (Vision and Ambition) and the Procurement Lead in the following ways;

Group Objectives
The key group objectives will be as follows;

1. To take a strategic perspective on procurement activities and spending across the University. To debate and explore new approaches to existing and future requirements to encompass greater savings, greater internal collaboration and wider exploiting of innovation opportunities.

2. To endorse and support the delivery of the University’s Procurement Strategy (2014 to 2017 revised to 2020) to create a project pipeline of thematic procurement improvement projects across budget centres.

3. To oversee project implementation from a Directorial perspective, to ensure colleges and Professional services are fully engaged.

Meetings
The modus operandi for the meetings will be as follows;

1. Meetings will take place quarterly, around the campus, with agendas, actions, minutes and feedback and will generally last for around two hours.

2. Forum members may act as thematic leads for key procurement projects and support champions (where required) for a variety initiatives.
# Procurement Strategy Forum Members (as at April 2016)

<table>
<thead>
<tr>
<th>Directors</th>
<th>Function</th>
<th>Thematic Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trevor Payne</td>
<td>Director of Estates</td>
<td>Sustainable Procurement</td>
</tr>
<tr>
<td>Sean Duffy</td>
<td>Director of IT Services</td>
<td>IT</td>
</tr>
<tr>
<td>Stuart Richards</td>
<td>Director of HAS</td>
<td>HAS and Security</td>
</tr>
<tr>
<td>Olivia Kew-Fickus</td>
<td>Director of Strategic Planning</td>
<td>Innovation</td>
</tr>
<tr>
<td>James Wilkie</td>
<td>Director of RIS</td>
<td>RIS</td>
</tr>
<tr>
<td>Hilary Brown</td>
<td>For External Relations</td>
<td>Innovation</td>
</tr>
<tr>
<td>Diane Job</td>
<td>Director of Library Services</td>
<td>Library</td>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Jarvis</td>
<td>Director of Operations for CAL</td>
<td>CAL</td>
</tr>
<tr>
<td>Clare McCauley</td>
<td>Director of Operations for EPS</td>
<td>EPS</td>
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<tr>
<td>Lorraine Gaytten</td>
<td>Director of Operations COSS</td>
<td>COSS</td>
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<tr>
<td>Emma Robinson</td>
<td>Director of Operations for MDS</td>
<td>MDS</td>
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<tr>
<td>Bronwen Lord</td>
<td>Director of Operations for LES</td>
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<table>
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<tr>
<th>Academic</th>
<th>Function</th>
<th>Thematic Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Lonsdale</td>
<td>Department of Management</td>
<td>Innovation</td>
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