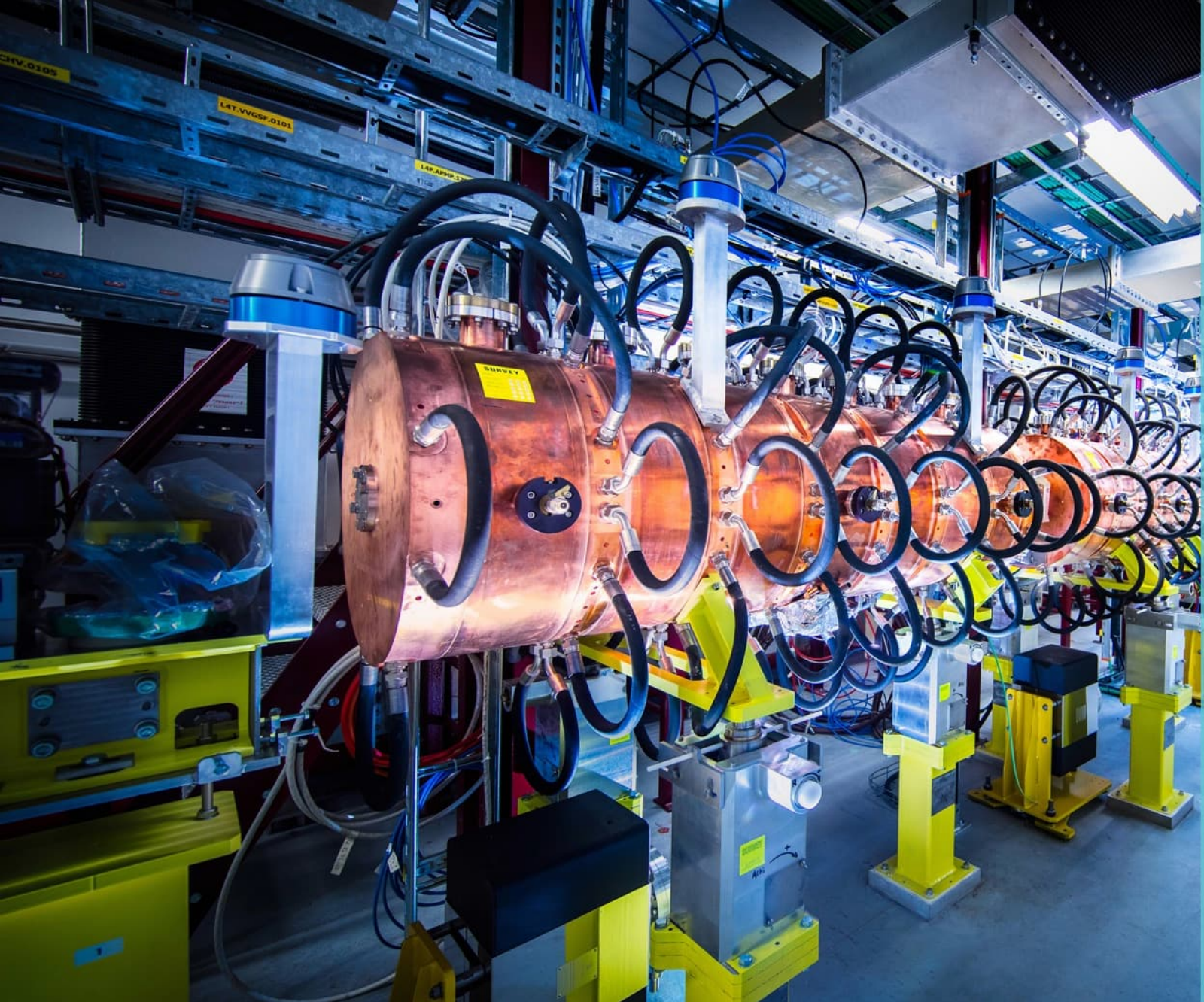




# Group meeting (March 2024)

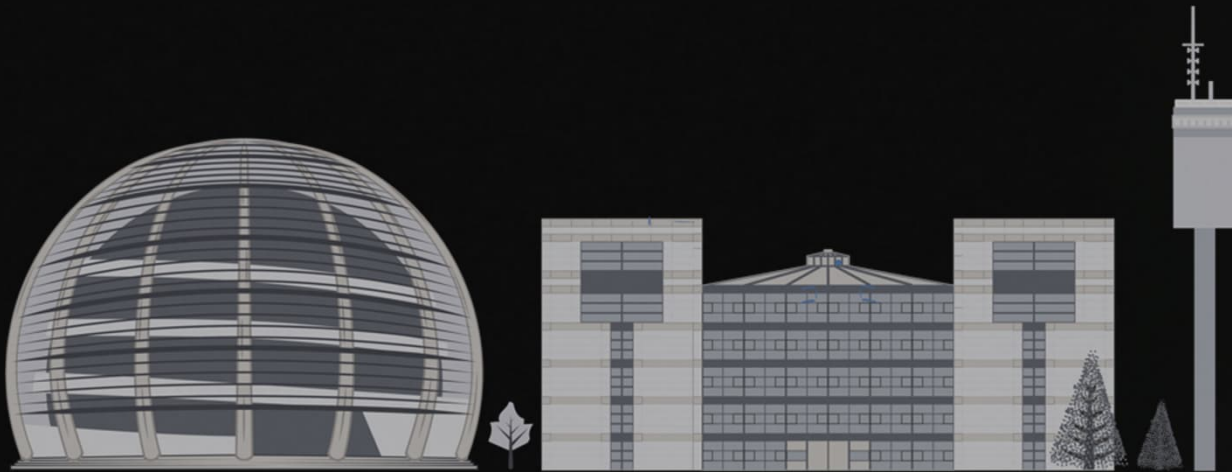
## Procurement Service



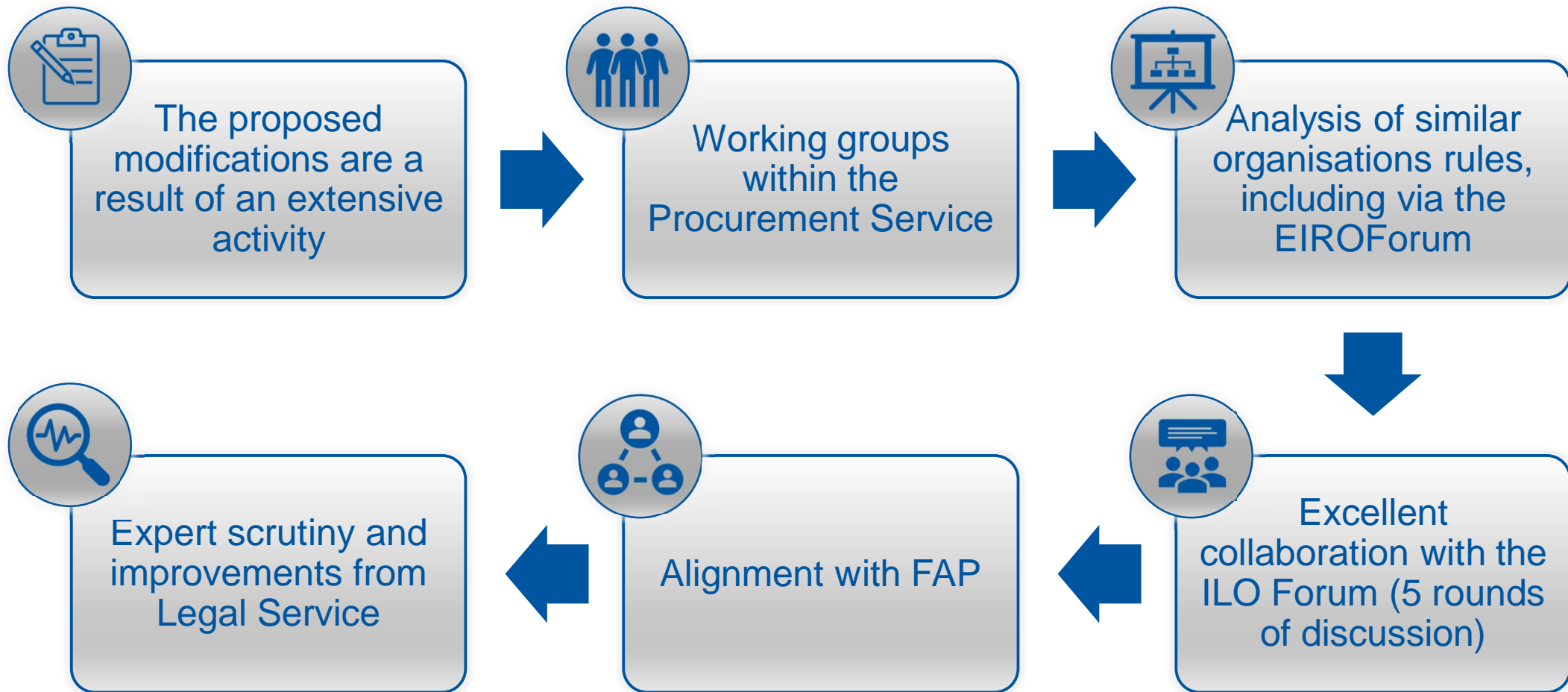
# Agenda:

- 9h Welcome and Introduction
- 9h-9h30: Changes in Procurement Rules (Cristina)
- 9h30 - 10h00 : Annual Report (Lisa)
- 10h00 – 10h15 : CERP Update (Lisa)
- 10h15 – 10h30: BCO
- AOB

# Changes in Procurement Rules



# Process Followed



# Proposed objectives for the revisions

**Adapt existing tools to better  
balance industrial returns  
amongst MS/AMS**

**Consider quality and  
environmental aspects in CERN  
adjudications in line with  
applicable rules in Big Science  
organisations**

**Increase CERN attractiveness and  
competition to obtain highest  
overall value for CERN**

**Optimize resources and time  
usage of CERN resources,  
whilst ensuring reporting and  
visibility for ILOs**

Supplies and services were not defined in the current rules

## Definitions

**Supplies:** goods, equipment and material

## Return coef

**Return coefficient for Supplies:**  
Supplies + Services (except IS)

## Country of origin

**Where the supplies are**  
manufactured or of the last major  
modification (as today)

## Services: all services or works

**Civil  
engineering  
works**

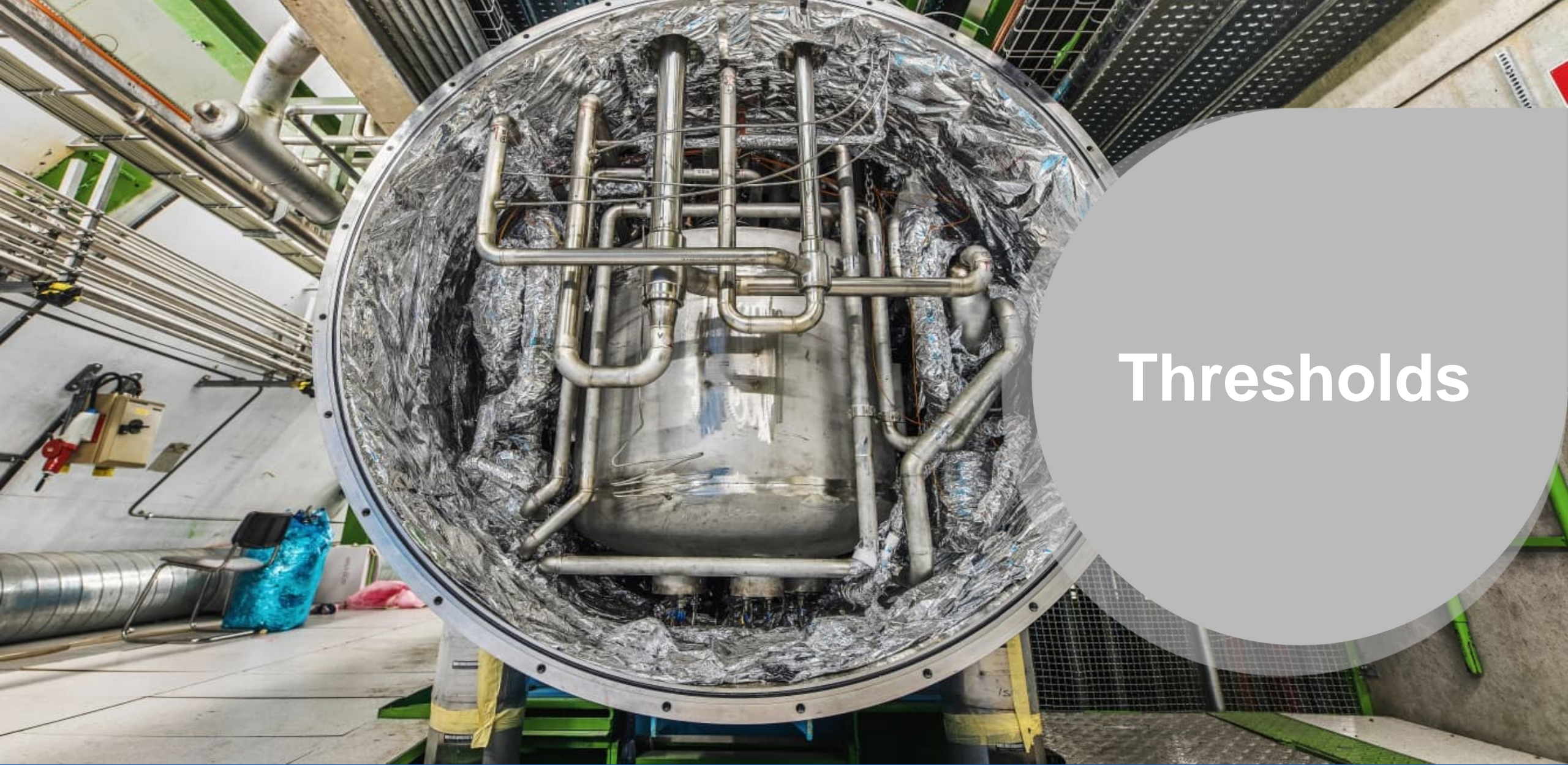
**Industrial services: services  
performed on the CERN site for  
a multi-year period**

**Any other service**

**Return coefficient for Industrial Services: only  
Industrial Services (as today)**

**Services that are not carried out on the CERN site:  
where the services are performed**

**Services on the CERN site: the country in which  
the firm is established (as today for IS)**



# Thresholds

# Thresholds in CHF

Benchmark with other organisations (for the purpose of this exercise, 1CHF = 1EUR)

	ESA	CERN	ESO	SKAO	ITER	ESRF	F4E	ILL	EMBL	ESS
Competitive tenders subject to FC approval (or equivalent) (a)	2M*	750k	500k	500k	2.5/ 5M**	500k	20M	500k	1M	NA
Single source subject to FC approval (or equivalent)	2M*	200k	250k	250k	1M	500k	20M	500k	1M	NA
MS/IT required as from	As needed	200k	150k	200k	As needed	50k	2M	25k	As needed	As needed
3 bids required as from	10k	5k	5k	10k	10k	8k	17k	10k	12.5k	25k
Average annual expenditure (b)	2.5B	500M	120M	115M	350M	50M	200 M	50M	78M	130M
% of (a) wrt (b)	0.08%	0.15%	0.41%	0.43%	0.71%	1%	1%	1%	1.28%	

\* 4 different thresholds depending on the supply (studies, technological programmes, non-MS, other contracts). The thresholds mentioned here refer to 'other contracts'.

\*\* Construction contracts

# Thresholds (Summary)

	Current thresholds in CHF	Proposed change in CHF
<b>Competitive tender subject to FC approval</b>	750 000	1 500 000
<b>Market Survey/Invitation to Tender required as from</b>	200 000	400 000
<b>Single source subject to FC approval</b>	200 000	200 000 No change
<b>Three bids required as from</b>	5 000	10 000
<b>Price enquiry (DO) handled by the Procurement Service as from</b>	5 000	10 000
<b>Users can make their own orders No need to sign OSVC/DL up to 5kCHF</b>	< 1 000	< 2 000

Increase CERN  
attractivity and  
competition to obtain  
best conditions for CERN

Optimize resources and  
time usage or CERN  
resources, whilst  
ensuring reporting and  
visibility for ILOs

No impact on industrial  
return



Participation in  
Tendering  
Procedure,  
country of origin  
and status of  
bids

# Status of a MS

Current

MS is well balanced  
if avg of industrial  
return coef for the 4  
preceding years  $> 1$

Proposal

... for AMS in case the “ceiling” has  
been reached

Rationale

**Impossibility of  
placing any order**

# Limited Tendering

## New conditions

### Current text

**“contact only  
firms from MS  
with a return  
coefficient below  
0.4”**

If an AMS has reached its “ceiling”, it  
“must be contacted by the AMS”

CERN may conduct a Tendering  
Procedure open to all MS and a LT one.  
If the winning bid from the LT is  
significantly higher than the open one,  
the contract on LT may not be awarded.

a Limited Tendering.

Adapt existing tools  
to better balance  
industrial returns  
amongst MS/AMS

### Rationale

- Obtain a  
balanced/reasonable IR  
for all MS
- Avoid the yo-yo effect  
In 2023 the LT was only  
used for 8/133 DOs and  
3/126 ITs
- Avoid over costs by  
doing LT

# Use of BVFM for supplies

## Situation

- ✓ BVFM can be applied for service contracts w/o prior approval from FC.
  - ✓ **Reminder:** CERN definition of services: pluri-annual service on the CERN site.
- ✓ CERN is the only entity that cannot opt for BVFM for supplies w/o prior approval from FC;
- ✓ BVFM rarely used at CERN, although potentially relevant for consultants, services performed outside CERN site, artistic projects, software ( all currently considered as supply contracts)



## Rationale:

- increase CERN attractiveness
- take into consideration environmental aspects
- increase competition/ response rate

## 2 ways of adjudicating contracts:

- ✓ Lowest compliant basis (alignment rule applicable)
- ✓ BVFM (no alignment possible)

Consider quality and environmental aspects in CERN adjudications in line with applicable rules in Big Science organisations



# Procurement with External Funds

# Section 7: Procurement rules for Requirements funded wholly or partially by External Funds

## **Case A**

Cases which do not involve MS contributions and where contracting parties intend to act independently of CERN

## **Case B**

Cases which do not involve MS contributions but where CERN is requested to be the contracting party

## **Case C**

Cases where MS contribute to the financing but excluding case D (mixed funding cases: external + MS contributions )

## **Case D:**

Cases funded by an approved or recognized experiment on a Collaboration account (and to which CERN may contribute)

## **Rationale:**

Establish the rules for placing contracts non funded by MS contributions

# Case B: cases which do not involve MS contributions but where CERN is requested to be the contracting party

(e.g.: procurements financed through donations or funds coming from external parties or on behalf of external institutes)

The Procurement Rules and GCCC shall be applicable except

**In case CERN carries out the tendering procedure:**

- The alignment shall not be applicable as no taken into account for the calculation of IR

**For approved or recognised experiments only:**

- The external institute may select the contractor if the collaboration certifies that the applicable laws have been complied with;
- No FC approval is necessary in case a transfer of risk and liability or an MOU (transferring the risk to the contributor) is signed by CERN and the contributor;
- The collaboration may mention at least 50% COO coming from the same country that the contributor.

**No change to  
current PR**

# Case C : cases where MS contribute to the financing but excluding case D

## No exceptions to the Procurement Rules:

- Only MS Firms can be invited to tender;
- FC shall be sought if CERN contribution to the Contract value exceeds the defined thresholds.

# Case D: cases funded by an approved or recognised experiment on a Collaboration account

No change to  
current PR

The Procurement Rules and GCCC shall be applicable except:

- CERN can contact firm outside MS during the tendering procedure in case those firms producing from the contributor's country.
- Alignment rule is not applicable
- FC shall be sought if CERN contribution to the Contract value exceeds the defined thresholds.

# Proposed changes to the Procurement Rules

by Cristina Lara Arnaud (CERN)

## Praise for the IPT team on:

- the extensive effort to improve the procurement rules and
- involving the ILO-forum in the discussions about the major changes;
- especially given the high workload and personnel changes within the group

## However:

- The received document does differ significantly from the former document and has many small changes that are not easy to identify, some of which have an impact on how things work
- Also discussing the wording of some parts with a group of ILO's in the informal meeting it became clear that interpretations varied, triggering quite a lot of discussions.

# Proposed changes to the Procurement Rules

by Cristina Lara Arnaud (CERN)

## Conclusion drawn in the ILO-forum:

- The extensive discussions during the meeting clarified many items
- The document needs to be updated to reflect those clarifications
- The ILO-forum is committed to make an effort with the IPT team towards a definitive document for voting in the June FC.

## Outline of the plan:

- ILO-forum members and delegates to provide comments before 1pm on April 4th.
- IPT will reply to those comments and discuss them with the ILO-forum in the week of April 8
- A new version of the document will be made available by IPT asap aiming for June approval

# Feedback from FC

Appreciated the work: AT, FR, IT, BE

Questions: implementation of Limited Tendering, why not increase more the thresholds?, use of EU procurement rules, objectives (keep overall costs for CERN as low as possible)

## Next steps

Produce guidelines by 8th April on:

- Limited tendering
- BVFM adjudications
- reply in written to the ILOs comments

Meetings with ILOs will take place between 8<sup>th</sup> to 10<sup>th</sup> April.

Finalise the document with translation and legal services.

# Developments that need to take place before all changes are approved in June

- Digital changes:
  - Automatic orders up to 2kCHF
  - No signature for orders OV and DL under 5kCHF
  - change forthcoming page in webpage to include DO up to 400kCHF
  - change currency exchange (SNB instead of ECB) for some currencies
- Update RACIs (PPM and orders >50kCHF)
- Update lifecycle
- Update templates and correspondence (email btw 750k and 1.5MCHF)
- procedure for Limited Tendering (when, how, dual or single procedure, ILOs to contact, adjudication done or not)
- procedure on BVFM for supplies
- Update standard presentation and existing trainings
- Update report on Industrial Returns




# Procurement Report

# 2023 Annual procurement report

Summary in paper  
Format

Full report presented  
through 13 tables in the  
web page available [here](#)



Procurement Report

Download full report for year 2023:

Excel

PDF

Table 1: Payments in 2023 for Supplies

Year: 2023

Country: -ALL-

Country	Payments per procurement code (rounded kCHF) <sup>1</sup>													Totals		
Name	1	2	3	4	5	6	7	8	9	10	11	12	13	Total	Industrial return 2023 <sup>2</sup>	Return coefficient 2019-2023 <sup>3</sup>
Austria	755	296	67	219	895	307	-	-	-	9	1	55	16	2 619	0.51	1.31
Belgium	168	100	334	156	627	17	-	3	30	21	55	380	71	1 961	0.31	0.51
Bulgaria	46	3	2	1 525	27	1	-	-	-	-	-	12	1	1 618	1.99	0.24
Switzerland	15 959	967	1 186	3 146	2 616	6 127	60	206	1 460	1 244	1 092	2 750	3 490	40 303	4.62	5.06
Cyprus	-	9	-	-	58	-	-	-	-	-	-	-	2	69	0.33	0.44
Czech Republic	51	335	560	560	39	847	13	-	5	75	11	11	5	2 513	0.94	0.82
Germany	4 786	3 891	3 956	1 436	4 610	9 235	226	343	1 224	1 675	423	775	632	33 209	0.69	0.91
Denmark	1 417	58	190	36	1 521	36	-	27	-	-	8	156	66	3 514	0.83	0.36
Estonia	-	81	73	390	19	-	-	-	-	-	-	1	-	564	2.16	1.02
Spain	8 511	1 868	650	261	2 906	224	-	24	19	175	290	274	641	15 843	0.95	0.72
Finland	170	474	100	11	1 469	20	51	-	-	195	1	28	7	2 526	0.82	0.52
France	22 678	2 888	3 273	1 617	3 153	1 721	31	156	1 646	3 275	818	1 246	1 977	44 480	1.43	1.26
United Kingdom	958	1 143	1 115	14 214	2 293	490	63	206	33	71	294	1 224	132	22 236	0.64	0.41
Greece	68	69	195	15	611	-	-	-	-	-	27	18	87	1 090	0.48	0.63
Croatia	-	6	1	-	196	28	-	-	-	18	45	-	2	296	1.54	0.58
Hungary	1	191	529	463	33	2	-	-	-	9	-	12	1	1 241	0.73	1.41
Israel	20	64	201	670	62	1 118	106	8	-	-	-	21	-2	2 267	0.47	0.21
India	183	874	56	949	372	25	-	-	-	9	12	52	26	2 558	0.79	0.39
Italy	24 716	5 028	885	23	1 212	1 257	21	21	143	110	967	500	803	35 686	1.54	1.31
Lithuania	-	12	25	12	33	-	-	22	-	-	-	1	1	107	0.56	1.09
Latvia	-	-	-	167	28	-	-	-	-	1	-	-	2	199	0.99	0.68
Netherlands	85	939	160	2 562	417	1 559	11	1	35	83	119	396	199	6 564	0.59	0.78
Norway	6	87	34	66	595	79	-	-	-	-	1	546	558	1 972	0.4	0.41
Pakistan	-	-	-	-	1	-	-	-	-	4	-	-	4	8	0.02	0.56
Poland	13	499	171	987	108	784	-	22	-	259	87	151	170	3 251	0.46	0.74
Portugal	376	132	7	8	159	8	-	-	408	-	5	241	156	1 498	0.59	0.78
Romania	74	102	121	161	698	18	-	5	-	22	5	-	22	1 227	0.42	0.74
Serbia	47	341	6	-	82	-	-	-	-	-	-	5	5	486	0.79	0.42
Sweden	104	127	150	500	575	473	-	29	9	5	141	55	12	2 181	0.37	0.61
Slovenia	-	24	60	-	145	-	-	-	-	-	150	6	11	397	0.94	0.83
Slovakia	60	58	12	309	46	-	-	27	-	5	216	5	5	744	0.61	0.86
Republic Of Turkey	193	889	7	31	151	-	-	137	-	84	1 198	79	83	2 852	3.15	1.17
Ukraine	1	-	-	-	14	-	-	-	-	30	-	-	-	46	0.24	0.29
Sub-Total Member States	81 446	21 555	14 124	30 496	25 772	24 376	583	1 237	5 011	7 379	5 966	8 998	9 184	236 125		

Detailed information about:

- payments for Supplies and Services and per contract range

- payments funded by non-MS contributions

- status of MS from 1<sup>st</sup> March

- overall return coef (supplies+services+utilities)

- orders <1kCHF

- list of utilities

- alignment cases

- BVFM adjudications

- list of B and X contracts

- list of orders >50kCHF (commitments)

# ***QUALITY of data in the report is PARAMOUNT***



***FOR YOUR DAILY VIGILANCE AND EFFORTS IN ENSURING THE BEST  
QUALITY OF PROCESSES AND SERVICE***

# Key messages, Lessons learnt and key reminders



## NEW:

Origins of the funds : report only on funding originating from Member States contributions only

Excluding :  
payments funded by External Funds (all funds from sources other than Member State contributions: visiting teams and collaborations, donations, etc)

## Country of Origin:

To be thoroughly checked in DAI and minutes of contracts (transferred in Qualiacc)

**Country(ies) of origin for DL** : can be different from one DL to the other as long as the COO of DL are chosen from the declared COO of the contract (Table 11: List of B contracts and Table 13)

## Procurement Codes:

To be thoroughly checked in DR, DAI, minutes of contracts... (transferred in Qualiacc)

The distinction between Materials (M) and Services (S) is important and is used for Logistics/reception purposes not for Reporting purposes.


**Utilities** : when not a U contract, inform the reporting team that the order or contract shall be registered as a utility (NB: Insurance contracts are now Utilities)

**ALIGNMENT** : MEMO to send to Group Leader (Template available from Templates Section of the Website : IPT-PI\Common\Alignement)

**BVFM**: data collection method may be different in the future if adjudications on BVFM are not submitted to FC approval (below 1,5MCHF), to be discussed

# From Quality Sessions Report on the Procurement Group Website:



Quality Sessions Reports 		
Name ▾	Description ▾	Created ▾
	launching any DO, MS, IT or contract.	
CegidXRP - Guide d'utilisation de l'interface...	User manual for the new HTML version of Qualiac (Cegid) in French.	January 15, 2021
CegidXRP HTML Version.pptx	Presentation of the new Qualiac (Cegid) version HTML by FAP.	January 15, 2021
Training_reports_procurement_cube.pptx	Training on how to use the Procurement Cube report tool	January 4, 2021
New Contracts archiving.pptx	Archiving of all contract documents under cds	October 27, 2020
Useful links.pptx	Useful links to the procurement dashboard and videos on treating DAIs.	September 4, 2020
Funding case field.pptx	Introduction of the funding case field for DAIs involving a Team Account.	January 16, 2020
eSignature implementation.pptx	Implementation of the digital signatures via DocuSign. New procedures for a paperless office.	November 7, 2019
eSignature.pptx	Teaser for the implementation of the digital signature. Reasons for changing to a paperless office.	October 10, 2019
DAI Refresher.ppt	Refresher training on treatment of DAIs in the new version of EDH	June 12, 2019

## 'Order Lines' (2/3)

1. Budget code – Defined by the technical officer
2. Check the procurement code against the established list on our website.

Budget Codes *:	73311 - Open Access Fees
Procurement Code *	73311 Open Access Fees
	Author processing charges (Open access publishi
	<input type="radio"/> Material <input checked="" type="radio"/> Service ?
Countries of Origin:	NETHERLANDS (NL)

3. **N.B.** – Select 'Material' for supplies that will **physically be delivered to the Reception Service** and will therefore need to be goods receipted. Select '**Service**' for **any other supplies which are not transported** (such as software, electronic documentation and maintenance) **and for services.**
4. Countries of Origin – Always verify that the distribution is correct and that assumptions have not been made. You may also allow for multiple countries of origin within one line my using the following example format 'GB (90%) ; IT (10%)'

Slide 6

# Industrial return coefficient for supplies

Based on payments

Industrial  
return  
coefficient

For Supply contracts and for a 12-month period starting on 1<sup>st</sup> March, defined as:

*“The **ratio** between a Member State's percentage share of the value of all Supply contracts during the preceding 4 years and that Member State's percentage contribution to the CERN Budget over the same period”.*

Excluding:

- ✓ Purchases funded by non-Member States (i.e. non CERN money)
- ✓ Purchases originated in non-Member States (US, CN, etc)

Status  
definition

Over a 4-year period:






















- Very poorly balanced :  $< 0.40$  (not defined in PR as such)
- Poorly balanced (PB) :  $0.40 \geq x < 1$
- Well balanced (WB):  $\geq 1$

# Industrial Return to Member States, supplies Status from 1 March 2024 – 28 February 2025


## Well Balanced

 Austria  
 Estonia\*  
 France  
 Italy  
 Lithuania\*  
 Switzerland  
 Turkey\*

## Poorly Balanced

 Belgium  
 Bulgaria  
 Croatia\*  
 Cyprus\*  
 Czech Republic  
 Denmark  
 Finland  
 Germany  
 Greece  
 Hungary  
 India\*  
 Latvia\*  
 Netherlands  
 Norway  
 Poland  
 Portugal  
 Serbia  
 Slovak Republic  
 Slovenia\*  
 Spain  
 United Kingdom

## Very Poorly Balanced

 Israel  
 Pakistan \*\*  
 Romania  
 Sweden  
 Ukraine \*\*

# CERP policy implementation update

# Focus Area #2 Supplier Engagement

Objective: Collaborate with suppliers to understand/help them on their environmental responsibility journey and identify opportunities to improve the environmental responsibility of current and future procurement contracts.

## Actions taken:

- Working Group set up to engage with the top suppliers from CERN's 3 most emitting Procurement Families,  
01 - Civil engineering, building and technical services (Sandrine, Adam, Aneta)  
05 - Mechanical engineering and raw materials (Alvaro)  
13 - Permanent services on the CERN site (Sebastien, Charles)
- First feedbacks received from services contractors who are advanced and eager to share their experience, reporting methodology and calculations

## Next Steps:

- Meetings with services contractors
- Send info and data requests to CE suppliers to better understand their maturity and practice
- Identify key suppliers and best approach for family 5

# Focus Area #3 Pilot Projects:

## Status of ongoing pilot projects

	Type of contract	Description	Cost range (CHF)	Status	Next step	PF	Contacts	Status
	Supply	Supply of 330 lead sandwiches - MS4916/EP/CMS	200k - 750k	Market Survey	Market Survey 09/2023	5	Technically: H. Gerwig Commercially: A. Lecinana Soldevilla	Seems to be a relatively simple product (I may be wrong though). There is some good information about the environmental impacts of Lead here - <a href="https://link.springer.com/article/10.1007/s11367-015-1021-5">https://link.springer.com/article/10.1007/s11367-015-1021-5</a> which could be used as a basis for defining environmentally responsible procurement criteria
➡	Supply	Supply of steel bars 316LN-MS-4954	200k - 750k	Market Survey	Market Survey	5	Technically: Commercially:	Market Survey document updated with questions around sustainability for information.
	Supply	Supply of isostatic graphite blocks and low density CFC plates for the HiLumi beam dump project-MS4857/4858	200k - 750k	Market Survey	Market Survey	5	Technically: Th. Banks Commercially: F. Bonthond	Market Survey document updated with questions around sustainability for information.
	Supply	Provision and support of public cloud services	750k - 5M	Market Survey	MS closes 31.01.2024	4	Technically: Joao Fernandes Commercially: Josh Davidson	We have been asked by Josh to support this following earlier discussion around embedding environmental responsibility into purchases for the CERN on site data centre
	Supply	Supply of the roof renovation work of building 167 on the Swiss part of CERN	200k - 750k	Announcement	Invitation to Tender 06/2024	1	Technically: A. Dodard Commercially: S. Magnan	Environmentally responsible roof insulation was discussed during the Procurement Family 1 decarbonization strategy meetings so some ideas could be applied to this procurement. Our influence may be limited if these suppliers have already been qualified in a previous Market Survey
	Supply	Extension and upgrade of two 66/18 kV substations.	750k - 5M	Announcement	Invitation to Tender 04/2025	2	Technically: D. Katsanikos Commercially: A. Musso	Potentially related to pilot project focused on Power Transformers, however, I am not 100% sure of this. Our influence may again be limited if these suppliers have already been qualified in a previous Market Survey
➡	Services	Provision of services for the transport of persons for CERN-MS4950	750k - 5M	Announcement	Market Survey 03/2024	11	Technically: S. Blanchard Commercially: S. Sonnerat	Based on the description there already seems to be interest in embedding environmental responsibility into this procurement. After discussion adjudication moved to BVFM instead of Lowest bid.
	Supply	Supply of UPS from 20 to 200 kVA	200k - 750k	Announcement	Market Survey 02/2024	2	Technically: J. Lahaye	Environmentally responsible procurement of UPS systems was discussed during the Procurement Family 2 decarbonization strategy meetings so some ideas could be applied to this procurement.
	Supply	Supply of Inspection Systems for the LHC Beam Screen - IT4866	200k - 750k	Invitation to Tender	Invitation to Tender	5	Technically: G. Bregliozzi Commercially: J. Davidson	Suppliers maturity assessed (1st round). Weighting criteria proposed for a BVFM adjudication on sustainability and environmental impact proposed. It has been also suggested a criteria on Total Cost of Ownership.
➡	Supply	Supply of Servers and Storage for Physics Data Processing, Acquisition and Control systems	750k - 5M	Market Survey	Market Survey	4	Technically: E. Bonfilou, L. Aztori Commercially: J. Davidson	Market Survey document updated with questions around sustainability for information.



# BCO news

- Contract S : implementation of SUPPLY or SERVICE parameter per amendment allowing to charge each spend to the correct Industrial Return;

Supply or Service? SUP

- DAI modification :

Numéro de référence:\*

Single source: Approuvé par le FC

CERN/FC/6772/RA

- "Dépot" correction: Meyrin vs Preveessin

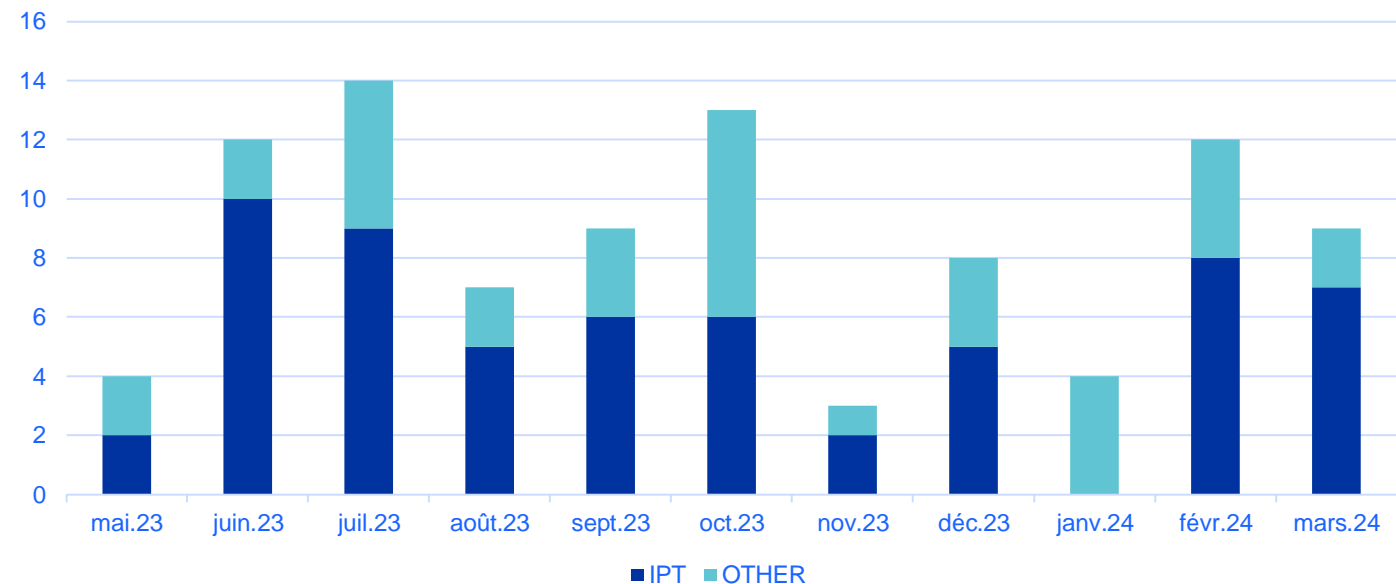
Dépot:

--- Calculate Depot

- DAI routing update (for April)

- iValua trend:

iValua Price Enquiry






AOB

# New on the Procurement Website

› Templates & Memoranda



› Meetings, Quality and Training Sessions

Quality Sessions Reports edit

Calendar edit

Meetings edit



› Rules and Procedures

Understanding RACI matrix

<b>R</b> Responsible/Owner Who is responsible for the work?	<b>A</b> Accountable Who has ultimate responsibility for the work?
<b>C</b> Consulted Who has to be consulted?	<b>I</b> Informed Who needs to be kept in the loop?

› Supplier database



› Reports and dashboards



› Environmentally Responsible Procurement



202											
January 2024			February 2024			March 2024					
Mon	1										
Tue	2										
Wed	3										
Thu	4		1								
Fri	5		2			1					
Sat	6		3			2					
Sun	7		4			3					
Mon	8		5	QS Eenergy MEMO (Andrea)		4					
Tue	9		6			5					
Wed	10		7			6					
Thu	11		8	Peers review FC adjudications		7					
Fri	12		9			8					
Sat	13		10			9					
Sun	14		11			10					
Mon	15		12			11	QS Forthcoming needs (Josh)				
Tue	16		13	Group Meeting/ QS MS Memo (Floris, Lisa)		12					
Wed	17		14			13					
Thu	18	QS CERNbox (Floris)	15	Peers review FC adjudications		14					
Fri	19		16			15					
Sat	20		17			16					
Sun	21		18			17					
Mon	22		19			18					
Tue	23	Group Meeting	20			19	ILO Forum				
Wed	24		21			20	Finance Committee				
Thu	25		22			21					
Fri	26		23			22					
Sat	27		24			23					
Sun	28		25			24					
Mon	29		26			25	QS AMS Expenditure and ceiling (Josh)				
Tue	30		27			26					
Wed	31	IPT Annual Meeting	28			27					
Thu			29			28					
Fri						29					
Sat						30					
Sun						31					