



Advanced Procurement
for Universities & Colleges

Strategic Vision

Q4 2009 until July 2012

Version 1.0

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Chief Executive

To be delivered as a partnership under



Colleges & Universities Procurement
Partnership - Scotland

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1 Introduction, Background & Vision

Introduction

This Strategic Vision aims to provide a clear strategic and operational direction for APUC for the period from Q4, 2009, to 2012. (this document constitutes the “Updated Strategic Plan” as referred to in the Scottish Funding Council grant award letter for the 2009/10 year). It, combined with the Operational Business Plan (which is to follow and will include the relevant detail on operational costs and benefits), supersedes the previous business and strategic planning documentation for the organisation that pre-dates it.

The actions and recommendations that emanated from the Strategic Dialogue process as well as the input received through wide stakeholder consultation have shaped this vision. It focuses on the core long term purpose of APUC, although where applicable it refers to the key e-procurement project work that APUC continues to manage (the implementation of ePS) as it enters its final months. It sets out how APUC will, by meeting and exceeding client expectations, respond to the challenges of procurement reform and explains how the services to be provided to universities and colleges will help embed good procurement practice and deliver significantly improved and sustainable value for money.

There is no executive summary as such but a “Two Page Senior Management Briefing” has been produced for distribution to senior management across the sectors through Universities Scotland and Scotland’s Colleges.

The plans contained in this vision document of course are dependent on the necessary funding being obtained (as will be set out in the Operational Business Plan) for the delivery of each of the relevant workstreams. If targeted funding cannot be obtained then delivery of the Strategic Vision will need to be curtailed accordingly and the overall vision revisited.

Background

APUC (Advanced Procurement for Universities and Colleges) Limited is the procurement Centre of Expertise for Scotland’s 62 universities and colleges. It is a private limited company, owned by institutions and established in response to the McClelland Report, the ‘Review of Public Procurement in Scotland’, which made recommendations for procurement reform published in the spring of 2006.

Funding for the establishment of APUC was awarded from the Scottish Government’s Efficient Reform Fund and from the Scottish Funding Council. The terms of the funding from the Scottish Government set the framework and context for APUC’s initial purpose, i.e. to support the procurement reform in Scotland’s universities and colleges as part of the national procurement reform programme. Detailed planning to establish the organisation took place in the last quarter of 2006, culminating in the formal establishment of APUC Limited on 16 January 2007.

Collaborative Procurement Opportunities

Moving forward, it is important to understand what the opportunity environment (both for ongoing maintenance of value and delivery in new areas) for collaborative procurement is in the college and university sectors. Based on work done by a (university sector) Contracting and Value for Money working group and from a deep understanding of the nature of institutional spend relayed by experienced procurement and finance professionals within the sector, there is consensus that in the region of 12-30% of non-salary spend per institution (which equates to up to around 20% of total sector spend), is of a nature, based on specification and supply markets, capable of being collaboratively procured. This will vary dependant on size / nature of institution, with larger research based institutions having less as a percentage being on commonly used contracting categories, meaning the largest spend institutions have the lowest percentage opportunity for collaboration.

The university and college sectors, particularly in Scotland, have been at the forefront of procurement collaboration for many years. APUC has had, and clearly has a key role going forward, in maintaining the value achieved from collaborative procurement (undertaken by both the sectors generally for many years and by APUC itself) with the appropriate level of APUC's resources being managed to enable this benefits maintenance going forward. This is important as from work done by relevant working groups, from liaison with those immersed in this work and based on data available in the Hub, the actual scope of collaborative procurement delivered over many years appears to equate to roughly 9-12 % of spend.

To put this into benefits terms, collaboration to date has yielded, conservatively, on average 15-20% (many contracting categories are at a greater level than this) savings versus non contract pricing over the past 10+ years, this equates to the sectors actually achieving savings (based on 2006/7 spend levels x 10.5% mid-point of spend in scope) in the region of at least £13-17M per year. This has of course brought benefits to not just the sectors (both sectors have enjoyed savings - despite most colleges not having their own procurement resources, in many cases colleges have utilised university sector agreements as well as those put in place by APUC to bring value as well as other agreements within their own sector and with other public bodies), but also the SFC / Scottish public purse as institutional funding has been based on the net costs of this advanced procurement work throughout.

APUC's formation was timely to a degree for the sectors as it coincided with various changes to the EU procurement regulations, which have become significantly more bureaucratic (a collaborative EU relevant tender now demands 300+% more resource than the same tender would have taken to deliver 4 years ago). The sectors have therefore avoided to date having to find additional funding to support collaborative procurement at institutional level – although their institutional teams will be experiencing increased resource demands from these EU related impacts on tendering for institution specific needs. While these huge resource demands have presented challenges to APUC in increasing the percentage of spend that is collaborative in the early years, it has achieved valuable savings in the tenders that it has put in place over this time, or jointly delivered with Procurement Scotland.

Going forward, APUC will restructure itself to significantly increase the number of contracting categories that are collaboratively purchased. It will also make its resources

available to the sectors' professional working groups (SUHoP, Colleges Finance CoP, SUFDG, HEIDS, SCURL etc) as appropriate to assist them in moving their developments forward.

It is worth noting that the areas where collaboration has not occurred previously, are often the most complex and in some cases the lower value/high volume contracting categories, or those that are felt to genuinely provide competitive advantage (and therefore requiring a more thoughtful approach to collaboration). Some of these areas do have significant potential however so it is key that the challenges are grasped and met.

APUC and institutions (mainly Universities) will continue to explore and exploit opportunities for collaboration where it is of value to do so for grant funded research (this will often bring most value when collaboration is done on a UK wide basis). Research funding, generally provided by UK research councils or charitable trusts, is almost always paid through grants that are provided, or drawn-down, based on actual expenditure incurred. While the savings achieved from this type of collaboration does not hit the bottom line of institutions, nor the SFC / the Scottish public purse, it does however bring benefits indirectly due to savings delivered to the wider UK public and charity sectors, and in many cases provides for increased research activity and scientific endeavour for the same monetary investment.

This understanding of the market situation and the opportunities going forward have been fully incorporated into the Strategic Vision. It sets out how APUC will fully exploit collaborative opportunities, meet client expectations, respond to the challenges of procurement reform and deliver services to universities and colleges that will help embed good procurement practice and deliver significantly improved and sustainable value for money.

The Core Vision

To work jointly, as one team with client institutions, to maximise the contribution that advanced procurement makes to Scotland's investment in teaching, research and knowledge transfer such that institutions can deliver more with the funds that they have available.

The Mission

To work jointly, as one team with client institutions, to support the embedding and consistent application of good procurement practice within Scotland's universities and colleges, and to increase the sustainable value for money from institutions' procurement expenditure through the provision of advanced procurement services.

Delivery

It is recognised that the potential to deliver sustainable benefits to universities and colleges in these areas will be realised through close working relationships between APUC and the client institutions, founded upon a shared understanding of what needs to be done to secure the desired returns. With this in mind, a new overarching brand to cover collaborative working across the sector was agreed at the Contracting Priorities and Ways of Working Together Workshop held in early September 2009 – this has been agreed as “Colleges and Universities Procurement Partnership – Scotland” and will be used when either APUC or institutional staff are representing the sectors with those outside of the sectors either within Scotland or on a wider UK basis.

APUC is committed to this Strategic Vision and to deliver benefits to institutions as proposed. APUC has sought funding from the Scottish Funding Council for three years from July 2009. Thereafter it is anticipated that APUC will be either substantially or entirely funded by subscriptions from institutions, which APUC will justify by the demonstrable delivery of benefits. A subscription model will be developed by APUC and discussed with Universities Scotland (US) and Scotland's Colleges (SC) from early 2010, with a first formal draft being delivered by July 2010 and be agreed by the end of 2010/11. US and SC have offered to work in partnership with APUC on behalf of their members to facilitate implementation of the agreed model.

A description of the Key Strategic Principles that APUC will operate to is contained in the following section. These also relate to the Client (institutions) Expectations of APUC as set out in Section 3 and the Benefits that APUC aims to deliver to its client community and to the Procurement Reform Programme as set out in Section 4.

2 Key Strategic Principles

The Key Strategic Principles are:

Governance, Structures and Policy Development and Implementation

Working together in close partnership, APUC and institutions will develop and embed the consistent application of good governance and accountability in procurement practice, as part of the Public Procurement Reform Programme, and increase significantly the sustainable value for money from institutions' procurement expenditure. In doing so, institutions and APUC will contribute to and support the work of PPRB, and will reflect sustainable economic, social and environmental priorities as appropriate in their procurement strategies.

Collaborative and Advanced Procurement Development and Delivery

APUC and institutions will share collaborative procurement plans and contracting strategies via the SharePoint website, use the UIG process to gather institutional input to contracting strategies and adopt pragmatic approaches where optimum collaboration is not possible. APUC will represent institutions' views at National Category A forums and engage with institutions on Category B priorities as agreed at annual contracting priorities workshops and disseminate, when available, the Scottish Procurement Directorate's pan-Scotland contract management toolkit.

APUC will seek to deliver contracts as quickly as possible, assessing customer requirements using the UIG process and ascribing appropriate weightings within tender assessment criteria, communicate appropriate legal and policy advice and guidance as contained within the sector procurement manual and provide support and guidance to smaller institutions as required.

Supplier Engagement

APUC will work to the standards as set out in the Scottish Government's Suppliers' Charter to establish a base of high quality and cost competitive suppliers as the optimum environment in which to achieve best value in procurement expenditure.

Procurement Information System Development and Installations

APUC will optimise the use of information system tools - Public Contracts Scotland, the Scottish Procurement Information Hub, the Best Practice Indicators and e-Procurement systems as relevant - to work with institutions to introduce improvements and demonstrate progress, efficiency and best practice implementation.

Management Information Development and Delivery

Management information is key to making informed decisions in procurement related activities. APUC will gather, analyse and manage data provided by institutions that will serve to develop appropriate national, regional and local sourcing strategies, opportunities for collaborative buying and the capability to measure performance and benefits delivered.

People and Skills

APUC employs, develops and retains staff with innovative skills sets and significant experience / recognised professional qualifications, providing suitable opportunities for career planning. It will provide support to institutions in the development of procurement capability and develop training and skills development strategies which will ensure that their procurement activities are compliant with legislation and obtain optimum value for money.

Corporate Social Responsibility

As part of overall value for money and affordability considerations, APUC will take account of the economic, social, environmental and equality impacts of purchasing activity, wherever it is sensible, legal and legitimate to do so, maximising the positive outcomes and minimising the negative.

Communications

APUC will devise a communications strategy that will provide feedback to institutions on information requested by and supplied to APUC, use the dedicated SharePoint website where possible to store information so that individuals may access what is of relevance to them so that they might contribute accordingly, create and disseminate a range of focused and targeted communications to improve shared awareness and forward planning.

3 Client Expectations and Meeting Them – New Strategic Organisational Scope

The client institution community have had clear service expectations of APUC from the early days, as noted in Section 1 (and as noted in the Strategic Dialogue Report). Within this Strategic Vision, these expectations now form the scope of the APUC's responsibilities.

Therefore, the key long term expectations of the client institution community can be summarised as set out below. Following each, is what APUC intends to do to meet those expectations.

It should be noted however that some of these services are not within the scope of APUC's original core scope and where this is the case, it is assumed they would be delivered on a shared services model with specific funding requirements being required to sustainably deliver them, beyond the cost of providing the core collaborative procurement service.

Client Institutions expect APUC to:

- 1 Maintain an overview of all collaborative procurement activity taking place in the sector:
 - APUC aims to construct (already under way) a database of all collaborative work taking place in the sector (not just that managed by APUC), this will not only provide the required overview which can be shared with relevant bodies (government etc) but also act as a contracting database for ongoing reference by client institutions.
- 2 Report this collaborative activity to relevant bodies including the Scottish Government:
 - APUC will modify its reporting strategy to government etc to encompass the wider collaborative activities taking place across the sectors.
- 3 Not simply to solely deliver tenders in its own right but to deliver tenders / framework agreements that include jointly working with all other relevant contracting bodies:
 - APUC will take on responsibility at various levels for involvement and delivery of collaborative procurement wherever doing so will bring value to our client institutions. This shall include tenders where our involvement will vary between leading, jointly delivering, facilitating or simply publishing collaborative contracting activities.
- 4 Deliver tenders that save client institutions money but understand that the benefits of collaborative contracting are not just from delivering high value contracts:
 - APUC fully appreciates that significant benefits can be achieved through delivering low value (but on occasions high complexity) contracts commonly used across the sectors where the savings can come predominately from cost avoidance (without collaborative agreements many institutions would have to

employ additional staff to deliver legally compliance contracts). Many of these lower value tenders are now being included in APUC's tendering strategy.

- APUC will however not lose sight of the key objective of purchase price management and will balance the delivery of both high value and low value tenders in a way that maximises overall benefit.
- 5 Act as an ambassador for them and the sector generally in all matters related to procurement:
- APUC will become a trusted ambassador for the college and university sector in Scotland. They will strive to ensure that government policies and initiatives that are requested to be undertaken by the sector, are fit for purpose and take into consideration the particular varying challenges and needs of the many institutions across the country. APUC will also of course provide a key link and communication channel between the sectors and procurement related government bodies.
- 6 Maintain a level of expertise that allows it to both deliver services based on best practice but also facilitate the implementation of best practice throughout the client community:
- Best practice within the context of colleges and universities will come from an ongoing sharing of expertise across the professional procurement staff in the sectors, bearing in mind that significant expertise exists at institutional level in many cases. APUC has a clear role to be the catalyst and co-ordinator for this and to support practice improvement in institutions that strive to develop their capabilities in this area.
- 7 Operate its resources in a flexible way to meet varying needs across its operation and where possible to be able to offer flexible resource support to client institutions:
- Within the future model of APUC, resources dedicated to specific areas of responsibility will be geared to operate leanly with peaks being dealt with through a small amount of flexible resources. APUC will also explore the concept of providing temporary resourcing within institutions, especially where the needs of both organisations fits well with variable resource requirement profiles (e.g. sharing staff).
- 8 Provide a flexible client account management service that will meet the varying needs of the different types of institution that APUC serves:
- Roles within APUC will be developed that will be part procurement professional and part account manager – the make-up of the roles will vary depending on whether they are supporting colleges or universities and the type of procurement work they are undertaking.

- 9 Provide ad hoc tender support for smaller institutions where they do not have their own professional procurement resources:
 - The roles described above that will be focussed on colleges will have a remit to provide above EU threshold category C tender support (this will vary depending on resources in place locally) at institutional level – effectively on a shared service based model.

- 10 Provide e-procurement support and representation on behalf of the college and university sectors:
 - APUC has included within its long term plans and will include within its funding bid for next year, the formation of a small support team that will support e-procurement in a broad sense. This will include support for ePS users but could also include support and strategic development around other e-tools such as e-sourcing solutions and sector based e-marketplaces.

- 11 To run its operation cost effectively so that a clear return on investment can be demonstrated:
 - APUC will operate a lean organisation model that will over time move itself towards a size and shape that will be affordable to its client community and achieve the key return in investment sought.

4 Benefits Delivery and Measures of Success

Benefits very closely relate to *delivery* of client expectations and the generic expectations of the Public Procurement Reform Programme which are embedded within them.

Expectation 1	Maintain an overview of all collaborative procurement activity taking place in the sector.
Benefits	<ul style="list-style-type: none"> To be the prime and a practical data source for those involved in managing procurement across the sector at overview information level on all potential agreements, available and planned. To provide a concise data source for delivery of reporting to the SFC and the Scottish Government of collaborative contracting activities and scope across the college and university sectors.
Measures of Success	Initial category research and contract availability to be populated in the database and for this updated database to be published as a dynamic document to the sector with this status level by the end of December 2009 (Thereafter to be refined & maintained up to date, and to be reviewed regularly at Procurement Strategy Group meetings)

Expectation 2	Report this collaborative (contracting) activity to relevant bodies including the Scottish Government.
Benefits	<ul style="list-style-type: none"> The SFC and the Scottish Government will obtain a much clearer understanding of the level and value of collaborative that is taking place across the college and university sectors in Scotland. The SFC and the Scottish Government will have enhanced confidence that the funding provided to the sectors is being well managed and value for money achieved.
Measures of Success	The entirety of collaborative procurement across the sectors is embedded within the reporting regimes managed by APUC on behalf of the sectors. First phase expanded scope of reporting to be included from first PPRB and PRDG meetings of 2010 (reporting will be developed as time moves forward)

Expectation 3	Not simply to solely deliver tenders in its own right but to deliver tenders / framework agreements that include jointly working with all other relevant contracting bodies.
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Benefits	<ul style="list-style-type: none"> This is the most key principle of collaborative procurement. APUC will be able to facilitate / provide to the client community much higher levels of collaborative contracts and also enable resource to be freed up to deal with meeting other client expectations, all with less resources than were previously employed to deliver the much earlier phase narrow contracting scope, without the added expectation delivery.
Measures of Success	<p>The sector to be provided with validated list of collaborative agreements (put in place by both APUC and other parties) with Buyers guides published for them on the Cupid Database.</p> <ul style="list-style-type: none"> Total 50 to be validated and live by end April 2010 All remaining suitable collaborative agreements (as of that date) validated by end July 2010

Expectation 4 Primary value deliverer	Deliver tenders that save client institutions money but understand that the benefits of collaborative contracting are not just from delivering high value contracts.
Benefits	<ul style="list-style-type: none"> Much increased availability of compliant contracts will reduce risk from breaking the law when undertaking procurement activities. Cost avoidance (and savings in some cases) from institutions not having to complete full tendering processes on an individual basis (£3K to £6K resource cost avoidance per institution per collaborative agreement utilised by them). Saving to price through use of consolidated requirements / economies of scale and formal tendering of requirements. Enhanced service offerings and value added attributes related to increased attractiveness of sector bodies as customers.
Measures of Success	<ul style="list-style-type: none"> 4 (or more) lower savings potential, but higher cost avoidance agreements put in place per year (or less if less applicable contracts identified by PSG in relevant years) Collaborative spend (currently just under 8% based on Hub data) to increase year on year each year with an provisional target of 15% (based on Hub data) by end of July 2012* Cashable savings overall to exceed cost of operating core collaborative contracting resources within APUC at least 3 fold every full year after 2009/10.** <p>*the ultimate potential collaborative spend level is believed to be 20% of overall sector spend, it is clear however that there will be cases where just because something can be bought collaboratively, does not necessarily mean that that is the best value option, thus 15% is set as the provisional target, this can be reassessed when a</p>

	<p>much deeper understanding of such areas of spend is achieved.</p> <p>**The above is to be seen as a minimum benchmark, when a more comprehensive (than has been possible to date) spend analysis of all potential now in-scope contracting strategies is undertaken, individual more demanding targets for savings will be identified for each and therefore overall targets. Section 5 of this document shall then be updated with defined targets.</p>
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Expectation 5	Act as an ambassador for client institutions and the sector generally in all matters related to procurement.
Benefits	<ul style="list-style-type: none"> • Government initiatives in relation to procurement will become more aligned to the cultural realities and business imperatives of the college and university sectors. • APUC will represent the collective views of the sectors (which may be varied across different client institution types) thus reducing demands on institutional resources and bringing strength to the voice of the sectors.
Measures of Success	<ul style="list-style-type: none"> • Material compromise reached with the government by end of 2009 on the sectoral approach to BPI gathering and the PCAs, particularly in regard to the approach to smaller institutions. • The next PCA exercise will be based on a model that has a lighter touch approach for small institutions and a much lighter approach for the smallest institutions.

Expectation 6	Maintain a level of expertise that allows it to both deliver services based on best practice but also facilitate the implementation of best practice throughout the client community.
Benefits	<ul style="list-style-type: none"> • Highly experienced procurement professionals with particular expertise in managing collaborative tendering will enhance the quality of collaborative contracts and reduce risk from supply market challenge. • The sector will have a central repository for retention and dissemination of best practice materials and will co-ordinate sectoral contributions to best practice development, utilising the knowledge and expertise that exists both in APUC and in institutions.
Measures of Success	<ul style="list-style-type: none"> • Collaborative tenders and ad hoc tenders are managed in a legally compliant way that do not lead to successful court challenges in relation to contracts that it awards. • APUC will facilitate the creation of a (possibly virtual) best practice sub-set of PSG that will take the lead in determining

	<p>what best practice actually is and where the sector needs to focus resources to deliver and enhance it.</p> <ul style="list-style-type: none"> • Client institutions overall will, through support from APUC, increase their PCA ratings year on year. • The sector procurement manual will be reviewed on a 6 monthly basis and changes made as appropriate.
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Expectation 7	Operate its resources in a flexible way to meet varying needs across its operation and where possible to be able to offer flexible resource support to client institutions.
Benefits	<ul style="list-style-type: none"> • The maximum use of available resources can be made at all times thus the organisation can operate as efficiently and effectively as possible. • Peaks in demand can be met without teams being resourced individually to meet the peaks in resource needs that they may face. • Resources can be managed fluidly through short and long terms secondments from and to institutions to maximise the benefits of using staff with sectoral knowledge and experience within the overall college and university sectors procurement team.
Measures of Success	<ul style="list-style-type: none"> • Core delivery teams will be fully utilised at all times with flexible resources time monitored against point of delivery. • Secondments, job swaps, job shares etc will be put in place wherever it can add value and is reasonable and practical to do so.

Expectations 8 and 9	<p>Provide a flexible client account management service that will meet the varying needs of the different types of institution that APUC serves,</p> <p>and</p> <p>Provide ad hoc tender support for smaller institutions where they do not have their own professional procurement resources.</p>
Benefits	<ul style="list-style-type: none"> • Institutions will be provided with a named procurement professional / client account manager that will look after a geographical grouping within each sector which can be used as a first point of contact. • The service model will vary depending on institutional needs with the colleges support team being resourced to provide support for above EU tendering threshold single institution tendering to varying levels of involvement, on a shared service

	<p>model</p> <ul style="list-style-type: none"> • Institutions with lower spend levels do not need to employ EU tender experienced procurement staff or consultants to deal with occasional high value tenders (this excludes major construction tenders where the college sector (SC Finance Community of Practice) have advised that outsourced project managers or in-house resource will likely remain the preferred option but with APUC assisting them on the project manager appointments) • Utilisation of collaborative contracts can be increased through the support that account managers can provide in facilitating the implementation of such contracts in both colleges and universities. • Client account managers will be able to deal with operational queries that institutional staff have over both particular contracts and procurement in general. • The greater understanding that account managers will obtain will lead to collaborative contracts being able to better meet client needs
Measures of Success	<ul style="list-style-type: none"> • College services account managers (or flexible resources within APUC) will manage EU relevant tenders for colleges where the client institutions request them to. • A Service & Status Summary will be produced for every institution highlighting how APUC will bring value to the institution concerned, including development aspects coming out of PCAs. • These documents to be in place for every institution within 3 months of all account managers being in place. • These documents to be reviewed ongoing thereafter.
Expectation 10	Provide e-procurement support and representation on behalf of the college and university sectors.
Benefits	<ul style="list-style-type: none"> • The sectors would have shared service centre based e-procurement support thus avoiding the need for them to manage their own technical support helpdesks, or rely on the government service etc • Development needs can be co-ordinated and represented to the government e-procurement team with a stronger voice than individual institutions can achieve • A shared solution can be delivered for a variety of e-procurement solutions – incl e-auctions etc • This team can work collaboratively with Southern Universities Purchasing Consortium’s e-procurement resource (& HEFCE)

	<p>to support Scottish users of Parabilis in catalogue management etc.</p> <ul style="list-style-type: none"> • Support can be provided to institutions who already have ePS in place who may need to re-manage integration due to finance system changes / upgrades etc. • Support (but very limited) can be provided for new ePS implementations. • The process of collaborative contracts being put in place and catalogues being created and made available on line would be integrated.
Measures of Success	<ul style="list-style-type: none"> • Catalogue management for commonly used contracts would be put in place by APUC's team (ongoing). • Formal Helpdesk model (virtual, resource efficient) to be in place by September 2010 • e-auction software, centrally managed and funded, would be available from Sep 2010 for institutional use. • Provided suitable notice (6 months before go-live) and appropriate institutional resource and funding is provided, upgraded Finance systems re-integration would take place in line with institutions wider go live dates. <p>[the benefits and savings from the use of e-procurement as a transactional tool as such are not included here as that is not a direct attribute of providing an e-procurement shared service support team or part of the core long term purpose of APUC]</p>

Expectation 11	To run its operation cost effectively so that a clear return on investment can be demonstrated.
Benefits	<ul style="list-style-type: none"> • The cost of running APUC will reduce in steps between Oct 09 and the 2011/12 year (when steady state will be reached) • APUC will provide a cost effective solution to meeting the sectors' needs to meet its obligations under the Public Procurement Reform Programme. • APUC can act as a home for procurement related shared service provision for the sectors both now and when new needs are identified (and potentially non-procurement shared services if the sector(s) deem it appropriate) • APUC's ultimate purpose is to bring value to client institutions and will be structured in a way that can flexibly meet the varying needs.
Measures of Success	<ul style="list-style-type: none"> • New model for collaborative procurement and college services to be in place by end of Jan 2010 • Revised ePS implementation team approach with increased

	<p>flexibility to be operational (or going through implementation) from Jan 2010 to continue until Sep 2010 (or later if it is felt appropriate by the Board and funding is obtained)</p> <ul style="list-style-type: none">• Support services constantly re-aligned to be appropriate to the needs of the changing shape of APUC• Accommodation needs to be re-assessed in Jan-Apr 2010 for implementation of required changes from Nov 2010• APUC is able to, based on the value brought from meeting client expectations, demonstrate a clear and significant return on investment across all its areas of service provision and cost centres.
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5 Final Comment

The Strategic Vision aims to capture the various threads that come together to enable the effective delivery of APUC's work.

The Strategic Vision was approved by APUC's Board on the 12th January 2010 after a period of consultation on a first draft commencing October 2009. The consultation included the university and college's Procurement Strategy Groups, SUHoP, and other key stakeholders such as the Scottish Funding Council, the Scottish Government's Procurement Directorate and of course the Board members themselves. Feedback was received and the document was updated based on this consultation exercise.

APUC will continue to develop its delivery model in alignment with this new Strategic Vision (and with the Scottish Governments emerging new procurement strategy) and shall use it to develop an Operational Business Plan (OBP) which will present more detail around the costs of delivering the services and the benefits to be delivered and will be widely published across the sector and feedback sought, as it is developed. This will be a key tool in discussions around potential future institutional funding (of APUC) models. The OBP will be developed to be a dynamic document that will be updated regularly. The initial OBP will be based on the contracting priorities set by the sector based on the outputs of workshops / meetings addressing this subject from September 2009 until January 2010.

APUC welcomes feedback ongoing into the Strategic Vision and the way in which it delivers its services, including of course queries on how to maximise the benefits to institutions from the service provision. Inputs in relation to the Strategic Vision should be directed to Angus Warren, the Chief Executive at awarren@apuc-scot.ac.uk - overleaf are other key contact points for APUC's services.

Other Key Contact Points for APUC Services (as of Jan 2010)

Collaborative Contracting	Collaborative tendering & contracting and facilitation of non-APUC led collaborative contracts	frowell@apuc-scot.ac.uk
Management Information support	Benefits tracking, BPIs, Procurement Information Hub, Public Contracts Scotland	mis@apuc-scot.ac.uk
e-Procurement Helpdesk	PECOS (ePS) system administration	helpdesk@apuc-scot.ac.uk
Supplier e-Enablement	Catalogues, punchout sites, pricing, connectivity	supplierenablement@apuc-scot.ac.uk
College Services and Capital team	Capital investments, refurbishments, above EU college tendering,	cpp@apuc-scot.ac.uk
Processes, Best Practice and Procurement	General procurement enquiries, process and best practice guidance, sector manual, policies, people and skills	cpadmin@apuc-scot.ac.uk