

Advanced Procurement
for Universities & Colleges

Annual Report

2020/21

Contents

	Page
Introduction from the Chair	3
Summary of key actions and achievements	
• to increase Efficiency and Collaboration	4
• in delivering Sustainable and Responsible Procurement	5
• to maximise Savings and Benefits	6
• to widen Access and enhance Supplier Development and performance	7
• increasing Capability and supporting Continuous Improvement	8
Corporate Services	9
Fig 1a - Collaborative Framework Agreements available with Buyers' Guides	10
Fig 1b - Collaborative Framework Agreements available with Buyers' Guides (cont.)	11
Annex A	
List of member institutions	12
Annex B	
Directors for the year ending 31 July 2021	12

"To maximise the value of Scotland's investment in further and higher education by working in partnership with institutions to support and enable sustainable innovation in procurement and shared service optimisation"



Introduction from the Chair of APUC Limited.

The 2020/21 academic year has been another one of substantial development and significant challenges for the sector and APUC, but also one of significant achievement. The format of the Annual Report is in line with the themes in the company's Strategic Plan and provides a short briefing with highlights on APUC's recurrent responsibilities, information on some recent innovations, and new services provided to Universities and Colleges across Scotland.

The COVID-19 pandemic has meant that APUC continued with homeworking throughout the 2020/21 academic year while maintaining full 'service levels' to the sector. Procurement Strategy Groups, AGM and Board meetings (as well as all other operational meetings) were all conducted via MS Teams and the format worked well and, with very few exceptions, the contracting activities were not negatively impacted by the COVID-19 situation. From the very beginning of the pandemic, APUC put in place special arrangements to secure supplies to institutions using a combination of Framework Agreement suppliers and through working in partnership with NHS National Procurement to ensure that all the sectors PPE needs were met. Weekly updates were provided to Heads of Procurement on stocks/supplies to ensure there was always availability for the Sector. APUC has worked closely with NHS colleagues to ensure that Scottish Government PPE stocks have been able to be utilised free of charge by APUC member institutions and thus far well in excess of £1 million pounds worth of this free stock was provided to the HE/FE sector in Scotland and these supplies are still being delivered to institutions through coordination with APUC.

Impacts from Brexit generally blended with COVID impacts, although COVID related shortages were the larger impact area for international supply chains with local supply chain issues increasingly being caused by labour shortages caused by Brexit and the related potentially less hospitable environment for non-UK citizens. APUC continued to work with suppliers to understand whether risks and mitigating actions had changed now that a Brexit "deal" was being implemented.

Further to the UK and Scottish Governments Declaration of a Climate Emergency, APUC and stakeholders from member institutions significantly increased their focus on addressing the issues associated with climate change. Supplier Climate Change Emergency Response information is being collected through Section 1 of the SCM tool to gain an understanding of supplier targets on lowering their impact on climate change.

RP Champions and/or Heads of Category represent their category area within the HE/FE CEPWG (Climate Emergency Procurement Working Group) and its subgroups to compile guidance/information in six identified Priority Impact Areas of Climate Change (PIACC). Guidance information is now published on SharePoint and continues to be updated by the sub-groups. The Scottish Government Climate and Procurement Forum, Operational Procurement Workstream (C&PF-OP) developed a 'From Now to Net Zero 2030 (FNT2030)' Category Planning Template and a Guidance document for use in developing long term plans in moving our supply chains towards Net-Zero. The HE/FE sectors & APUC began adoption of this during summer 2021 with the main implementation planned for the 2021/22 academic year.

The following pages provide a series of highlights on the work taking place across the various themes of the Strategic Plan and include information on the framework agreements led by or facilitated by APUC that are available for client institution use.

Through delivery of its work, APUC has continued to achieve considerable success for the sectors by working closely with its client institutions and, with them, forming a highly focused collective team. I would like to extend my thanks to all institutional staff involved in procurement activity for their valued cooperation and to all staff in APUC for this outstanding example of sustained and highly productive collaboration. I should also like to convey my warm thanks to my colleagues on the APUC Board whose guidance and support for the development of APUC has been, and continues to be, extremely valuable.

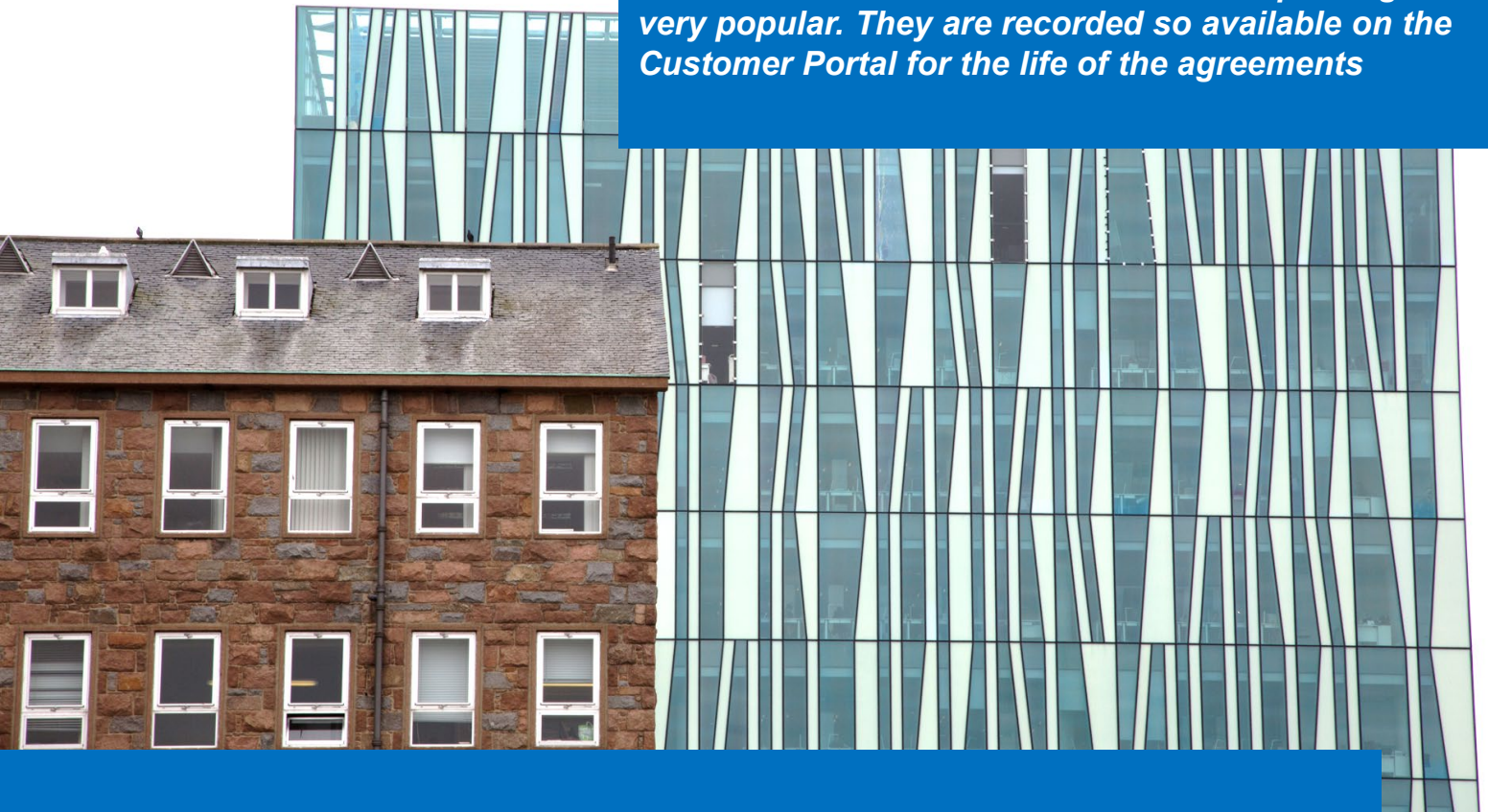
Jim McGeorge,
Chair of the APUC Board



to increase *Efficiency and Collaboration*


Circa 180 collaborative Framework Agreements were available to the sector throughout the year with high levels of utilisation and Category eBulletins issued quarterly to complement their use.

Webinars are also now provided to launch new contracts to stakeholders and these are proving to be very popular. They are recorded so available on the Customer Portal for the life of the agreements



- APUC provides the in-house procurement leadership and resources (effectively fully managing the procurement process on the ground on behalf of the relevant institutions) to over half of its member institutions – with several more taking advantage of its Procurement Project Manager (PPM) services for fixed term placements where APUC provide PPMs to work within teams where the procurement service is led by a Head of Procurement employed by the institution.
- The Institutional Procurement Services team now consists of circa 40 staff across Scotland.
- The PRA Operational Procurement Strategy was updated as required at the end of July 2021, and remains aligned with the APUC Strategy to 2022.
- Collaborative spend was impacted (down circa 25%) due to Covid, as some areas of spend that have very high levels of Framework Agreement usage (catering, facilities etc) were reduced in need dramatically during campus closures / attendance reduction. It is expected that some of these impacts will remain until the 2022/23 academic year.
- The Procurement Network Conference that was scheduled to be held in May 2021 was moved to November 2021 due to the pandemic restrictions at the request of the client institutions to ensure a physical event can take place.

in delivering Sustainable and Responsible Procurement



APUC developed in-house and implemented during the 2020/21 AY, an innovative tool that provides each institution with its Supply Chain climate emissions by Category, Commodity and Supplier based on DEFRA carbon-equivalent conversion factors. This was felt to be of huge value to the sector due to the supply chain forming between 60-80% of most institution's climate emissions.

APUC launched in May 2021, a new Responsible Procurement support service for institutions that can be utilised without any specific costs being incurred to an institution using the service. The following activities can be supported:

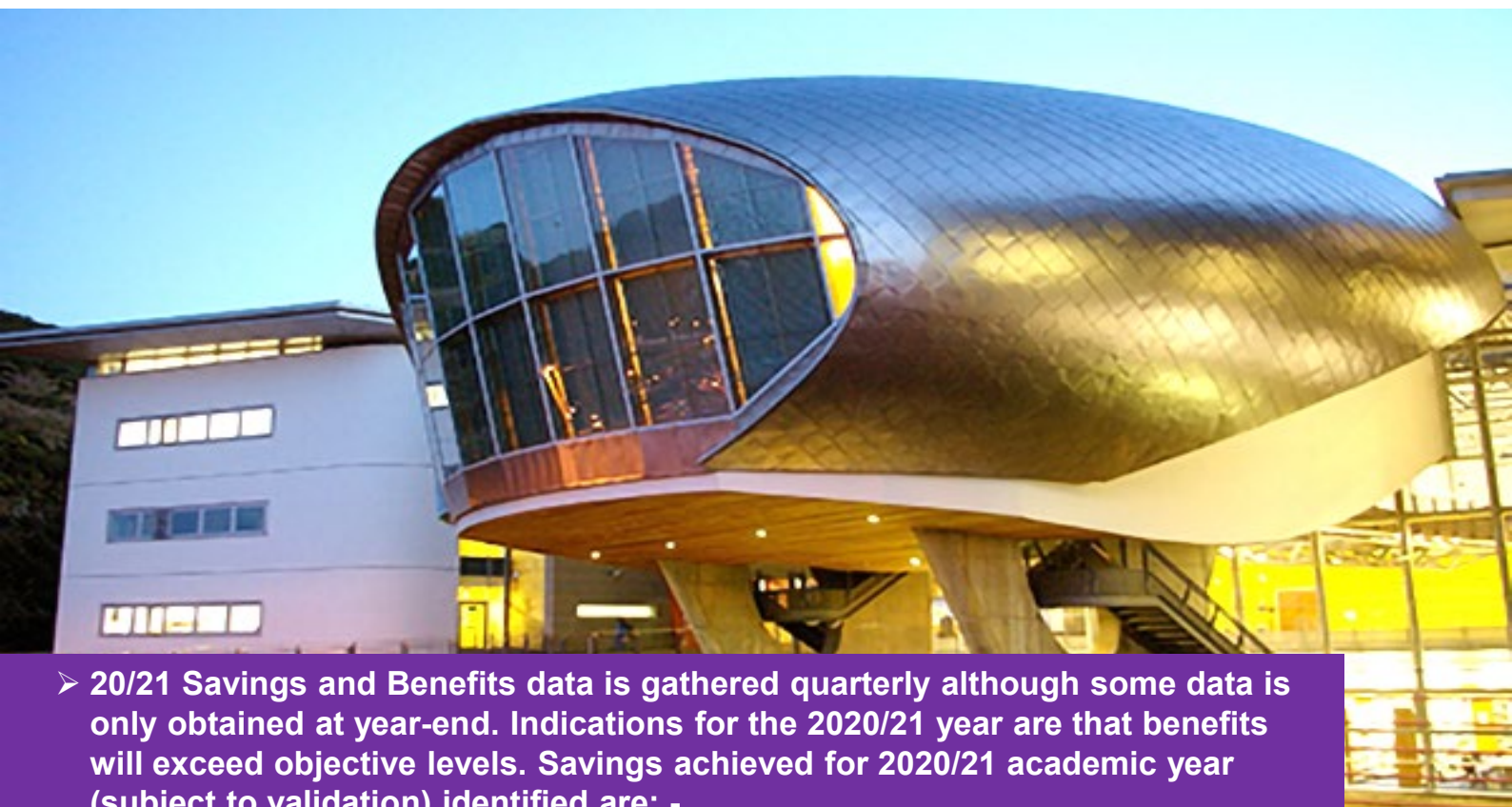
- Responsible Procurement tender planning and review of relevant specifications etc.
- Support for the development of Responsible Procurement action plans
- Local Responsible Procurement awareness sessions for procurement teams and other stakeholders
- Guidance on developing institutional climate action FNT2030 activity plans and measures
- Responsible Procurement Policy reviews
- Supplier and Contract Management Support
- Use of Scottish Government Sustainable Procurement Tools, including Prioritisation, Sustainability Test and Flexible Framework.

The sector commenced in 2021 the process of developing a HE/FE sectors Supply Chain Strategy, development of this is due to be completed in the 2021/22 academic year.

to maximise Savings & Benefits

Regular meetings are held with procurement professionals where requested to assist in developing Reporting and Contract Management processes within institutions using the APUC Hunter tool and related web-based solutions. The new Supply Chain Management (SCM) web-based tool (integrated with the other Hunter based systems) is now in regular use both by APUC and member institutions.

APUC is including innovative routes to markets wherever possible in new tenders. Additionally, APUC has commissioned and has delivered to procurement professionals across the sector, a course on “choosing a route to market” for its staff and institutional staff and delivered these via eLearning courses. The course will be run again and in regional locations where demand exists.



- 20/21 Savings and Benefits data is gathered quarterly although some data is only obtained at year-end. Indications for the 2020/21 year are that benefits will exceed objective levels. Savings achieved for 2020/21 academic year (subject to validation) identified are: -
 - BT1: £13.1m
 - BT2: £25.5m
- The recently developed BT14 (sustainability etc) benefits reporting facility is being increasingly used to capture this key aspect of procurement deliverables
- Portal Based Spend and Benefits Data Reporting and Validation is now available for cross matched institutional and supplier MI data online, based on quarterly submissions with Real Time 20/21 Benefits Reports, is now live

to widen Access and enhance Supplier Development and performance

In response to the sector consistently identifying Contract and Supplier management as an area for development in PCA / PCIP assessments, APUC developed the web-based “SCM” (Supply Chain Management) tool to assist strategic prioritisation of suppliers, meeting planning and communications management. This runs off the core APUC Hunter database and sector Contacts Register to avoid duplication of data management.



- APUC continues to utilise approaches to ensure that potential business is available and accessible to SMEs wherever there are appropriate supply chains, this includes tailored regional and technical lotting strategies and consideration of flexible specifications in tenders - all assisting in sustainable local economic development across Scotland.
- APUC attended all possible “Meet the Buyer” events across the year, this enables potential suppliers to meet with APUC and discuss how to do business with APUC and member universities and colleges.
- Later in the 2020/21 academic year, the SCM tool was expanded to cover performance metrics gathering, with new functionality known as “Section 1” – this gathers supplier data on equality, modern slavery, living wage status and climate action planning, with circa 600 suppliers invited to submit data by year end.

increasing Capability and supporting Continuous Improvement

A new training needs gathering approach was implemented for face to face training at the end of the 2019/20 AY to enable the largest ever training programme to be delivered across the 2020/21 AY.

This was dynamically managed which enabled additional face to face training (online) to be put in place to deal with the particular challenges around Brexit as the multitude of issues with the Brexit agreement became clear.

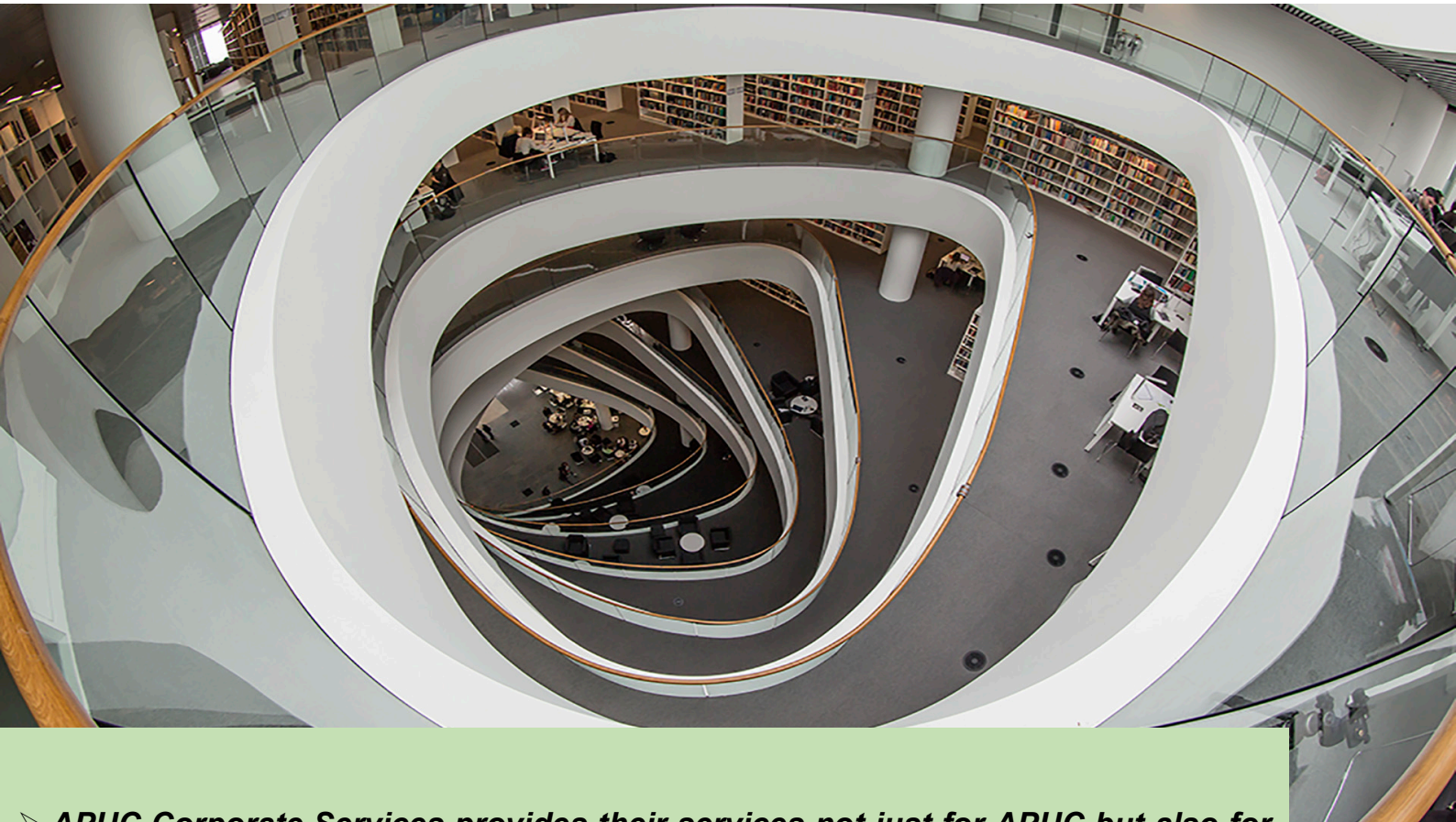


- **The Management Trainee Programme continues to be extremely successful, with 5th round trainees completing their training in Q4 2020 and 6th round trainees also started their training programme at that time.**
- **Work commenced towards the end of the 2020/21 academic year on the new Future Leaders Development Programme in preparation for launch during the 2021/22 academic year.**
- **In 2021, APUC established, in partnership with its member institutions, the eSolutions Systems Prioritisation and Development Advisory Group (ESPDAG) to assist APUC in prioritising resources in relation to the system-based services and tools that are used, or could be developed for use, to support the sectors procurement community. This group have prioritised the web-enablement of the Hunter tool as the highest priority for the coming academic year. APUC eSolutions therefore have embarked on this major development initiative. Web enablement will allow all the APUC developed systems to be accessed via a single unified web portal by institutional staff (Hunter is the backbone source of data truth for all other systems developed by APUC for member institutions).**

Corporate Services

Most Support Services were restructured during the 2020/21 academic year into a new “HR & Operations Team”. This provides the professional HR services for the company, as well as managing general administration, facilities management and communications management for the company.

It also manages the APUC graduate trainee scheme, the sector’s procurement training programme for member institutions and will manage the new Future Leaders programme.



- **APUC Corporate Services provides their services not just for APUC but also for sister (also co-owned by Scotland’s HE/FE sector institutions) shared service HEFESTIS Ltd.**
- **APUC vacated their Ingram Street Glasgow premises in October 2020, with new arrangements for the Glasgow office (planned for hosting within Glasgow Caledonian University) due to be put in place when Covid restrictions were lifted. In July 2021, the Edinburgh office was prepared for a move to be based at Edinburgh College in Sighthill from August 2021.**
- **Full Finance support to the business, for staff and external stakeholders, was provided from highly effective and recently remodelled Finance Team, with clean Audits received for both APUC Group and HEFESTIS during the year. The 2020-21 Financial Statements and associated reports are available on the [corporate information page](#) on the APUC website.**

Fig 1a - Collaborative Framework Agreements available with Buyers' Guides

<p>ESTATES</p> <ul style="list-style-type: none"> • Cleaning Materials and Disposable Paper Products • Fresh Fruit and Vegetables • Fresh Fish & Seafood • Waste Management • Fresh Butcher Meat • Plumbing Consumables and Commercial Heating Products • Floor Coverings • Water Quality Management - Lots 1-5 • Franking Machines • Fresh Dairy Products • Furniture (Supply, Delivery & Installation of) • Fresh Bakery Products • Condition Surveys • Lift Maintenance, Installation & Refurbishment Services • Sustainable Timber Products & Materials • Window Coverings • Road Surfacing & Minor Civil Engineering Works • Laundry Services • Doors Maintenance, Repair and Installation Services • Electrical Sundries • Personal Protective Equipment (PPE), Work & Sports Wear • Project Management and Full Design Team Services RM3741 • Vehicle Purchase (CCS Ref RM6060) • Estates Professional Services (RM3816) • Construction Works and Associated Services (RM6088) • Vehicle Lease (CCS REF: RM6096) • Catering Consultancy Services • Catering Outsourced Services • Signs and Signage • Courier Services • Mail Services • Recycling Bins & Street Furniture 	<ul style="list-style-type: none"> • Vehicle Hire & Leasing • Air Filters • Soft Furnishings • White Goods & Associated Products & Services • Washroom Services & Associated Products & Services • Engineering & Technical Consultancy SXL 0820 • Water Coolers (1317) • Trade Materials • Building Materials • Asbestos related Works & Services • Salt for Winter Maintenance SXL2917 • Fire Safety Products and Services (SXL 16-17) • Washroom Solutions and Sanitary Products (3217) • Security Services and Cash Collection (0719)(SXL) • Cleaning Equipment 18-18 • Domestic Furniture and Furnishings (SXL 20-19) • Catering Sundries (1919 Scotland Excel) Supply & Delivery • Natural Gas • Supported Businesses Framework • Electricity (HH, NHH and Domestic) Supply • Water & Wastewater Billing Services • Liquid Fuels SP-19-009 • Postal Services • Non-Domestic Energy Efficiency Services > £1M (SP-019-014) • Non-Domestic Energy Efficiency Services < £1M • NDEE Project Support • Soft Drinks and Associated Products and Services • Sandwiches and Associated Products • Catering Light & Heavy Equipment • Grocery, Frozen & Chilled (incl One-step) • Vegan & Vegetarian Food • Kitchen equipment maintenance, deep cleaning & ventilation ducting services 	<ul style="list-style-type: none"> • Hot Beverage • Disposable Products, Kitchen Chemicals, Allergen Labelling and Associated Products and Services • Alcohol (Spirits, Core Wines Beer, Cider and PPS) • Convenience Retail Products and Services • Temporary Structures • Vending Services <p>ICT</p> <ul style="list-style-type: none"> • Similarity Detection Systems and Associated Services • Finance, HR/Payroll Systems • Assistive Technology, Hardware, Software & Consumables • Student Information Management Systems and Associated Services • National Job Evaluation for the Further Education sector • Audio Visual Equipment - Supply of Equipment and Consumables • Student Module Evaluation Systems Framework • Library Management Systems & Associated Services (SCURL) • Virtual Learning Environment (VLE) and Associated Services • Apple Equipment & Services (National) • Technology Products and Associated Services • CCS Network Services 2 • Shared Data Centre, Jisc • Short Message Text • Network Equipment, Jisc • Desktop & Notebook (NDNA) • Data Centre Management Equipment and Infrastructure • Networking - HE, Supply & Services (HENSS) LOT 1 Equipment Only • Printers and Managed Print Services (NEPA2) • Office, Computer & Library Supplies • Paper - Print & Specialist • Broadcast Equipment & Installation Services • Photographic Equipment and Consumables • General Stationery and Office Paper • Mobile Client Devices (National Framework for)
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Fig 1b - Collaborative Framework Agreements available with Buyers' Guides (continued)

<p>ICT Continued</p> <ul style="list-style-type: none"> • National Framework for Workstation Client Devices • IT Consumables • Professional Buying Tools - PCS Tender • Office Equipment • IT Peripherals (SP-17-021) • Telephony Services • Software Value Added Re-seller (VAR) • Internet of Things (IoT) - Dynamic Procurement System • Cloud Services • Mobile Client Devices (National Framework for) • Web Based and Proprietary Client Device Framework (National Framework for) • Desktop Client Devices (National Framework for) • Dynamic Purchasing System (DPS 2.0) for Digital Technology Services • Mobile Voice and Data Services Framework • Server and Infrastructure Maintenance Server and Infrastructure Maintenance Framework • Network Advice (DPS) • Servers, Storage and Solutions National Agreement (SSNA) • IT Related Accessories and Parts (ITRAP) • Software Licence Resellers Agreement (SLRA) 	<ul style="list-style-type: none"> • Molecular Biology Research Services (Next Gen Sequencing) • Life Sciences Reagents, Kits & Consumables • Healthcare Student Uniforms • Multi-Modality Imaging Equipment • High Value Laboratory Equipment (HVLE) • Electronic Components • Antibodies & Sera (and other related Matrices) IRLA 	<ul style="list-style-type: none"> • Ceremonial Gown and Photography Services • Debt Recovery Services • Intellectual Property Rights Services - Lot 1 Non patentable IPR services • Cash and Valuables in Transit • Promotional Merchandise • Global Workforce Mobility Services • Media Services Framework 2nd Generation • Creative Services • Public Relations • Digital Marketing • Marketing Research • Events & Video Production Services
<p>Laboratories</p> <ul style="list-style-type: none"> • Laboratory Plastic-ware, Glassware & Sundries, Supply of • Liquid Handling Robotics & Laboratory Automation Systems • Microscopes & Imaging Equipment, Supply of • Mass Spectrometry & Chromatography Equipment, Supply of • Laboratory Chemicals, Supply of • Veterinary Supplies • Pipette Calibration, Repair and Servicing • Laboratory Equipment One-Stop-Shop • Lasers and Associated Equipment, Supply of • IUPC Lab Gases • Life Science Equipment • Laboratory Equipment and Associated Post Installation Services 	<p>Libraries</p> <ul style="list-style-type: none"> • eBooks and eBook Collections for HE/FE • Print Books and Standing Orders (the Supply of) • Library Security and Self-Service Equipment, Software and Maintenance • Journal Binding and Book Repairs (previously PFB1001 C1) • Online Streaming and Online Training Services • Periodicals and Associated Services (The supply of) • SHEDL eBook Collections - Springer Nature • SHEDL eBook Collections - Elsevier • SHEDL eBook Collections - Oxford University Press (OUP) • Arts and Craft Materials • Library Books, Educational Textbooks and Multimedia Supplies (Supply and Delivery) <p>Professional Services - General</p> <ul style="list-style-type: none"> • Electoral Services • Audit Services - Internal External and Tax • Legal Services • Fitness & Sports Equipment • Merchant Acquiring Services (previously PFB1002 C1) • Insurance Services • Hair & Beauty • Office & Special Moving Services • Teaching Qualification Further Education • Audit Cluster-Tax • Management Consultancy Framework • Management Consultancy Framework 2 • ePurchasing Cards 	<p>Professional Services - HR</p> <ul style="list-style-type: none"> • Executive and Senior Strategic Search and Recruitment Services • Employee Assistance Programme • Employee Benefits • Admin, Catering & Manual Staff Services - North region • Interim IT Staff Services - National • UK & International Domestic Relocation Services 2019 • Admin, Catering & Manual Staff Services - South region • Interim Professional Staff Services - National • Recruitment Advertising and PINs • Temporary and Permanent Recruitment • Education Recruitment Advertising & Resourcing Services – National (NERARS) 2018 • Recruitment Services

Annex A

Full members - HE Institutions (19)

Abertay University
Edinburgh Napier University
Glasgow Caledonian University
Glasgow School of Art
Heriot-Watt University
Queen Margaret University
Robert Gordon University
Royal Conservatoire of Scotland
Scottish Association for Marine Science (SAMS)
Scotland's Rural College (SRUC)
University of Aberdeen
University of Dundee
University of Edinburgh
University of Glasgow
University of St Andrews
University of Stirling
University of Strathclyde
University of the Highlands and Islands
University of the West of Scotland

Full members – FE Institutions (23)

Ayrshire College
Borders College
City of Glasgow College
Dumfries and Galloway College
Dundee and Angus College
Edinburgh College
Fife College
Forth Valley College
Glasgow Clyde College
Glasgow Kelvin College
Inverness College
Lews Castle College
Moray College
New College Lanarkshire
Newbattle Abbey College
North East Scotland College
North Highland College
Perth College
Sabhal Mor Ostaig
South Lanarkshire College
West College Scotland
West Highland College
West Lothian College

Associate members (6)

Argyll College
Fraunhofer UK Research Ltd
Orkney College
Shetland College (including NAFC Marine Centre UHI)
The James Hutton Institute
The Highland Theological College

Associated bodies (7)

College Development Network
The Scottish Funding Council
Universities Scotland
Colleges Scotland
East Lothian Council
Royal Botanical Gardens Edinburgh
HEFESTIS Limited

Annex B

Directors for the year ended 31 July 2021

Jim McGeorge, *University Secretary, University of Dundee*
David Beattie, *Director of Finance, University of Aberdeen*
Janet Thomson, *Deputy Principal, Glasgow Clyde College*
Pete Smith, *Vice Principal - Finance and Resources, North East Scotland College*
Margaret Cook, *Principal, Perth College*
Fiona Gavine – *non-sector director*
Maureen McCreath – *non-sector director*
Phil McNaul – *non-sector director*
Veronica Strachan, *Assistant Chief Academic Officer and Secretary to the Board, Robert Gordon University*
Angus Warren – *Chief Executive, APUC Ltd*

There were no changes to the Board composition in the 2020-21 reporting year.

APUC Limited
Stirling Business Centre
Wellgreen
Stirling
FK8 2DZ

tel: 0131 442 8930

email: enquiries@apuc-scot.ac.uk
www.apuc-scot.ac.uk

Incorporated in Scotland (No. SC314764)
VAT Registration Number 974 9816 54

All Photographs in this publication have been provided by Mike Caithness of APUC or by the institutions pictured.