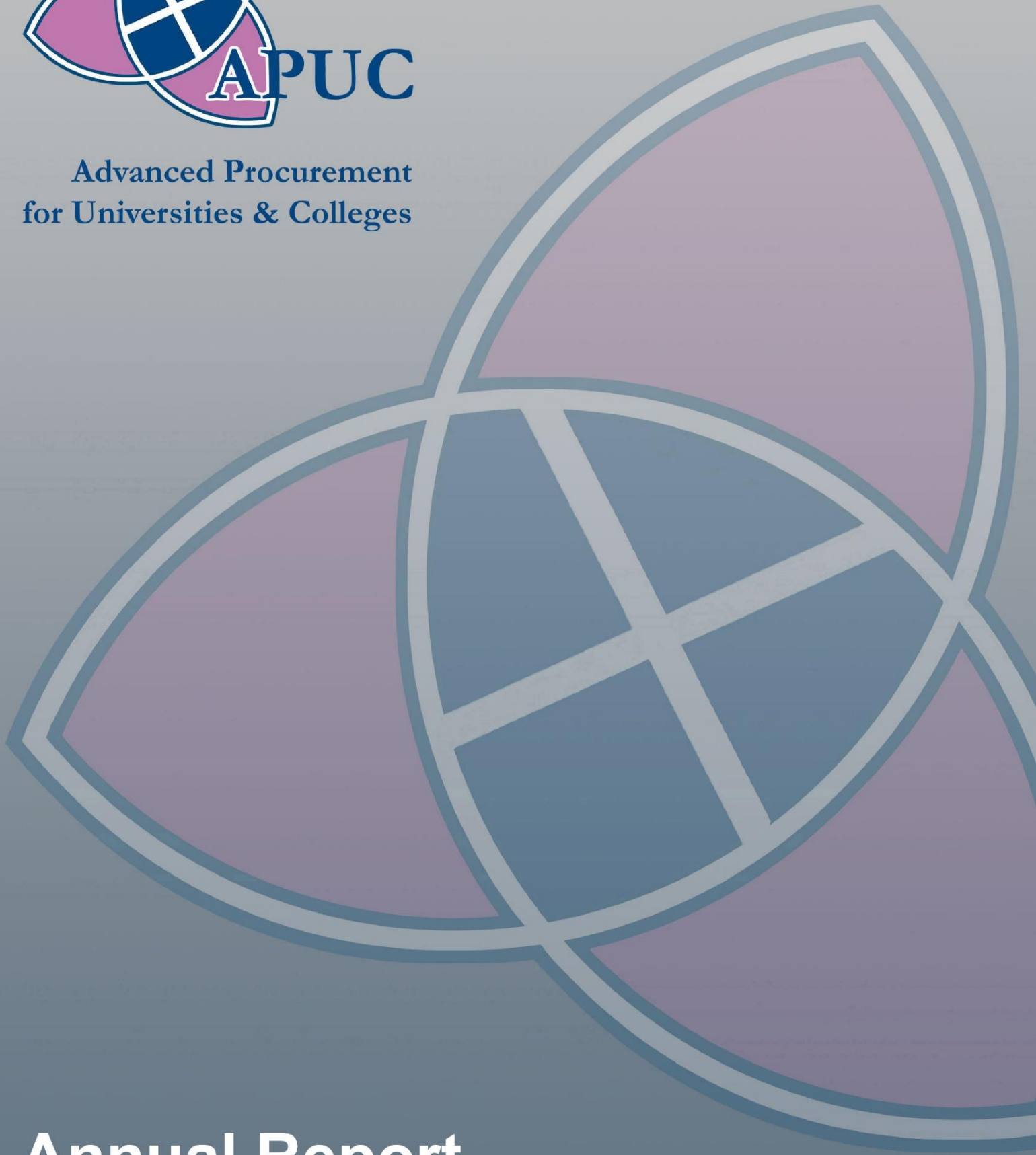


**Advanced Procurement
for Universities & Colleges**



**Annual Report
2016/17**

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Introduction from Gerry Webber, Chair APUC

On behalf of the Board of APUC Limited, I am delighted to introduce APUC's Annual Report for the year 2016-17.

This year has again been one of substantial development and change for the sector and APUC, and also another one of significant achievement which I would briefly like to take you through.

A review of Operational Procurement aimed at improving the service took place in January 2017 which resulted in two fundamental areas of change. The Head of Procurement took over all account management responsibilities for the University Sector and all Heads of Category returned to full time roles to drive each Category forward and focus on a more strategic approach.

Around 180 collaborative Framework Agreements were available to the sector throughout the year and the potential spend against this portfolio was £364m.

APUC's procurement shared services continue to be well received with 35 staff now providing support for 28 institutions. There are now 3 well established regional teams in place in Edinburgh, Glasgow and Inverness with plans for the creation of a further team in Tayside later in 2017. Regional teams work across several institutions in a geographical area – each institution has local professional procurement presence but the resources employed category manage all of their category's expenditure across all the institutions in the regional team.

APUC continued to provide training for both the new EU procurement rules and the Procurement Reform (Scotland) Act and also introduced 6 eLearning courses to further enhance the quality of the training.

The Sustain website was under continual development to improve and streamline the supplier validation process and a new contract manager dashboard screen was been added. The Scottish HE/FE sectors became the first full sector(s) to be members of Electronics Watch in any country. Electronics Watch is an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the labour rights of workers in their global electronics supply chains more effectively and less expensively than any single public sector buyer could accomplish on its own.

All of the initial round of Procurement and Commercial Improvement Programme (PCIP) assessments were completed to schedule during the 2016/17 year with a good level of improvement across institutions against the scores that they gained in their trial assessments with the majority achieving better than their 'predicted' results. The next round of formal PCIP assessments will take place in 2019.

The IS Catalyst continued to operate - identifying, exploring, proposing and creating viable Shared Services that support the Sector in the Information Services and related areas. Training, Enterprise Architecture, Business Intelligence and Data Protection Officer are all of possible interest to institutions.

The Buyers Guide Portal, introduced last year, now has a new landing page that was created to allow eSolutions, D&S and Collaborative Contracting related information to be made available to institutions.

Institution Contracts Register Dashboards were made available within institution secure areas for all the institutions using Hunter. The annual procurement report requires institutions that fall into the regulated spend category to report on regulated procurements completed in the reported year and provide a 2 year forward plan of known contracting activity. Using Hunter and this new dashboard provides high level visibility of the current contracts and future contracting plans. The data for the annual report is then easily accessible via Hunter.

Quarterly Category Bulletins were published throughout the reporting year and they continue to be well received by stakeholders. These keep institutions up to date on all relevant category developments for Estates, HR, Labs and Professional Services and a further bulletin was introduced to cover matters related to CI contracting support. These will continue to be developed based on stakeholder feedback.

Now in it's 10th year since it was established following the McClelland Report, APUC has continued to achieve considerable success for the sectors by working closely with its client institutions and, with them, forming a highly focussed collective team. I would like to extend my thanks to all institutional staff involved in procurement activity for their 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.

As I stand down from the role of Chair after nearly 5 years on the Board, I would also like to record my sincere thanks to Angus Warren and the team over all of this time. It has been a pleasure and a privilege to have had the opportunity to serve APUC.



The 2016-17 Financial Statements and associated reports are available on the [corporate information page](#) on the APUC website

The report this year provides summaries of key actions and achievements across the 2016/17 Academic Year by the APUC team.

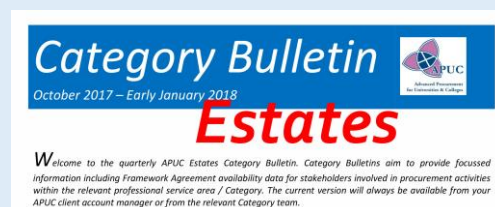
In GENERAL

- The **Procurement Network Conference** held in May at the Stirling Court Hotel was again very well supported with over 120 delegates attending. A variety of plenary sessions took place covering hot topics such as GDPR and Electronics Watch as well as breakout workshop sessions covering Sustain and the various routes to calling off from a Framework Agreement. There was excellent feedback from the sector delegates.
- **Finance System** was upgraded to GP2016 to provide a more secure platform.
- APUC selected Cancer Research UK as its **Charity of the Year** and more than £2,400 was raised through various events.



Maximising options & benefits from COLLABORATIVE PROCUREMENT

- Circa 180 collaborative Framework Agreements were available to the sector throughout the year and the potential spend against this portfolio was £364m.
- A review of Operational Procurement took place in January 2017 which resulted in two fundamental areas of change. The Head of Procurement took over all account management responsibilities for the University Sector and all Heads of Category returned to full time roles to drive each Category forward and focus on a more strategic approach.
- Category eBulletins continued to be issued quarterly. These focus on the contracting programme and any useful updates for the category stakeholders. Bulletins have also been introduced for C1 contracts.
- The 2017 Contracting Priorities Workshop (CPW) was held on the 9th February at the Stirling Court Hotel. The CPW had a busy agenda focussing on:
 - ❖ Tendering activity by Category addressing which Framework Agreements were working well and which needed to be reviewed. The discussions were based on MI spend against Spikes Spend.
 - ❖ Breakout sessions to discuss how spend could be optimised through collaborative Framework Agreements.
 - ❖ An update on the status of C1 collaborative activity and the planned pipeline for the next year.



Developing INSTITUTIONAL PROCUREMENT SERVICES

- Significant career and service enhancing staff changes took place across the IPS area, further strengthening the effectiveness of the resources in providing local support for institutions.
- Colleges teams are now well established and divided equally between regionally focussed areas.
- The annual shared service Institution reports were published in August 2016 and were met with positive feedback by all. This provided a platform from which to expand the Institutional Procurement Services reporting portfolio.
- 28 separate Institutions now benefitting from APUC shared service staff.
- 35 APUC staff providing procurement capability on a shared service basis.

Delivering on DEVELOPMENT and SUSTAINABILITY – a very busy year....

- Further training courses on the requirements of the **Procurement Reform Act and EU regulations** were successfully delivered by APUC and content enhanced to provide 6 eLearning modules via 'Articulate'.
- The team also delivered training on an '**Introduction to Procurement**' for non-procurement staff at the request of member institutions.
- A total of 55 suppliers have now been requested to complete their supply chain assessment on the **Sustain website**. 6 suppliers completed the assessment and results were published. A further 5 suppliers were being validated / awaiting publication and a total of 30 sub tier suppliers were also added. The website is under continual development to improve and streamline the validation process and a new contract manager dashboard screen has been added.
- The **D&S web page** on www.apuc-scot.ac.uk was updated and reorganised. In particular, the sustainable procurement tools were set out in a 'Procurement Journey' format, with all tools and templates linked to the APUC Buyer Portal.
- The **Management Trainee programme** continues to be extremely successful, with 3rd round resources now well into the second year of training and the recruitment process for the next round was started.
- The Scottish HE/FE sectors became the first full sector(s) to be members of **Electronics Watch** in any country. Electronics Watch is an EU wide initiative to improve labour conditions in IT supply chains.
- All **Procurement and Commercial Improvement Programme (PCIP)** assessments were completed to schedule and all institutions showed improvement against their 'trial' scores with the majority achieving better than their 'predicted' results. The next round of PCIP assessments will take place in 2019.
- The web portal for publication of **PCIP data** is fully operational on the APUC SharePoint site.

Update on GOVERNANCE:

- On 6 March 2017, Mhairi Harrington stepped down from the APUC Board as an FE representative. Carol Turnbull was appointed on 3 May 2017 to take the vacant place on the Board for an FE representative.
- Janet Thomson agreed to continue to serve as an FE director for a further year until May 2018 and Stuart Paterson agreed to extend his tenure as a non-sector director until September 2018.

Enabling excellence in technology use through eSOLUTIONS

- 3 institutions went live with the **Scottish Government eInvoicing** and a further 5 institutions were starting the implementation process.
- Migration of APUC's data from its server in a Glasgow based data centre to **SharePoint** initiated and progressed well with target to complete by the end of the calendar year.
- Institution **Contracts Register Dashboards** were made available within institution secure areas for all the institutions using Hunter. The annual procurement report requires institutions that fall into the regulated spend category to report on regulated procurements completed in the reported year and provide a 2 year forward plan of known contracting activity. Using Hunter and this new dashboard provides high level visibility of the current contracts and future contracting plans. The data for the annual report is then easily accessible via Hunter.
- The new **supplier MI website** completed the testing phase and was ready to launch when the capture of the 16/17 spend data was completed. This website will continue to be enhanced with new features as required.

The Buyers' Portal continues to be developed to improve its functionality.

A new landing page was created to allow eSolutions, D & S, InfoSec and Collaborative Contracting related information to be made available to institutions

The screenshot displays the APUC Buyers Guide Portal. The main content area is titled "Framework Agreements" and includes a table with the following data:

| Reference | Agreement Title | Start Date | End Date | Documentation |
|------------|--|------------|------------|---------------|
| 05-13 SE | Library Books, Educational Textbooks & Multimedia Supplies | 01/11/2013 | 31/01/2018 | View |
| AVI3072 NW | Photographic Equipment & Consumables | 01/12/2015 | 30/11/2018 | View |
| BA-AVI015 | Audio Visual (inc. Video Conferencing) Supply, Design, Installation, Maintenance | 31/03/2014 | 30/03/2018 | View |
| BA-EFM028 | Security Services & Equipment | 01/04/2015 | 31/03/2018 | View |
| BA-ITS030 | Pecos Integration Support | 05/11/2011 | 04/11/2018 | View |
| BA-ITS040 | BlackBoard | 01/07/2013 | 30/06/2018 | View |
| BA-LAB033 | Radiochemicals for use in Research and Teaching | 01/02/2012 | 31/12/2017 | View |
| BA-LAB046 | Microscopes & Imaging | 25/03/2014 | 24/03/2018 | View |
| BA-PFB1019 | Office & Special Moving Services | 02/09/2016 | 01/09/2019 | View |
| BA-PR1008 | External Print and Associated Services | 12/08/2014 | 11/08/2018 | View |
| BA-SYS001 | Finance Systems | 08/04/2013 | 07/12/2017 | View |

Other visible elements include a sidebar with navigation options like "Live Agreements", "Category Bulletins", and "eZine". The right side of the page features "Recent Published Procurement Strategies" with a table and a "Proc He Coding" section with a file named "Proc He Proposed changes March 17.xlsx". There are also "Links to other Resources" including the "APUC Website".

APUC/UCSS could not function without support from the CORPORATE SERVICES teams

- Local support for IT, facilities and communications is now well established for each APUC office location.
- Continuing support for client facing media (eBulletins etc)
- Stakeholder and staff eZines proving to be popular means of communication.
- Full Finance support to the business, for staff and external stakeholders
- Continued HR support provided by Queen Margaret University as a shared service but dedicated APUC resource planned for later in 2017.

The Universities & Colleges Shared Services (UCSS) INFORMATION SERVICES CATALYST

– catalysing shared services across Information Services in Universities and Colleges

- The IS Catalyst continued to operate - identifying, exploring, proposing and creating viable Shared Services that support the Sector in the Information Services and related areas.
- The 36 Month Milestone report was published as planned.
- The MoodleShare shared service (hosted by Edinburgh Napier University (ENU)) was further consolidated during the year with St Andrews University set to join in 2017.
- The Business Improvement shared service proposal, shaped and informed by colleagues within IS across the sector, was shared with relevant Sectoral bodies outside of IS (Principals, Secretaries and Finance Directors) to assess interest for this function.
- Following extensive one to one meetings with IS Catalyst and institutional representatives with an interest in answering the need for Data Protection Officers in anticipation of the new GDPR rules, a workshop with interested institutional representatives from both HE and FE was planned for the 1st of August 2017.
- IS Catalyst has met with representatives from other Sectoral bodies (JISC, UCISA, CDN) to ensure complementary approaches to areas where there is interest and initiatives planned or underway around areas such as training, Enterprise Architecture, Business Intelligence

MoodleShare
Hosted by Edinburgh Napier University

InfoSec
Hosted by UCSS

UCSS InfoSec

- Jordan Schroeder recruited as the Deputy Chief Information Security Officer for InfoSec, providing resiliency to the service and to address the requirements of the continually growing membership.
- Signed up membership by the end of the year for InfoSec was 18 institutions - comprising 10 HE, 7 FE and APUC.
- The team met with all new members, identified common baseline business impact analysis approaches.
- Partnering with Scottish Gov't for maximum information and technology sharing and sector alignment.
- Providing sector wide breach response training. Partnering with law enforcement / Police Scotland and Scottish Gov't.

Fig 1a - Collaborative Contracts available with Buyers' Guides

| | | |
|--|--|--|
| <p>Audio Visual, Multimedia, Entertainment and The Arts Supplies and Services</p> <ul style="list-style-type: none"> • Audio Visual (inc. Video Conferencing) Supply, Design, Installation, Maintenance • Photographic Equipment & Consumables | <ul style="list-style-type: none"> • Floor Coverings • Furniture (Supply, Delivery & Installation) • Hair & Beauty • Soft Furnishings - Lot 1 Bedding and Bathroom • Supported Factories and Businesses • White Goods & Associated Products & Services • Window Coverings | <ul style="list-style-type: none"> • IT Consumables • IT Peripherals (2014) • IT Related Accessories and Parts (ITRAP) • JISC Routing & Switching Equipment • JISC Shared Data Centre • Mobile Client Devices (National Framework for) • National Framework for Workstation Client Devices |
| <p>Library and Publications Supplies and Services</p> <ul style="list-style-type: none"> • eBooks and eBook Collections (The supply of) • Library Books, Educational Textbooks & Multimedia Supplies • Periodicals (The Supply of) • Sole supplier of Periodicals to members of APUC, Northern Ireland Institutions, National Library of Scotland and National Museums of Scotland • Print Books and Standing Orders (The Supply of) | <p>Janitorial and Domestic Supplies and Services</p> <ul style="list-style-type: none"> • Cleaning Materials and Disposable Paper Products • Laundry Services • Washroom Services | <ul style="list-style-type: none"> • Network Equipment - Lot 1 Equipment only • Office Equipment • Pecos Integration Support • Printers and Managed Print Services (NEPA) |
| <p>Catering Supplies and Services</p> <ul style="list-style-type: none"> • Alcohol - Supply and Distribution of Spirits, Wine, Beer & Cider • Catering Disposables & Sundries (Scotland Excel) • Catering Light and Heavy Equipment • Confectionery, Snacks, Soft Drinks, Cakes and Ancillary Products • Disposables and Kitchen Chemicals (Catering) • Fresh Bakery Products • Fresh Butcher Meat • Fresh Dairy Products • Fresh Fish & Seafood • Fresh Fruit & Vegetables • Frozen and Chilled Foods • Grocery Provisions and Chilled Foods • Hot Beverage Dispensing Equipment and Ingredients • Innovative Food Concepts (ICC2009) • Kitchen Equipment Maintenance • Recruitment Services • Sandwiches • Soft Drinks, Fruit Juice Concentrate, Associated Products and Services • Vending Equipment (Supply and Distribution of) • Water Coolers (900W) | <p>Insurance Services and fees</p> <ul style="list-style-type: none"> • Non-life Insurance | <ul style="list-style-type: none"> • Professional Buying Tools - PCS Tender • SCURL Library Services Platform Systems |
| <p>Medical, Surgical, Nursing Supplies and Services</p> <ul style="list-style-type: none"> • Healthcare Student Uniforms | <p>Utilities</p> <ul style="list-style-type: none"> • Biomass -Supply of Wood Fuel (Pellets) Framework Agreement • Liquid Fuels • Natural Gas • Non Domestic Energy Efficiency • Supply of Electricity (HH, NHH and Domestic) • Water and Waste Water Services | <ul style="list-style-type: none"> • Server Maintenance • Servers, Storage and Solutions National Agreement (SSSNA) • Software Licence Resellers Agreement (SLRA) • Student Records Systems • Tablet Client Devices • Technology Products 2 (RM3733) • Virtual Learning Environment (VLE) Systems Framework • Vulnerability Assessment and Information Services |
| <p>Furniture, Furnishings and textiles, Supplies and Services</p> <ul style="list-style-type: none"> • Domestic Furniture & Furnishings (including White Goods) | <p>Computer Supplies and Services</p> <ul style="list-style-type: none"> • Apple Equipment & Services (National) • Application Design and Development Services • BlackBoard • Client Devices - Thin Clients (National Framework for) • Client Devices - Web Based Computing and Proprietary Devices (National Framework for) • Data Centre Management - Lot 1 Equipment • Desktop & Notebook (NDNA) • Desktop Client Devices (National Framework for) • Digital and Technology Services • Finance Systems • Hosting Services • HR & Payroll Systems | <p>Laboratory Supplies and Services</p> <ul style="list-style-type: none"> • 3D Printers, 3D Scanners and associated equipment • Antibodies and Sera (and other related matrices) IRLA • HVLE - Gene Expression & Genotyping Analysis Equipment, Associated Equipment, Accessories, Consumables, Maintenance & Servicing • HVLE - Imaging/Analysis Systems & Microscopy Instruments • HVLE - Magnetic Resonance Equipment (MRI) • HVLE - Maintenance and Servicing of High Value Laboratory Equipment • HVLE - Refurbishment & Recycling & Disposal of High Value Laboratory Equipment • HVLE - Spectroscopy • HVLE - X-Ray & Elemental/Micro Analysis • IUPC Lab Gases • Laboratory Chemicals |

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

| | | |
|---|---|---|
| <ul style="list-style-type: none"> • Laboratory Equipment Supply, Installation, Delivery and Post Installation Services • Laboratory Plastic-ware, Glassware & Sundries • Lasers • Mass Spectrometry and Chromatography • Microscopes & Imaging • Multi Modality Imaging Framework • Radiochemicals for use in Research and Teaching • Veterinary Supplies | <ul style="list-style-type: none"> • Childcare Vouchers Scheme, provision of • ConsultancyONE • Debt Collection Services • Education Recruitment Advertising & Resourcing Services – National (NERARS) • Employee Services • ePurchasing Card Solution • Executive and Senior Strategic Search and Recruitment Services • Fitness and Sports Equipment | <ul style="list-style-type: none"> • Specialist Paper (RM1078) <p>Travel and Transport (incl. Vehicle hire and Subsistence) Supplies and Services</p> <ul style="list-style-type: none"> • Travel and Student Travel Services • Travel Services • Travel Services |
| <p>Workshop and Maintenance Supplies and Services (Laboratory and Estates or Facilities)</p> <ul style="list-style-type: none"> • Electrical Sundries Supply of • Electronic Components - Lot 1 Electronic Components • Engineering & Design consumables and Storage & Material handling Products • Ironmongery & Trade Tools • Salt For Winter Maintenance • Timber Products | <ul style="list-style-type: none"> • Global Mobility Support Services Lot 1 Legal Services • Government Banking Service • Intellectual Property Rights Services • International Media Planning Buying & Associated Services • Legal Services • Media Planning Buying & Associated Services • Media Services Framework 2nd Generation • Office & Special Moving Services | <p>Safety and Security Supplies and Services</p> <ul style="list-style-type: none"> • Employee Counselling and associated services • Fire Fighting Equipment Supply & Servicing (The Consortium) • Occupational Health for Staff • Personal Protection Equipment (PPE) • Security Services & Equipment |
| <p>Printing and Reprographics Supplies and Services</p> <ul style="list-style-type: none"> • External Print and Associated Services • Pre Paid Envelopes (Pre-Paid Impression PPI) • Publishing, Print, Design & Associated Services (Provision of) | <ul style="list-style-type: none"> • Pension Services • Recruitment Advertising & PINs • Relocation Services | <p>Vehicles Supplies and Services (Purchase, Lease, Contract Hire)</p> <ul style="list-style-type: none"> • Payment Solutions • Vehicle Hire & Leasing - Lot 1 Vehicle Hire • Vehicle Lease (CCS ref RM3710) • Vehicle Purchase (CCS ref RM1070) |
| <p>Telecommunications, Postal and Mail Room Supplies and Services</p> <ul style="list-style-type: none"> • Courier, parcel and international mail services • Fixed Telephony (2014) • Franking Machines • JISC Telephony Purchasing Service • Jisc Text Short Message Service (SMS) • Network Enablement Services • Network Services • Postal Services • SIP and IP Handsets and Associated Licences • Telecommunications Framework (Jisc) | <ul style="list-style-type: none"> • Temporary Agency Staffing Services - Lot 1 - Admin and Clerical • Temporary and Interim Staff - Administration East (Provision of) • Temporary and Interim Staff - Administration North (Provision of) • Temporary and Interim Staff - Administration West (Provision of) • Temporary and Interim Staff - Catering/Manual East (Provision of) • Temporary and Interim Staff - Catering/Manual North (Provision of) • Temporary and Interim Staff - Catering/Manual West (Provision of) • Temporary and Interim Staff - Interim IT (Provision of) • Temporary and Interim Staff - Interim Professionals (Provision of) | <p>Estates, Buildings and Facilities Management Supplies and Services</p> <ul style="list-style-type: none"> • Air Filters - Lot 1 - Air Filters & Associated Products • Asbestos Surveys, Removal & Disposal, Analytical Services • Building Materials • Decorator Paint & Sundries • Door Maintenance, Repair, Inspection and Including Supply • Lift Maintenance, Installation & Refurbishment Services • Pest Control • Plumbing & Heating Consumables • Portable Appliance (PAT) & Fixed Wire (FWT) Testing - Lot 3 PAT Scotland • Project Management and Full Design Team Services RM3741 • Quantity Surveying Services |
| <p>Professional Fees and Bought-in Services</p> <ul style="list-style-type: none"> • Audit Services • Cash & Valuables in Transit | <p>Stationery and Office Supplies</p> <ul style="list-style-type: none"> • General Stationery and Office Paper • Office, Computer and Library Supplies • Paper and Specialist Printing Paper • Promotional Goods - Lot 1 Promotional Products | <ul style="list-style-type: none"> • Recycling Bins & Street Furniture - Lot 1 Recycling Bins • Road Surfacing • Signs and Signage Lot 2 • Waste Management |

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 the Highlands and Islands
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 West of Scotland

Full members – FE Institutions (25)

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
Orkney College
Perth College
Sabhal Mor Ostaig
Shetland College
South Lanarkshire College
West College Scotland
West Highland College
West Lothian College

Associate members (5)

Argyll College
The Highland Theological College
Fraunhofer UK Research Ltd
UHI Shared Services Limited
The James Hutton Institute

Associated bodies (2)

College Development Network
The Scottish Funding Council

Annex B

Directors for the year ended 31 July 2017

Gerry Webber, *University Secretary, Edinburgh Napier University*
Liam McCabe, *Director of Finance, University of Stirling*
Sheena Stewart, *University Secretary, Abertay University*
Mhairi Harrington, *Principal, West Lothian College*¹
Janet Thomson, *Deputy Principal, Glasgow Clyde College*
Pete Smith, *Vice Principal - Finance and Resources, Borders College*
Carol Turnbull, *Principal, Dumfries and Galloway College*²
Fiona Gavine – *non sector director*
Stuart Paterson – *non sectoral director*
Douglas MacKellar – *non sectoral director*
Angus Warren – *Chief Executive, APUC Ltd*

¹ Mhairi Harrington resigned from the Board on 6/3/17

² Carol Turnbull joined the Board on 3/5/17

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