

**Advanced Procurement  
for Universities & Colleges**

# **Annual Report**

## **2019/20**

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*"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.

On behalf of the Board of APUC Limited, I am delighted to introduce APUC's Annual Report for the year 2019-20.

This year has again been one of substantial development and significant challenges for the sector and APUC, and also another one of significant achievement. The format of the Annual Report is again in line with the themes in the company's Strategic Plan.

The COVID-19 pandemic has meant that APUC successfully switched to entirely homeworking for the final months of the 2019/20 financial year, while maintaining full 'service levels' to the sector. Procurement Strategy Groups, AGM and Board meetings (as well as all other operational meetings) have all been conducted via MS Teams and the format has worked very well. With the exception of a small number of tenders that have been rescheduled to ensure full market engagement, the contracting activities have not been negatively impacted by the COVID-19 situation. APUC has also ensured that the opportunities for economies that this has presented within its internal operations have been retained and savings achieved from this, deferred into the 2020/21 financial year for use in strategically important projects that will bring collaborative benefit to the HE/FE sectors. The Heads of Category actively liaised with suppliers to understand the impact COVID-19 was having on the supply chain. APUC's Supply Chain Management (SCM) tool was enhanced by eSolutions to log this information and all UKUPC consortia are now using the tool to record information both in relation to COVID-19 but also focussing on the impacts on PPE and other priority goods and services across the supply chain. I would like to pay tribute to our Chief Executive and the whole APUC team for the magnificent way in which they have responded to these unprecedented challenges.

Brexit has again played a significant part in the workload of APUC during the year with ongoing work being undertaken to obtain information from suppliers for medium/high risk Framework Agreements on their process in the event of a 'no deal' Brexit and what mitigating actions they have put in place, encouraging action where concerns occur. APUC is working with other consortia to provide a full picture to the sector on the Framework Agreements that are promoted to ensure a consistent approach is being taken across the UK. APUC has also been liaising with the other consortia as to the common approach being taken to liaise with the supply chain across the UK. It has been agreed that the APUC Supply Chain Management (SCM) tool will be used for this purpose. Over the coming months contact will continue with the supply chain to understand the risks and issues, and work through solutions / mitigations going forward as specific impacts become clearer.

Further to the UK and Scottish Governments Declaration of a Climate Emergency, APUC and stakeholders from member institutions have materially increased the focus on addressing the issues associated with climate change. Supplier Climate Change Emergency Response information will be collected through Section 1 of the SCM tool as gaining an understanding of supplier targets and actions on lowering their impact on climate change, including how they are planning to achieve targets and by when, is required to effectively manage relationships and Responsible (collaborative) Procurement Action Plan (RPAP) goals. Champions and/or Heads of Category are representing their category area within the Climate Emergency Procurement Working Group (Chaired by the CEO of APUC) and its subgroups to compile guidance information in six identified (HE/FE) Priority Impact Areas of Climate Change (PIACC). From March 2020, the subgroups, all chaired by the Head of Responsible Procurement, have met on a 4-6 weekly basis to compile guidance information on aspects that can be considered in applying action to reduce the impacts on climate emissions on goods or service procured by institutions. The first version of the guidance information is now published on SharePoint. Demand from institutions for support from APUC in this area is increasing, with APUC now adjusting resourcing to ensure emerging needs and expectations can be met.

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 focussed 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 175 collaborative Framework Agreements were available to the sector throughout the year with high levels of utilisation with Category eBulletins issued quarterly to complement their use enabling the sectors to be on track in meeting the 2022 targets for collaborative procurement

- Regional procurement teams (APUC or mixed APUC / institutional staffing) continued to develop with solutions tailored to suit each region's needs
- Circa 40 staff provided on-site procurement capability on a shared service basis across client institutions
- The PRA Operational Procurement Strategy was updated in line with the 2018 – 2022 Strategy
- The second new Procurement Development Workshop (PDW) format event took place in February 2020. This PDW new format annual event was again very successful in establishing the procurement priorities for APUC throughout the year
- *The HE/FE Collaboration Catalyst (to assist in catalysing further potential shared services and increase collaborative working) continues to evaluate potential new services. Those live already include Moodle-Share, CISO-Share, DPO-Share, Change-Share and the UniDesk Helpdesk (in its new shared service form)*

# *in delivering Sustainable and Responsible Procurement*



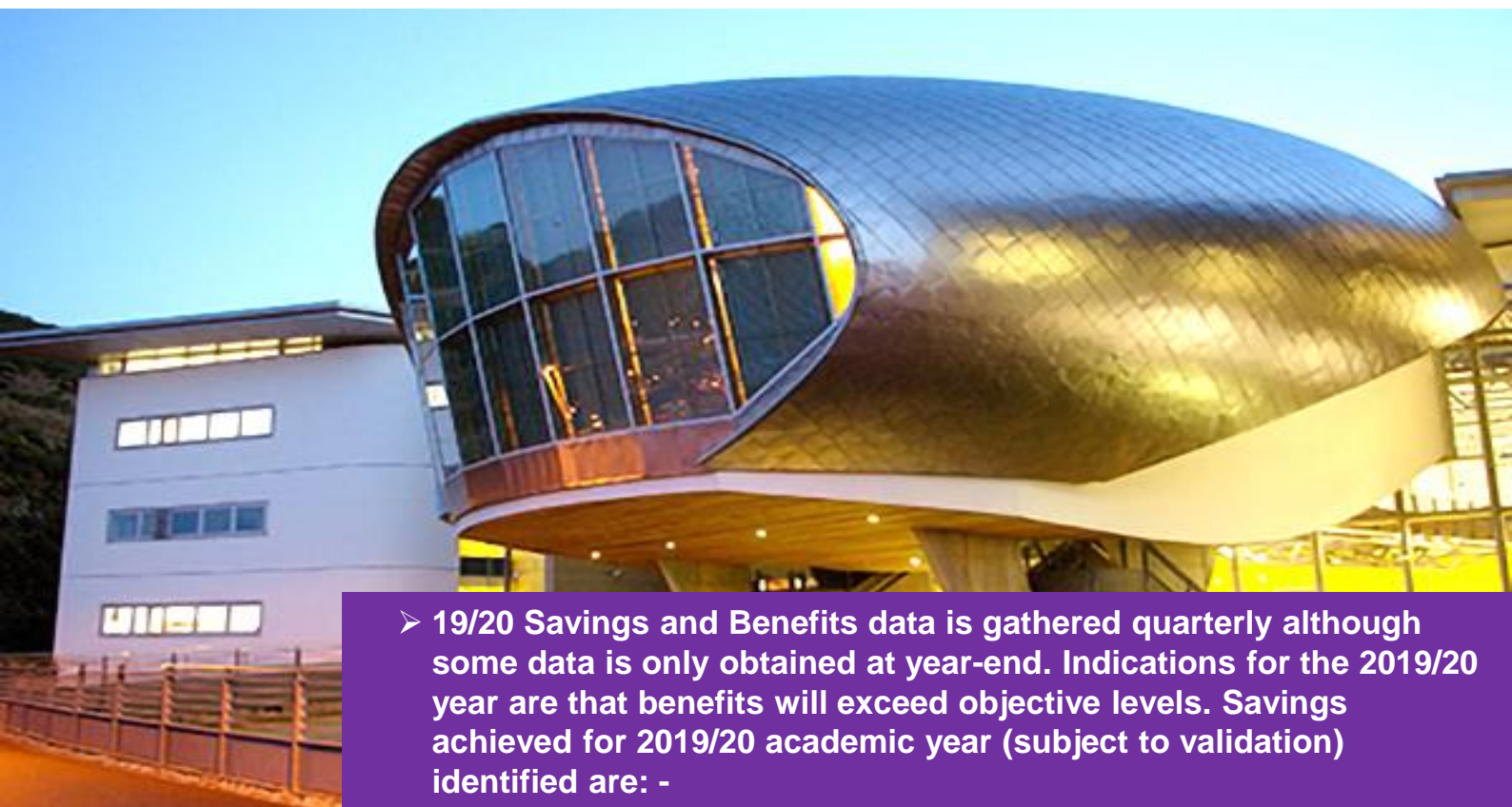
The (Scottish HE/FE) Climate Emergency Procurement Working Group (CEPWG) was set up in Q4/2019 and its 'terms of reference' was agreed in November 2019. The aim of the group is to operate collaboratively across APUC and University and College procurement staff to focus on addressing the particular challenges in dealing with the climate emergency in our sectors' supply chains.

- APUC undertook a restructuring of its Sustainability related resources in order to provide a small but expert Responsible Procurement Team that will support the APUC core team and procurement teams across institutions in working across needs definition, tendering and contract management activity in order to maximise reduction in environmental /climate impacts.
- At a UK level, a “HE/FE Climate Commission” has been established, representing the leadership of all the UK HE and FE institutions. Climate Commissioners will lead this group and expert witnesses, made up of professional staff, academic staff, students and staff from collaborative bodies (including APUC’s CEO), have been established to inform the commissioners and assist with implementation of the Commission’s initial objective for all UK Universities and Colleges to be Net-Zero by 2030 for their on-site emissions.
- HE/FE Procurement and APUC are working cross functionally on both the Universities Scotland Responsible University Group Scotland (RUGS) and the CDN Climate Emergency Experts Group. Work is now taking place on defining collective objectives / aspirations for meaningful actions in increasing responsible business activities across the sector.

## *to maximise Savings & Benefits*

Regular meetings were 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. A new Supply Chain Management (SCM) web based tool (integrated with the other Hunter based systems) has been developed and launched by APUC for use both within APUC and within institutions.

APUC are including innovative routes to markets wherever possible in new tenders, additionally, APUC have commissioned and had delivered to procurement professionals across the sector, a course on “alternative routes to market” for its staff and institutional staff and delivered these across the final months of 2019. The course will be run again and in regional locations where demand exists.



- 19/20 Savings and Benefits data is gathered quarterly although some data is only obtained at year-end. Indications for the 2019/20 year are that benefits will exceed objective levels. Savings achieved for 2019/20 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 19/20 Benefits Reports, is now live

## *to widen Access and enhance Supplier Development and performance*

- The core Collaborative Contracting teams are using the new Supply Chain Management Tool (SCM) to track and monitor their contract management meetings as well as record relevant documentation.
- An additional suite of functionality (known as “Section 1”) of the tool requires suppliers to provide information such as living wage, SME status, modern slavery statements and climate emergency activity.
- New flags have been integrated into the SCM system to make information relating to COVID-19 and Brexit impacts easier to access and “Section 2” has been added to provide Sustain evaluation and scoring pages for supply chain managers. Suppliers are encouraged to provide feedback to further enhance the tool.



- UKUPC’s SharePoint site went live and is being used by the UKUPC consortia groups to share information on UK projects. A simple UKUPC website is also under development by APUC for launch in Q4 2020.
- APUC is supporting institutions to implement the Scottish Government’s eInvoicing tool and 6 institutions are now live. Implementations at other institutions are either in final testing phase or delayed due to COVID-19 constraints. All institutions now have at least a simple solution to enable compliance with the need to have e-invoice processing capability.
- Online content (narrative and video) to Ensure Businesses of all sizes have access to and understand how to bid for sector business was provided.

# *increasing Capability and supporting Continuous Improvement*

All Full and Medium Procurement and Commercial Improvement Programme (PCIP) assessments were completed, and the average score across both Full and Medium improved by 24%. Lite PCIPs were also completed by the end of 2019 and their average scores improved by 20%.

Operations Procurement Reviews (OPRs) were scheduled to be completed by early April but a small number of institutions' assessments had to be postponed due to the COVID-19 lockdown. The OPR process has been adapted now to be conducted over video meetings and the process will be completed as early as possible within the 2020/21 AY



- Numerous eLearning Modules for Procurement Learning and Development are now available to institutions via the Buyers Portal. A Good Practice Hub is also available on the Portal.
- 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 forthcoming 2020/21 AY.
- The Management Trainee Programme continues to be extremely successful, with 5<sup>th</sup> round trainees due to complete their training in Q4 2020. Recruitment of 6<sup>th</sup> round candidates will also commence in Q4/20



## Corporate Services

*APUC/UCSS Ltd. and HEFESTIS Ltd.) could not function without the continuing support from the CORPORATE SERVICES teams*

- ❖ *Support for IT, general administration, facilities and communications is now well established for each APUC office location.*
- ❖ *Continuing support for client facing media is delivered (eBulletins etc).*
- ❖ *Stakeholder and staff eZines are now well established as a popular means of communication.*
- ❖ *Full Finance support to the business, for staff and external stakeholders was provided from highly effective Finance resource which was strengthened in December with the addition of a Financial Accounting Manager.*

The 2019-20 Financial Statements and associated reports are available on the [corporate information page](#) on the APUC website.

### Summary Update on Governance Changes (full list of Directors is on page 12):

- Margaret Cook, Perth College, joined the Board on 21/11/19 to replace Carol Turnbull, Dumfries and Galloway College.
- Douglas MacKellar, non-sector director stepped down on 21/11/19 after a long and distinguished service on the Board. The Board wishes to express its sincere thanks for his excellent contribution to the APUC Board since its inception in 2007.
- Sheena Stewart, Abertay University kindly agreed to extend her current term as an HE director on the Board to the end of calendar year 2020.
- Phil McNaul re-joined the Board as a non-sector director to replace Douglas MacKellar.
- Veronica Strachan, Robert Gordon University, joined the board on 1/6/20 to replace Sheena Stewart when she steps down in December 2020.

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

<p><b>ESTATES</b></p> <ul style="list-style-type: none"> <li>• Recycling Bins &amp; Street Furniture</li> <li>• Door Maintenance, Repair, Inspection and Including Supply</li> <li>• Water Coolers 1317</li> <li>• Pest Control</li> <li>• Electrical Sundries Supply of</li> <li>• White Goods &amp; Associated Products &amp; Services</li> <li>• Washroom Services &amp; Associated Products &amp; Services</li> <li>• Vehicle Hire &amp; Leasing - Lot 1 Vehicle Hire</li> <li>• Cleaning Materials and Disposable Paper Products</li> <li>• Supported Businesses - Furniture</li> <li>• Catering Disposables &amp; Sundries (Scotland Excel)(0915)</li> <li>• Fresh Fruit and Vegetables</li> <li>• Fresh Fish &amp; Seafood</li> <li>• Waste Management</li> <li>• Fresh Butcher Meat</li> <li>• Project Management and Full Design Team Services RM3741</li> <li>• Plumbing Consumables and Commercial Heating Products</li> <li>• Floor Coverings</li> <li>• Postal Services</li> <li>• Domestic Furniture &amp; Furnishings (including White Goods) (SXL 08-15)</li> <li>• Water Quality Management - Lots 1- 5 – Risk Assessment Services</li> <li>• Franking Machines</li> <li>• Fresh Dairy Products</li> <li>• Catering Consultancy Services</li> <li>• Air Filters - Lot 1 - Air Filters &amp; Associated Products</li> <li>• Catering Outsourced Services</li> <li>• Supply of Electricity (HH, NHH and Domestic)</li> <li>• Furniture (Supply, Delivery &amp; Installation of)</li> <li>• Soft Furnishings - Lot 1 - Bedding &amp; Bathroom Textiles &amp; Associated Student Accommodation Packs</li> <li>• Fresh Bakery Products</li> </ul>	<ul style="list-style-type: none"> <li>• Natural Gas</li> <li>• Condition Surveys</li> <li>• Trade Materials</li> <li>• Vehicle Purchase (CCS Ref RM6060)</li> <li>• Lift Maintenance, Installation &amp; Refurbishment Services</li> <li>• Sustainable Timber Products &amp; Materials</li> <li>• Building Materials</li> <li>• Asbestos related Works &amp; Services</li> <li>• Window Coverings</li> <li>• Estates Professional Services (RM3816)</li> <li>• Soft Drinks and Associated Products and Services</li> <li>• Salt for Winter Maintenance SXL2917</li> <li>• Sandwiches and Associated Products</li> <li>• Sandwiches and Associated Products</li> <li>• Innovative Food &amp; Drinks Concepts</li> <li>• Catering Light &amp; Heavy Equipment</li> <li>• Signs and Signage</li> <li>• Water &amp; Wastewater Billing Services</li> <li>• Fire Safety Products and Services (SXL 16-17)</li> <li>• Washroom Solutions and Sanitary Products (3217)</li> <li>• Security Services and Cash Collection (0719)(SXL)</li> <li>• Grocery, Frozen &amp; Chilled (incl Onestop)</li> <li>• Road Surfacing &amp; Minor Civil Engineering Works</li> <li>• Vegan &amp; Vegetarian Food</li> <li>• Laundry Services</li> <li>• Liquid Fuels SP-19-009</li> <li>• Construction Works and Associated Services (RM6088)</li> <li>• Vehicle Lease (CCS REF: RM6096)</li> <li>• Non-Domestic Energy Efficiency Services &gt; £1M</li> <li>• Courier Services</li> <li>• Disposable Products, Kitchen Chemicals, Allergen Labelling and Associated Products and Services</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Protective Equipment (PPE)</li> <li>• NDEE Project Support</li> </ul> <p><b>ICT</b></p> <ul style="list-style-type: none"> <li>• Broadcast Equipment &amp; Installation Services - Lot 2 Supply - Vision Equipment</li> <li>• Servers, Storage and Solutions National Agreement (SSSNA)</li> <li>• Software Licence Resellers Agreement (SLRA)</li> <li>• Printers and Managed Print Services (NEPA)</li> <li>• Broadcast Equipment &amp; Installation Services - Lot 8 Supply &amp; Integration - Audio, Vision &amp; Lighting Equipment</li> <li>• Broadcast Equipment &amp; Installation Services - Lot 3 Supply - Lighting Equipment</li> <li>• Broadcast Equipment &amp; Installation Services - Lot 4 Supply - Audio, Vision &amp; Lighting Equipment</li> <li>• Broadcast Equipment &amp; Installation Services - Lot 5 Supply &amp; Integration - Audio Equipment</li> <li>• General Stationery and Office Paper</li> <li>• Shared Data Centre, Jisc</li> <li>• Apple Equipment &amp; Services (National)</li> <li>• Mobile Client Devices (National Framework for)</li> <li>• National Framework for Workstation Client Devices</li> <li>• Similarity Detection Systems and Associated Services</li> <li>• Virtual Learning Environment (VLE) Systems Framework</li> <li>• Finance, HR/Payroll Systems Framework</li> <li>• Assistive Technology, Hardware, Software &amp; Consumables</li> <li>• Office, Computer &amp; Library Supplies - Lot 1</li> <li>• IT Consumables</li> <li>• Desktop &amp; Notebook (NDNA)</li> <li>• Student Information Management Systems and Associated Services</li> <li>• Paper - Print &amp; Specialist</li> <li>• Professional Buying Tools - PCS Tender</li> <li>• National Job Evaluation for the Further Education sector</li> <li>• Office Equipment</li> <li>• Audio Visual Equipment - Supply of Equipment and Consumables</li> <li>• Broadcast Equipment &amp; Installation Services - Lot 6 Supply &amp; Integration - Vision Equipment</li> <li>• IT Peripherals (SP-17-021)</li> </ul>
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**Fig 1b - Collaborative Framework Agreements available with Buyers' Guides (continued)**

<p><b>ICT</b></p> <ul style="list-style-type: none"> <li>Broadcast Equipment &amp; Installation Services - Lot 1 Supply - Audio Equipment</li> <li>Student Module Evaluation Systems Framework</li> <li>Short Message Text</li> <li>Telephony Services</li> <li>Data Centre Management Equipment and Infrastructure</li> <li>Networking - HE, Supply &amp; Services (HENSS) LOT 1 Equipment Only</li> <li>SCURL Library Systems and Associated Services</li> <li>Software Value Added Re-seller (VAR)</li> <li>Internet of Things (IoT) - Dynamic Procurement System</li> <li>Cloud Services</li> <li>Web Based and Proprietary Client Device Framework (National Framework for)</li> <li>Desktop Client Devices (National Framework for)</li> <li>Dynamic Purchasing System (DPS 2.0) for Digital Technology Services</li> <li>Network Equipment, Jisc</li> <li>Photographic Equipment and Consumables</li> <li>Mobile Voice and Data Services Framework'</li> <li>Technology Products and Associated Services</li> </ul>	<ul style="list-style-type: none"> <li>Multi-Modality Imaging Equipment</li> <li>Pipette Calibration, Repair and Servicing</li> <li>LABORATORY EQUIPMENT ONE-STOP-SHOP</li> <li>High Value Laboratory Equipment (HVLE) - Lot 01 Sequencers</li> <li>Molecular Biology Research Services (Next Gen Sequencing)</li> <li>Electronic Components - Lot 1 Electronic Components incl. Development Boards</li> <li>Life Science Equipment</li> <li>Life Sciences Reagents, Kits &amp; Consumables</li> </ul>	<ul style="list-style-type: none"> <li>Public Relations</li> <li>Digital Marketing</li> <li>Marketing Research</li> <li>Events &amp; Video Production Services</li> <li>Cash and Valuables in Transit</li> <li>Hair and Beauty</li> <li>Publishing Print Design &amp; Associated Services</li> <li>Travel Management Services</li> <li>Print &amp; Associated Services Framework</li> <li>Media Planning Buying &amp; Associated Services</li> <li>ePurchasing Cards</li> <li>Teaching Qualification Further Education</li> <li>Management Consultancy Framework 2</li> </ul>
<p><b>LABORATORIES</b></p> <ul style="list-style-type: none"> <li>Laser Equipment, Supply of</li> <li>Healthcare Student Uniforms</li> <li>3D Printers, 3D Scanners and associated equipment, Supply of</li> <li>Laboratory Equipment Supply, Installation, Delivery and Post Installation Services</li> <li>IUPC Lab Gases</li> <li>Laboratory Plastic-ware, Glassware &amp; Sundries, Supply of</li> <li>Liquid Handling Robotics &amp; Laboratory Automation Systems</li> <li>Microscopes &amp; Imaging Equipment, Supply of</li> <li>Mass Spectrometry &amp; Chromatography Equipment, Supply of</li> <li>Laboratory Chemicals, Supply of</li> <li>Antibodies and Sera (and other related matrices) IRLA</li> <li>Veterinary Supplies</li> </ul>	<p><b>LIBRARIES</b></p> <ul style="list-style-type: none"> <li>Arts and Craft Materials</li> <li>Periodicals (The Supply of) Sole supplier of Periodicals to members of APUC, Northern Ireland Institutions, National Library of Scotland and National Museums of Scotland</li> <li>eBooks and eBook Collections for HE/FE</li> <li>Print Books and Standing Orders (the Supply of)</li> <li>Library Security and Self-Service Equipment, Software and Maintenance -Lot 1</li> <li>Library Books, Educational Textbooks and Multimedia Supplies (Supply and Delivery)</li> <li>Library Security and Self-Service Equipment, Software and Maintenance</li> </ul>	<p><b>PROFESSIONAL SERVICES - HR</b></p> <ul style="list-style-type: none"> <li>Employee Benefits</li> <li>Recruitment Services</li> <li>Global Mobility Support Services Lot 1 Legal Services</li> <li>Executive and Senior Strategic Search and Recruitment Services</li> <li>Employee Counselling and associated services</li> <li>Admin, Catering &amp; Manual Staff Services - North region</li> <li>Interim IT Staff Services - National</li> <li>UK &amp; International Domestic Relocation Services 2019</li> <li>Temporary and Permanent Recruitment</li> <li>Education Recruitment Advertising &amp; Resourcing Services – National (NERARS) 2018</li> <li>Admin, Catering &amp; Manual Staff Services - South region</li> <li>Interim Professional Staff Services - National</li> <li>Recruitment Advertising and PINs</li> </ul>
	<p><b>PROFESSIONAL SERVICES - GENERAL</b></p> <ul style="list-style-type: none"> <li>Electoral Services</li> <li>Office &amp; Special Moving Services</li> <li>Ceremonial Gown and Photography Services</li> <li>Audit Services - Internal External and Tax</li> <li>Training Provider Agreement - Lot 1 IT and Project Management</li> <li>Legal Services</li> <li>Debt Recovery Services</li> <li>Intellectual Property Rights Services - Lot 1 Non patentable IPR services</li> <li>Fitness &amp; Sports Equipment</li> <li>Media Services Framework 2nd Generation</li> <li>Promotional Merchandise - Lot 1 Merchandise &amp; Clothing</li> <li>Management Consultancy Framework</li> <li>Insurance Services</li> <li>Creative Services</li> </ul>	

## 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 (7)

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

### Associated bodies (4)

College Development Network  
The Scottish Funding Council  
Universities Scotland  
Colleges Scotland

## Annex B

### Directors for the year ended 31 July 2020

Jim McGeorge, *University Secretary, University of Dundee*  
David Beattie, *Director of Finance, University of Aberdeen*  
Sheena Stewart, *University Secretary, Abertay University*  
Janet Thomson, *Deputy Principal, Glasgow Clyde College*  
Pete Smith, *Vice Principal - Finance and Resources, North East Scotland College*  
Margaret Cook, *Principal, Perth College*<sup>1</sup>  
Fiona Gavine – *non-sector director*  
Maureen McCreath – *non-sector director*  
Douglas MacKellar – *non-sector director*<sup>2</sup>  
Phil McNaull – *non-sector director*<sup>3</sup>  
Veronica Strachan, *Assistant Chief Academic Officer and Secretary to the Board, Robert Gordon University*<sup>4</sup>  
Angus Warren – *Chief Executive, APUC Ltd*

<sup>1</sup> Margaret Cook was appointed as an FE representative on 21/11/19 to replace Carol Turnbull.

<sup>2</sup> Douglas MacKellar retired from the board on 21/11/19

<sup>3</sup> Phil McNaull was appointed as a non sector director to replace Douglas MacKellar on 21/11/19

<sup>4</sup> Veronica Strachan was appointed as an HE representative on 1/6/20 to replace Sheena Stewart who will retire in December 2020



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