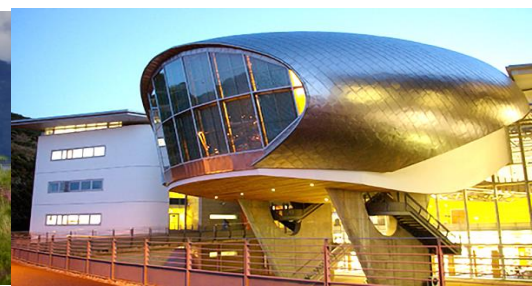
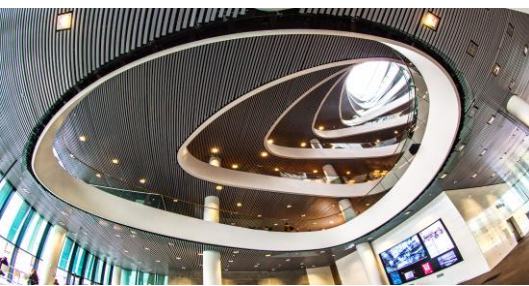




APUC Annual Report

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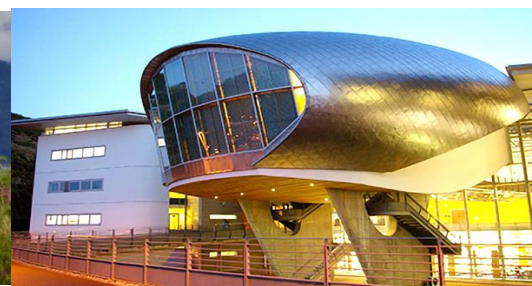
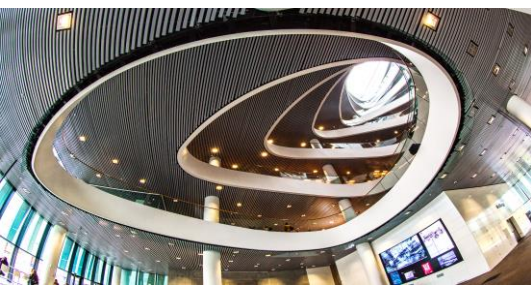
2021/22



“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”

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Introduction from the Chair of APUC

The 2021/22 academic year (AY) 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 2017-2022 (with this report covering the final year of that plan) and provides a short briefing with highlights on APUC's recurrent responsibilities, information on some recent innovations to services provided to Universities and Colleges across Scotland. A new Strategic Plan was launched in 2022 setting out the direction for APUC's activities through to 2027.

Supply chain volatility was a feature throughout the COVID pandemic, blended with similar impacts still having a material effect from Brexit. These factors continued through the 2021/22 AY but were joined in Q1/2022 by even more severe impacts from the war caused by the Russian invasion of Ukraine.

The supply chain volatility noted above meant that supply chains were severely disrupted over the 2021/22 AY with shortages and sometimes cost management challenges experienced by suppliers and sub-suppliers across a range of category areas. Managing this to avoid detriment to the University and College sectors took significant effort by the APUC Collaborative Contracting team, particularly in resisting pressure for price increases while ensuring that price control did not threaten supply resilience to institutions. Supply markets were carefully reviewed, and the knowledge built up, combined with the effective contract terms and conditions, allowing APUC to ensure that impacts on its sector were minimised, with only a small number of product areas ultimately being affected by pricing movements or shortages during the year. This highlighted the huge value that collaborative procurement brings through delivering robust agreements and collective leverage. After an initial understanding of the impacts of the Ukraine war was obtained, a Market Insights Report was developed then periodically (circa every 2 months intended) published to member institutions so that they had the necessary information and supply chain visibility required to make informed decisions around their procurement needs.

During the 2021/22 AY, the HE/FE sector Climate Emergency Procurement Working Group (CEPWG) joined with senior representatives from the main climate impact professional services (ICT, Catering, Estates etc) across the HE/FE sector to develop the Scottish University and College Sectors Supply Chain Climate and Ecological Emergency Strategy. This was developed as planned and after significant consultation, was endorsed by the Principals groups across all of Scotland's Universities and Colleges by May 2022. It was then published across a wide range of stakeholders in the final weeks of the 2021/22 AY. This Strategy will form a key part of the sector's response to the Climate and Ecological Emergency as (based on EAUC and APUC data across Scopes 1, 2 & 3 GHG emissions), the supply chain makes up between 65-80% of most institutions' GHG emissions footprint.

From February 2022, APUC implemented a new hybrid way of working comprising working a minimum of 2 days a week in the office, with a plan to review it after around 12 months to establish a permanent approach for new-normal working.

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.

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 again this year like to extend my thanks to all institutional staff involved in the procurement activity for their valued co-operation 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



Increasing Efficiency and Collaboration & Maximising Savings & Benefits

APUC works in partnership with the sector to deliver an event to provide professional development opportunities and strengthen procurement collaboration and networks, the annual Procurement Network Conference is a key part of that approach. The 2022 event took place at Dunblane Hydro Hotel in May. The event was the best attended Procurement Network Conference ever, with over 130 procurement and related professionals taking part in the in-person-only event.

Circa 190 collaborative Framework Agreements were available to the sector throughout the year with high levels of utilisation across active categories

Many areas of very high collaborative spend (catering, travel, facilities, temp staff, ICT etc.) were disproportionately impacted by COVID-19 restrictions and micro-processor chip shortages in the 2021/22 AY with these impacts causing the levels of collaborative spend reported in the year to be circa 25% lower than pre-COVID times. This is expected to remain an area of impact into early 2023. Despite this, APUC maintained availability of the impacted agreements in a manner so that the sector could immediately utilise them as soon as the need started to return from Spring 2022.

In light of the combined challenges of impacts from Covid, Brexit and the Ukraine war, APUC started to publish a regular Market Insights report to highlight key insights into our supply chains to keep the procurement community aware of existing or emerging challenges, risks or opportunities in the supply chain.

The Institutional Procurement Services team now consists of circa 40 staff providing a procurement shared service to 29 institutions across Scotland

The recently introduced and very popular approach of providing Webinars to launch new contracts to stakeholders continued and increased in scale. They are recorded and available on the Customer Portal for the life of the agreements.

During the 2021/22 year, savings for the 2020/21 AY were confirmed as:

- ***BT1: £12.7m***
- ***BT2: £33m***

(These are reported against the Scottish Publicly Funded Sectors Benefits Reporting Methodology. Figures for the 2021/22 AY will be available at the end of 2022 when institutions and collaborative partners have finalised their financial data and validated relevant spend reports)



Delivering Sustainable and Responsible Procurement

Development of the Scottish University & College sectors' **Supply Chain Climate and Ecological Emergency Strategy** was coordinated by APUC. This ground-breaking strategy was agreed by Principals across Scotland's Universities and Colleges in the Spring of 2022.

The HE/FE sectors are the first entire sector grouping to have a cohesive and collaborative strategy to address Climate Change and highlights the commitment that Scotland's Universities and Colleges have in addressing this critical area.

The APUC Responsible Collaborative Procurement Action Plan continues to be progressed and updated. The plan remains a dynamic document, with its targets and goals being actioned and regularly updated.

APUC Collaborative Procurement Champions and/or Heads of Category represented their category areas within the Climate Emergency Procurement Working Group (CEPWG) and compiled updated guidance information in the six Priority Impact Areas of Climate Change (PIACC). Supply Chain Climate Emission reports were generated as planned in Q4/2021 for all member institutions based on the 2020/21 AY spend.

APUC agreed an approach to undertake supply chain environmental and ethical deep-dive assessments with a multi-sector-serving assessment organisation that is being utilised as an alternative to undertaking the resource intensive process inhouse. This arrangement commenced at the beginning of the 2021/22 AY and is working well with over 130 complete supply chain assessment reports received back by the end of the 2021/22 AY.

APUC was a founding member of Electronics Watch – the only international supply chain workers rights organisation run by public procurement professionals and dedicated to independently monitoring public sector electronics supply chains. Over 400 publicly funded organisations across Europe are now members of Electronics Watch. Electronics Watch monitoring combined with APUC's intervention with the supply chain resulted in worker rights and freedoms being significantly improved for thousands of workers in our supply chains during the AY



Widening Access and Enhancing Supplier Development and Performance

- *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.*

Increasing Capability and Supporting Continuous Improvement

The APUC training programme for the 2021/22 AY maintained the high volume of offerings but started to re-introduce in-person training events selectively. APUC also dynamically responded to emerging needs of the sector over the year, developing and delivering new / targeted courses based on client and topical needs. In addition to this, further eLearning modules were also made available during the year.

The Management Graduate Trainee Programme continues to be extremely successful, with sixth round trainees due to complete their training in Q4 2022.

Beyond the Graduate Trainee Programme, during the 2021/22 AY, APUC worked in partnership with the sector's Heads of Procurement to create a Future Procurement Leaders Development Programme facilitated by APUC that ran from February 2022 until its successful conclusion in June. Subsequently, one of the first cohort has been appointed as a Head of Procurement in a university and another has been appointed Deputy Head of Procurement in one of the largest universities. It is planned later in 2022 to review the programme and repeat it later in 2023.



APUC's Hunter tool is a very powerful enablement solution for the sector. Development of the web-enabled version of the Hunter tool was a high priority within the eSolutions team in the 2021/22 AY. This major development initiative culminated in it entering client testing at the end of the academic year.

Web enablement allows all the APUC developed systems to be accessed via a single unified web portal by institutional staff (Hunter is the backbone source of data for all other systems developed by APUC for member institutions).

In addition to the above, multiple eSolutions related training courses were offered and delivered as required during the 2021/22 AY, including how to use Hunter and the Supplier and Contract Management tool (SCM). These are delivered both as sector wide courses and also delivered on request on site within specific member institutions.

Support continues to be made available to procurement professionals in institutions to assist in developing contract management processes around Hunter and "SCM" for local (and collaborative) agreements. This provides institutions with the opportunity to bring contracts registers up to date and utilise Hunter to full potential for gathering procurement information and delivering operational reports.

Corporate Services



APUC Corporate Services supports all of APUC's client facing functions as well as delivering some services directly to member institutions. It encompasses HR & Operations, Governance and Finance. It provides its services not just for APUC but also for fellow shared service HEFESTIS Ltd. (also co-owned by Scotland's HE/FE sector institutions).

- ✓ The HR and Operations Team continues to provide the professional HR services for the company, as well as managing general administration, facilities management and communications management for the company.
 - This team also manages the APUC graduate trainee scheme, the sector's procurement training programme for member institutions and the new Future Leaders programme.
- ✓ Full Finance support to the business, for staff and external stakeholders, was provided from the highly effective Finance Team, with clean Audits received for APUC Group (& Hefestis) during the year.
 - The 2021-22 Financial Statements and associated reports are available on the [corporate information page](#) on the APUC website.
- ✓ The APUC Governance Manager ensured that all of APUC's governance arrangements operated smoothly throughout the year and that all statutory reporting was completed in line with relevant requirements.

APUC vacated its central Edinburgh premises in August 2021, with new arrangements for the Edinburgh office based within Edinburgh College opening at Sighthill from September 2021. APUC's previous office in Glasgow was closed during the Covid restrictions when its lease ended in 2020, APUC opened its new Glasgow office based within Glasgow Caledonian University in November 2021.

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

<p>ESTATES</p> <ul style="list-style-type: none"> • Cleaning & Janitorial 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 • Estates Management Services (RM6168) • Vehicle Purchase (CCS Ref RM6060) • Construction Professional Services RM6165 • Construction Works and Associated Services (RM6088) • Vehicle Lease (CCS REF: RM6096) • Catering Innovation and Concept Solutions (CICS) • 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, Associated Products and Services • Residential Textiles, Student Starter Packs and Window Coverings • 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 Onestop) • 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 • Portable Appliance Testing (PAT) • Fixed Wired Testing (FWT) • EPOS Hardware and Software Systems • Delivery App • Sustainable Furniture Solutions • EV Charging Infrastructure (SXL 2119) • Vending Services <p>ICT</p> <ul style="list-style-type: none"> • Apple Equipment & Services (National) • Assistive Technology, Hardware, Software & Consumables • Audio Visual Equipment - Supply of Equipment and Consumables • Broadcast Equipment & Installation Services • CCS Network Services 2 • Data Centre Management Equipment and Infrastructure • Desktop & Notebook (NDNA) • Finance, HR/Payroll Systems • General Stationery and Office Paper • Library Management Systems & Associated Services (SCURL) • Mobile Client Devices (National Framework for) • eMarketplace for Tail End Spend • Network Equipment, Jisc • Networking - HE, Supply & Services (HENSS) LOT 1 Equipment Only • Office, Computer & Library Supplies • Paper - Print & Specialist • Photographic Equipment and Consumables • Printers and Managed Print Services (NEPA2) • Shared Data Centre, Jisc • Mobile Phones - Ethically Sourced
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Fig 1b - Collaborative Framework Agreements available with Buyers' Guides (continued)

<p>ICT Continued</p> <ul style="list-style-type: none"> • Similarity Detection Systems and Associated Services • Student Information Management Systems and Associated Services • Student Module Evaluation Systems Framework • Technology Products and Associated Services • Virtual Learning Environment (VLE) and Associated Services • Cloud Services • Desktop Client Devices (National Framework for) • Dynamic Purchasing System (DPS 2.0) for Digital Technology Services • Internet of Things (IoT) - Dynamic Procurement System • IT Consumables • PECOS Integration Support • IT Related Accessories and Parts (ITRAP) • Technology Peripherals and Infrastructure • Mobile Voice and Data Services Framework • Telephony Purchasing Services, JISC • Network Advice (DPS) • Vulnerability Assessment and Information Services, JISC • Professional Buying Tools - PCS Tender • Server and Infrastructure Maintenance Server and Infrastructure Maintenance Framework • Servers, Storage and Solutions National Agreement (SSSNA) • Software Licence Resellers Agreement (SLRA) • Software Value Added Re-seller (VAR) • Web Based and Proprietary Client Device Framework (National Framework for) • Telephony Services • Web Based and Proprietary Client Device Framework (National Framework for) 	<ul style="list-style-type: none"> • Life Science Equipment • Mass Spectrometry & Chromatography Equipment, Supply of • Microscopes & Imaging Equipment, Supply of • Pipette Calibration, Repair and Servicing • Veterinary Supplies • Antibodies & Sera (and other related Matrices) IRLA • Electronic Components • Healthcare Student Uniforms • High Value Laboratory Equipment (HVLE) • Life Sciences Reagents, Kits & Consumables • Molecular Biology Research Services (Next Gen Sequencing) • Multi-Modality Imaging Equipment <p>Libraries</p> <ul style="list-style-type: none"> • Arts and Craft Materials • eBooks and eBook Collections for HE/FE • Library Security and Self-Service Equipment, Software and Maintenance • Online Streaming and Online Training Services • Periodicals and Associated Services (The supply of) • Print Books and Standing Orders (the Supply of) • SHEDL eBook Collections - Elsevier • SHEDL eBook Collections - Oxford University Press (OUP) • SHEDL eBook Collections - Springer Nature 	<ul style="list-style-type: none"> • Teaching Qualification Further Education • Office & Special Moving Services • Banking Services Framework • Graduation and Ceremonial Gowns, Photography and Event Services • Creative Services • Debt Recovery Services • Digital Marketing • Events & Video Production Services • Global Workforce Mobility Services • Intellectual Property Rights Services - Lot 1 Non patentable IPR services • Interpreting, Translation and Transcription Services • Marketing Research • Media Planning Buying & Associated Services • Media Services Framework • Print & Associated Services Framework • Promotional Merchandise • Public Relations • Publishing Print Design & Associated Services • Sourcing and Booking of Meeting Rooms and Conference Venues Service • Travel Management Services
<p>Laboratories</p> <ul style="list-style-type: none"> • IUPC Lab Gases • Laboratory Chemicals, Supply of • Laboratory Equipment and Associated Post Installation Services • 3D Printers, 3D Scanners and Associated Equipment, DPS • Lasers and Associated Equipment, Supply of 	<p>Professional Services - General</p> <ul style="list-style-type: none"> • Audit Services - Internal External and Tax • Electoral Services • ePurchasing Cards • Fitness & Sports Equipment • Hair & Beauty • Insurance Services • Legal Services • Management Consultancy Framework 3 • Student Assistance and Support Services 	<p>Professional Services - HR</p> <ul style="list-style-type: none"> • Admin, Catering & Manual Staff Services - North region • Admin, Catering & Manual Staff Services - South region • Education Recruitment Advertising & Resourcing Services – National (NERARS) 2018 • Employee Assistance Programme • Employee Benefits • Executive and Senior Strategic Search and Recruitment Services • Interim IT Staff Services - National • Interim Professional Staff Services - National • Recruitment Advertising and PINs • Temporary and Permanent Recruitment • UK & International Domestic Relocation Services 2019

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 (9)

College Development Network
The Scottish Funding Council
Universities Scotland
Colleges Scotland
East Lothian Council
Royal Botanical Gardens Edinburgh
HEFESTIS Limited
Scottish Environmental Protection Agency (SEPA)
The Scottish Government

Annex B

Directors for the year ended 31 July 2022

Jim McGeorge, *University Secretary & COO, University of Dundee*
Lee Hamill, *Director of Finance, The University of Edinburgh*¹
David Beattie, *Director of Finance, University of Aberdeen*¹
Janet Thomson, *Deputy Principal, Glasgow Clyde College*
Pete Smith, *Vice Principal - Finance and Resources, North East Scotland College*
Margaret Cook, *Principal, Perth College*
Gemma Lines, *non-sector director*²
Fiona Gavine, *non-sector director*²
Maureen McCreath, *non-sector director*
Phil McNaull, *non-sector director*
Veronica Strachan, *Assistant Chief Academic Officer and Secretary to the Board, Robert Gordon University*
Angus Warren, *Chief Executive, APUC Ltd*

1. Lee Hammill joined the Board on 14/3/22 replacing David Beattie, who resigned from the Board on 20/10/21
2. Gemma Lines joined the Board on 2/5/22 replacing Fiona Gavine who resigned from the Board on 25/11/21

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