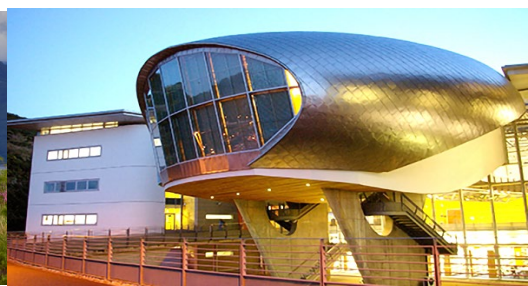
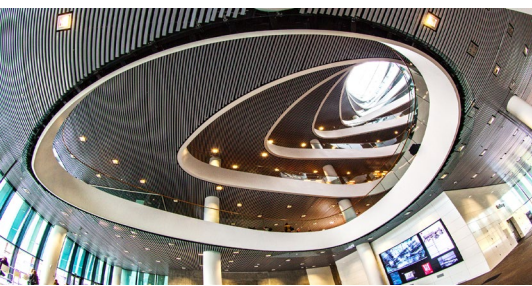




Advanced Procurement  
for Universities & Colleges

# APUC Annual Report

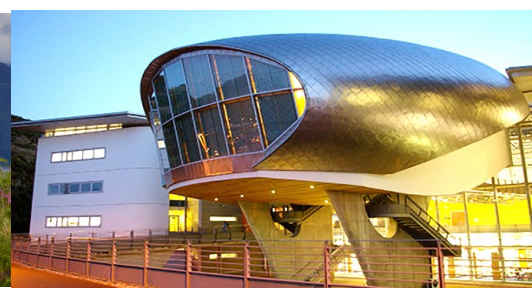
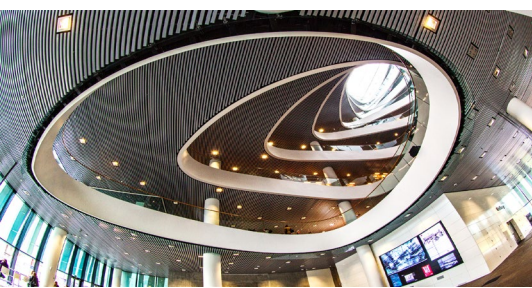
## 2022/23



***"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

This report provides an end of Academic Year (AY) 2022/23 summary on APUC Group's activities which focus on delivering an effective and sustainable procurement Centre of Expertise for the Scottish University and College sectors to deliver value for money for its members and wider stakeholders alongside economic and social benefit, aligned to the wider Public Procurement in Scotland programme (previously known as the Public Procurement Reform Programme).

APUC embraced a new normal working model throughout the 2022/23 year. Hybrid working continued with some guidelines on attendance in order to maximise staff development and teamworking. Due to the continuing challenges in recruiting where market salaries are beyond available funding, APUC expanded its flexible working arrangements by offering a compressed nine-day fortnight (but still at an average of 35hrs per week). This has been very popular with staff and is aiding our recruitment activity.

APUC operates as a major champion and promoter of equality, with the three aims of the 'Equality Duty' embedded as part of the process of decision-making and in business process design. Fair Work is embedded in how the organisation manages its activities and this has a significant relevance on a number of Framework Agreements.

Supply chain volatility continued throughout the 2022/23 year with some fall-out still from COVID, some impacts from the war in Ukraine, and Brexit continuing to provide supply challenges. Brexit related factors are expected to have a permanent negative impact on supply chains moving forward.

During the 2022/23 AY, the Scottish University and College Sectors Supply Chain Climate and Ecological Emergency Strategy was published across a wide range of stakeholders. This Strategy forms a key part of the sectors' response to the Climate and Ecological Emergency as the supply chain makes up between circa 80% of most institutions' GHG emissions footprint. The roll-out of APUC's web-enabled version of its Hunter tool is progressing well with further new functionality in development.

The following pages provide a series of highlights at summary level (with more detail on APUC's operational activities available both within APUC's Annual Procurement Report for 2022/23 AY and the APUC Annual Accounts for 2022/23 AY) 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 consolidating a highly focused collaborative 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



# Key Enablement & Optimised Methods of Delivery

## *Regional procurement teams*

A new Tayside Region Procurement team (covering Abertay University and Dundee & Angus College) was established in early 2023 with resilience being provided at all levels of service delivery. A new small "Arts" Procurement Team was formed also in early 2023 for The Royal Conservatoire of Scotland and Glasgow School of Art. A review of the long established Edinburgh Region Procurement Team (Edinburgh Napier University, Edinburgh College and West Lothian College) took place in Q2/2023.

### *Flexible collaborative resource*

A slight increase in resource levels was applied to the Collaborative Contracting team in early 2023 in preparation for further changes to the same team due from early 2024 to provide a more flexible category fluid approach which will bring enhanced resilience and flexibility in meeting dynamic needs and impacts.

### *Hunter*

The new web-enabled version of Hunter tool was available on plan and roll-out is progressing well with further new functionality in development. 232 users had been trained by the end of 2022/23 AY. APUC is engaging with institutions to improve data quality and develop enhanced forward contracting plans. Support continues to be provided to procurement professionals in institutions to assist in developing contract management processes around Hunter and SCM (our in-house contract and supplier management tool)

### *Working model*

APUC embraced the new normal working model throughout the 2022/23 year. Hybrid working continued with some guidelines on attendance in order to maximise staff development and teamworking. This has been very popular with staff and is aiding the recruitment activity.

# Value for Money & Resilience

## Sector Collaboration

APUC works in partnership with the sector to deliver events to provide professional development opportunities and strengthen procurement collaboration and networking. The annual Procurement Network Conference is a key part of that approach and the 2023 event took place at the Stirling Court Hotel in May. Attendance at the event from across the sector was the highest ever with over 130 attendees and the feedback on the agenda and workshop sessions has been excellent.

## Agreements

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

## IPS

The Institutional Procurement Services team now consists of circa 52 staff providing a procurement shared service to almost 30 institutions across Scotland

## Savings

*During the 2022/23 year, savings for the 2021/22 AY were confirmed as:*

- BT1: £12.4m
- BT2: £30.9m

*(These are reported against the Scottish Publicly Funded Sectors Benefits Reporting Methodology. Figures for the 2022/23 AY will be available mid way through the 2023/24 AY when institutions and collaborative partners have finalised their financial data and validated relevant spend reports)*

## Market Insights

The Market Insights Report developed during the previous AY continues to be used and is well regarded among the client community. This is published periodically to member institutions so that they have the necessary information and supply chain visibility required to make informed decisions around their procurement needs.





# *Climate & Ecological Emergency and Responsible Supply Chains*

## ***Supply Chain Climate and Ecological Emergency Strategy***

Development of the SCCEES was coordinated and published by APUC in May 2022 with the launch of main activity commencing from the beginning of the 2022/23 AY. This ground-breaking strategy forms a key part of the sectors' response to the Climate and Ecological Emergency and is based on EAUC and APUC data across Scopes 1, 2 & 3 GHG emissions.

## ***Responsible Procurement Team***

The RP Team is now fully established and working across a broad range of RP areas both in APUC and in supporting institutions. The RP Team have integrated SCCEES activity aspects into relevant FNT2030 Category Planning templates and run a multitude of workshops for the sector aid in understanding of the new FNT2030 templates, the SCCEES and how to implement the planning activity.

## ***Environmental and Ethical Assessments***

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 200 complete supply chain assessment reports received back by the end of the 2022/23 AY.

## ***GHG Reporting & Net Zero***

The Scope 3 Supply Chain Climate Emission reports were generated as planned in Q4/2022 for all member institutions based on the 2021/22 AY spend. DEFRA updated the methodology calculations in Spring 2023 and these new calculations will be integrated into the APUC reporting tool for reporting of the 2022/23 AY sector spend. All new framework agreements have net-zero / reduced GHG options where possible / practical



## ***Electronics Watch***

*APUC continued its membership of Electronics Watch throughout 2022/23 (and into 2023/24) and actively engaged with them in the promotion of human rights and equality in our electronic supply chains..*

# Fair Work & Economic Wellbeing

## Equality

APUC operates as a major champion and promoter of equality, with the three aims of the 'Equality Duty' embedded as part of the process of decision-making and in business process design. Fair Work is embedded in how the organisation manages its activities and this has a significant relevance on a number of Framework Agreements.

### *Fair Work*

Fair Work principles are integrated into relevant templates etc and considered wherever relevant in tendering and contract management activity.

A Fair Work full policy and principles review took place across Q3 and Q4 2022. The organisation was found for the most part highly compliant, the only weaknesses identified were addressed by the creation of a Staff Representative and Consultation Group, and a minor policy update

### *SCM Section 1*

SCM Section 1 has been established to monitor Fair Work aspects across the supply base. This functionality is also available to and used by institutions for use for local suppliers. A periodic review of this tool is due in 2024 with any changes to be implemented during the year

### *Ethical Public Procurement*

APUC has joined a small development group to support Electronics Watch expand into electric vehicles. APUC has joined the International Working Group on Ethical Public Procurement to explore how approaches similar to Electronics Watch could be established to cover the other higher risk supply chains we have.





# Capability and Continuous Improvement

## *Procurement Capability Assessments*

The next phase of the Procurement Capability Assessments (PCIP) was postponed by the Cross-Sector PCIP Board from the 2022/23 AY until the 2023/24 AY and rescheduled to run until the Summer of 2024. This updated next phase assessment will be expanded to include specific assessment questions on the Climate and Ecological Emergency. In the 2022/23 AY however, APUC offered support to institutions in their preparation for the new assessments, as well as providing updated assessments early where they were specifically requested.

**The APUC face to face training programme for the 2022/23 AY maintained a high volume of offerings and 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 current round trainees due to complete their training in Q4 2023/Q1 2024.**

## *Future leaders*

In addition to the Graduate Trainee Program, APUC and the institutional Heads of Procurement jointly established a Future Leaders Development Program. This was then developed, commissioned and managed by APUC on behalf of the University and College sectors and aimed to identify and develop existing employees in the sectors' procurement arena who were felt to have leadership potential and develop them to be future Heads of Procurement. The program ran until its successful conclusion in the Summer of 2022. A review was undertaken in the 2022/23 AY and a decision made to run a second cohort starting later in 2023. The programme was deemed to be have been extremely successful by both attendees and their managers.



# 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 by the highly effective Finance Team, with clean Audits received for APUC Group (and HEFESTIS) during the year.
- ✓ The 2022-23 Financial Statements and associated reports are available on the [corporate information page](#) on the APUC website.
- ✓ The APUC Governance Manager ensured that all APUC's governance arrangements operated smoothly throughout the year and that all statutory reporting was completed in line with relevant requirements.

APUC's regional offices are now well established in:  
Stirling - Stirling Business Centre (Registered Office)  
Edinburgh - Edinburgh College, Sighthill Campus  
Glasgow - Glasgow Caledonian University.

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

ESTATES	• Water Quality Management	• Fixed Wired Testing (FWT)
• Recycling Bins & Street Furniture	• Floor Coverings	• Lift Maintenance, Installation & Refurbishment Services
• Engineering & Technical Consultancy SXL 0820	• Cleaning Equipment 18-18	• Fresh Dairy Products
• Waste Management	• Doors Maintenance, Repair and Installation Services	• Fresh Fish & Seafood
• Fresh Butcher Meat	• Electrical Sundries	• Fresh Fruit & Vegetables
• Facilities Supplies	• Plumbing Consumables and Commercial Heating Products	• Cleaning & Janitorial Products
• Electricity (HH, NHH and Domestic) Supply	• Postal Services	• Estates Management Services (RM6168)
• Furniture (Supply, Delivery & Installation of)	• Franking Machines	• Vending Services
• Fresh Bakery Products	• Construction Professional Services RM6165	• Non-Domestic Energy Efficiency Services < £1M
• Natural Gas	• Non-Domestic Energy Efficiency Services > £1M (SP-019-014)	• NDEE Project Support
• Building Materials (0318)	• Courier Services	• White Goods & Associated Electrical Appliances
• Asbestos related Works and Services (2418)	• Personal Protective Equipment (PPE), Work & Sports Wear	• Washroom Services & Associated Products & Services
• Signs and Signage	• Hot Beverage	• Domestic Furniture and Furnishings (SXL 20-19)
• Water & Wastewater Billing Services	• Disposable Products, Kitchen Chemicals, Allergen Labelling and Associated Products and Services	• Catering Sundries (1919 Scotland Excel) Supply & Delivery
• Security Services and Cash Collection (0719)(SXL)	• Alcohol (Spirits, Core Wines Beer, Cider and PPS)	• Fleet Solutions - Sustainable
• Road Surfacing & Minor Civil Engineering Works	• Convenience Retail Products and Services	• EPOS Hardware and Software Systems
• Laundry Services	• Temporary Structures	• Delivery App
• Construction Works and Associated Services (RM6088)	• Portable Appliance Testing (PAT)	• Catering Innovation and Concept Solutions (CICS)



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

ESTATES CONTINUED	ICT	• Telephony Purchasing Services, Jisc
• Sustainable Furniture Solutions	• Shared Data Centre, Jisc	• Photographic Equipment and Consumables
• Residential Textiles, Student Starter Packs and Window Coverings	• Similarity Detection Systems and Associated Services	• Student Information Management Systems and Associated Services
• Building & Construction Consultancy SXL0920	• Finance, HR/Payroll Systems	• Printers and Managed Print Services (NEPA2)
• EV Charging Infrastructure (SXL 2119)	• Office, Computer & Library Supplies	• Software Licence Resellers Agreement (SLRA)
• Timber Products and Materials	• Paper - Print & Specialist	• Servers, Storage and Solutions National Agreement (SSSNA)
• Vehicle Purchase (CCS Ref RM6244)	• Professional Buying Tools - PCS Tender	• eMarketplace for Tail End Spend
• Vehicle Lease (CCS REF RM6268)	• Data Centre Management Equipment and Infrastructure	• Mobile Phones - Ethically Sourced
• Fitness & Sports Equipment	• Pecos Integration Support	• Technology Products and Associated Services
• Sandwiches and Associated Products (Supply and Distribution of)	• Library Management Systems & Associated Services (SCURL)	• Vulnerability Assessment and Information Services, Jisc
• Water Coolers (20-21)	• Virtual Learning Environment (VLE) and Associated Services	• Research Outputs Repository Systems
• Soft Drinks and Associated Products and Services	• Internet of Things (IoT) - Dynamic Procurement System	• Network Advice (DPS)
• Design and Installation for the Customer Experience (Catering and Social Spaces)	• Mobile Client Devices (National Framework for)	• Student Accommodation, Conference/Event, Delivered Catering & Hotel Management System(s) & Associated Services
• Catering Light and Heavy Equipment	• Web Based and Proprietary Client Device Framework (National Framework for)	• CCS Network Services 3
• Grocery, Frozen and Chilled	• Desktop Client Devices (National Framework for)	• Managed Print Solutions
• Washroom Solutions and Sanitary Products (0122)	• IT Related Accessories and Parts (ITRAP)	• Technology Peripherals and Infrastructure
• Liquid Fuels	• Apple Equipment and Services Framework Agreement - National	• Desktop & Notebook (NDNA)
• Energy Efficiency Contractors Framework	• Network Equipment, Jisc	• Alumni & Fundraising CRM

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

ICT CONTINUED	<ul style="list-style-type: none"> <li>Healthcare Student Uniforms</li> </ul>	<ul style="list-style-type: none"> <li>Insurance Services</li> </ul>
<ul style="list-style-type: none"> <li>Networking - HE, Supply &amp; Services (HENSS)</li> </ul>	<ul style="list-style-type: none"> <li>Life Sciences Equipment, Materials &amp; Services</li> </ul>	<ul style="list-style-type: none"> <li>Hair &amp; Beauty</li> </ul>
<ul style="list-style-type: none"> <li>Telephony and Communication Services Dynamic Purchasing System</li> </ul>	<ul style="list-style-type: none"> <li>Lasers and Associated Equipment, Supply of</li> </ul>	<ul style="list-style-type: none"> <li>Publishing Print Design &amp; Associated Services</li> </ul>
<ul style="list-style-type: none"> <li>Engagement (Business to Business) CRM Systems</li> </ul>	<ul style="list-style-type: none"> <li>Multi-Modality Imaging Equipment and Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Travel Management Services</li> </ul>
<ul style="list-style-type: none"> <li>The Supply and Installation of Audio-Visual Equipment &amp; Associated Services</li> </ul>	LIBRARIES	<ul style="list-style-type: none"> <li>Office &amp; Special Moving Services</li> </ul>
<ul style="list-style-type: none"> <li>Digital Technology and Cyber Services Dynamic Purchasing System (DPS)</li> </ul>	<ul style="list-style-type: none"> <li>Arts and Craft Materials</li> </ul>	<ul style="list-style-type: none"> <li>Media Planning Buying &amp; Associated Services</li> </ul>
<ul style="list-style-type: none"> <li>Software Value Added Re-seller (SVAR)</li> </ul>	<ul style="list-style-type: none"> <li>Online Streaming and Online Training Services</li> </ul>	<ul style="list-style-type: none"> <li>ePurchasing Cards</li> </ul>
LABORATORIES	<ul style="list-style-type: none"> <li>Periodicals and Associated Services (The supply of)</li> </ul>	<ul style="list-style-type: none"> <li>Sourcing and Booking of Meeting Rooms and Conference Venues Service</li> </ul>
<ul style="list-style-type: none"> <li>Pipette Calibration, Repair and Servicing</li> </ul>	<ul style="list-style-type: none"> <li>eBooks, eBook Collections and eTextbooks</li> </ul>	<ul style="list-style-type: none"> <li>Global Workforce Mobility Services</li> </ul>
<ul style="list-style-type: none"> <li>Laboratory Consumables and Chemicals, Supply of</li> </ul>	<ul style="list-style-type: none"> <li>Print Books &amp; Standing Orders</li> </ul>	<ul style="list-style-type: none"> <li>Legal Services</li> </ul>
<ul style="list-style-type: none"> <li>3D Printers, 3D Scanners and Associated Equipment, DPS</li> </ul>	<ul style="list-style-type: none"> <li>SHEDL eBook Collections - Springer Nature</li> </ul>	<ul style="list-style-type: none"> <li>Media Services Framework</li> </ul>
<ul style="list-style-type: none"> <li>High Value Laboratory Equipment (HVLE)</li> </ul>	<ul style="list-style-type: none"> <li>SHEDL eBook Collections - Elsevier</li> </ul>	<ul style="list-style-type: none"> <li>Debt Recovery Services</li> </ul>
<ul style="list-style-type: none"> <li>Electronic Components</li> </ul>	<ul style="list-style-type: none"> <li>SHEDL eBook Collections - Oxford University Press (OUP)</li> </ul>	<ul style="list-style-type: none"> <li>Promotional Merchandise</li> </ul>
<ul style="list-style-type: none"> <li>Laboratory Equipment and Associated Post Installation Services</li> </ul>	<ul style="list-style-type: none"> <li>Supply and Delivery of Library Books and Textbooks</li> </ul>	<ul style="list-style-type: none"> <li>Banking Services</li> </ul>
<ul style="list-style-type: none"> <li>IUPC Lab Gases</li> </ul>	<ul style="list-style-type: none"> <li>Library Equipment, Software &amp; Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Graduation and Ceremonial Gowns, Photography and Event Services</li> </ul>
<ul style="list-style-type: none"> <li>Antibodies &amp; Sera (and other related Matrices) IRLA</li> </ul>	PROFESSIONAL SERVICES - GENERAL	<ul style="list-style-type: none"> <li>Payment Acceptance</li> </ul>
<ul style="list-style-type: none"> <li>Microscopy &amp; Imaging Equipment</li> </ul>	<ul style="list-style-type: none"> <li>Electoral Services</li> </ul>	<ul style="list-style-type: none"> <li>Management Consultancy Framework 3</li> </ul>
<ul style="list-style-type: none"> <li>Mass Spectrometry &amp; Chromatography Equipment</li> </ul>	<ul style="list-style-type: none"> <li>Audit Services - Internal External and Tax</li> </ul>	<ul style="list-style-type: none"> <li>Student Assistance and Support Services</li> </ul>

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

PROFESSIONAL SERVICES - GENERAL - CONTINUED	PROFESSIONAL SERVICES - HR		
• Teaching Qualification Further Education	• Employee Assistance Programme		
• Marketing Services	• Temporary & Permanent Staff		
• Interpreting, Translation and Transcription Services	• Temp Interim Professional – National		
• Catering Outsourced Services	• Temp Interim IT – National		
• Print & Associated Services Framework 2023	• Temp Admin, Catering & Manual - North		
• Payment Solutions 2	• Temp Admin, Catering & Manual - South		
• Employee Benefits	• Education Recruitment Advertising and Resourcing Services (National) NERARS 2022		
• UK & International Domestic Relocation Services 2019	• Employee Assistance Programme (EAP) and Welfare Services		
• Temporary and Permanent Recruitment			
• Recruitment Advertising and PINs			
• Executive and Senior Specialist Search and Associated 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)  
The James Hutton Institute  
The Highland Theological College

### Associated bodies (14)

College Development Network  
Colleges Scotland  
David MacBrayne Ltd / Group  
East Lothian Council  
Glasgow City Council  
Glasgow Life  
HEFESTIS Limited  
Royal Botanical Gardens Edinburgh  
Scottish Environmental Protection Agency (SEPA)  
The Scottish Funding Council  
Scottish Police Authority  
The Scottish Government  
Universities Scotland  
Visit Scotland

## Annex B

### Directors for the year ended 31 July 2023

Jim McGeorge, *University Secretary & COO, University of Dundee*  
Lee Hamill, *Director of Finance, The University of Edinburgh*  
Janet Thomson, *Deputy Principal, Glasgow Clyde College*  
Pete Smith, *Principal, Borders College*  
Margaret Cook, *Principal, Perth College*  
Gemma Lines, *non-sector director*  
Phil McNaul, *non-sector director*  
Harpreet Paul, *non-sector director*<sup>1</sup>  
Veronica Strachan, *University Secretary and Vice Principal Corporate Services, Robert Gordon University*  
Angus Warren, *Chief Executive, APUC Ltd*

1. Harpreet Paul joined the Board on 1/11/22 replacing Maureen McCreath, who stepped down from the Board on 31/7/22

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