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| *Responsible Procurement / Supply Chain Guide**Estates: Janitorial & General Waste* | *APUC_logo* |

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| Aim and Benefits of this guide |
| There is scope through the way we manage our supply chain, to create a positive impact on carbon reduction, the environment, society and the economy in every procurement exercise that is undertaken. Equally, it is important to address and minimise any harm that could result from our procurement activity. This guide aims to help fully explore the possibilities as part of the strategy development, tendering, call-off and contract management stages of the procurement cycle to enhance the delivery of sustainable, Responsible Procurement. This guide uses information from the APUC Marrakech prioritisation to highlight key areas of sustainability to focus on. It provides key sustainability considerations and links to more detail information and advice.This is written as a general guide and is applicable to contracts, frameworks and call-off contracts. Users are encouraged to further explore issues specifically relevant to their circumstances. For example, there may be risks specifically related to food traceability (think Horse Meat Scandal). Or there may be an opportunity to boost local employment directly as a result of a contract.It is intended that these guides will be updated on an ongoing basis so feedback is sought on them from end-users, including on relevance of content and suggested additional aspects to include. |

**Carbon Reduction**

In the context of climate change, "carbon" is commonly used as a shorthand for carbon dioxide, the most important greenhouse gas released as a result of human behaviour.

Our increasing carbon footprint (carbon dioxide created and emitted during the life of a particular product or service) is having profound effects on the environment. Rising temperatures and shifting precipitation patterns are changing the growing patterns of plants and result in indigenous vegetation moving to increasingly cooler climates. Sea levels are rising as the temperature of our planet increases--warmer water occupies more space than cooler water, causing potential land displacement.

By understanding direct (on-site, internal) and indirect emissions (off-site, external, embodied, upstream, downstream etc.) in a category area we can seek reduce or minimise carbon footprint as part of a procurement exercise.

**Economic, Social and Environmental Wellbeing**

As well as carbon there are other sustainability issues that need to be considered as part of the procurement cycle.

The Sustainable Procurement Duty states that public bodies should ensure that, before carrying out a regulated procurement, they consider how it can—

* Identify the opportunities to improve the economic, social and environmental wellbeing of the area in which your organisation operates
* Facilitate  the [involvement of small and medium enterprises, third sector and supported businesses](http://www.gov.scot/Publications/2016/03/8410/3)
* Promote innovation

Responsible Procurement can enhance sustainability in a variety of ways. The broad impacts of sustainable / responsible procurement can be seen in fig 1. The guide aims to look in more depth at how to embed sustainability into procurement and examine individual category areas.

**Slavery and Human Trafficking**

Human rights in supply chains is an increasing area of concern, with the rise of slavery, forced labour and human trafficking in both international and UK supply chains. There are particular risks where intermediaries (employment agencies, gangmasters etc) are involved in the employment of labour. This is becoming a more common labour supply model. It would be easy to assume that well-known brands are immune to abuse of workers or employment rights in their supply chains but this is not necessarily the case.

The Modern Slavery Act 2015 Act and Human Trafficking and Exploitation (Scotland) Act have been introduced to tackle [slavery](https://en.wikipedia.org/wiki/Slavery) in the UK and consolidates previous offences relating to trafficking and slavery. They introduce provisions that affect both businesses in supply chains and public bodies as buyers.

**Scottish Government Targets and wider context**

Action to mitigate climate change is a key component of the Scottish Government’s aim to create a growing, sustainable and inclusive economy. APUC will endeavour to assist Universities and Colleges in meeting this aim. This will be through guidance, support and communication via the eZine and Procurement Strategy Groups.

Each university and college has a corporate responsibility to measure and reduce carbon footprint across their institution. In addition to this there are a number reporting requirements on Universities and Colleges relating to Responsible Procurement;

* The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015. This includes a section on procurement.
* Procurement Reform Act Reporting - including compliance with Procurement Strategy, Community Benefits summary and Supported business efforts summary
* Higher Education Statistical Agency - Mandatory data items on Carbon emission data.
* Modern Slavery Act – Modern Slavery in supply chains statement
* PCIP Sustainability Question – Flexible Framework and Sustainability Outcomes
* BT14 benefits reporting
* All HE/FE institutions in Scotland have committed to the [Universities and Colleges Climate Commitment for Scotland](https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjJkYa-udPQAhUZOsAKHc2TCTMQFggfMAA&url=http%3A%2F%2Fwww.eauc.org.uk%2Fscotland%2Fhome&usg=AFQjCNHd9xtadoNv90R-ymQfD1DZarGlFA&sig2=loKZ6KaFG6zuv6L4tHOP0g) (UCCCfS)
* APUC Ltd understand that each institution has a devolved obligation as part of its outcome agreement to deliver a Climate Change Action Plan (CCAP).

***Embedding carbon and sustainability in the procurement journey***

The diagram below highlights where in the procurement cycle sustainability considerations can be addressed.

Zone A - Development

Scope for innovation.
Route to market – sustainable supply base? SMEs?
Stakeholder mapping. Who will be impacted/benefitted?
Life-Cycle Impact – Carbon Reduction, Energy Efficiency

Zone B - Tender

Sustainable selection/award criteria
Minimum Standards
Sustainability targets - Carbon
Mechanism for delivery of benefits - KPIs/SLAs



Zone C - Contract

Contract Management - Sustain
Monitoring and delivery –metrics
How will benefits be delivered?
Carbon Management

***Life-Cycle Impacts***

The flow-chart below demonstrates what life-cycle impacts of the good/service/work being procured might include – this can help inform the Strategy Development, Tender and Contract phases of the procurement.

The content in the Life Cycle Impact chart below provides generic ‘topic areas’ in order to aid your initial thinking – by carrying out this assessment specifically for the goods/services being procured you can identify risks to be addressed through the tender lifecycle and opportunities to be achieved.

***Prioritisation Methodology***

APUC uses an adapted version of the Scottish Government ‘Sustainability Test’ to prioritise ethical, social and environmental issues and opportunities in its contracts, and also to identify which contracts carry greater risk or opportunity than others.

You can access the APUC prioritisation tool template [here](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B0F06A132-DD0D-4919-B966-2E73193A6905%7D&file=APUC%20Prioritisation%20Tool%202017%20(20%20Columns).xlsx&action=default)

The prioritisation has been carried out for this category and the results (and guidance) follow.

***Janitorial & General Waste Category***

Prioritisation

The APUC Prioritisation for this category has identified sustainability risks and/or opportunities relating to the following areas.

Note the table below used a Red-Yellow-Green colour-scale based on the number of risks/issues identified (where Red=most and Green=fewest). Boxes in blue mean that no risk/opportunities have been identified in this area.

The colour coding is intended to highlight the key areas of focus for this category.

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| **KEY ISSUES/OPPORTUNITIES** | Relevant 1 (low) to 5 (high) |
| ***Climate Change*** | ***5*** |
| ***Biodiversity*** | ***1*** |
| ***Communities and Crime/Security*** | ***2*** |
| ***Employment, skills and training*** | ***2*** |
| ***Equalities***  | ***1*** |
| ***Fairly and Ethically Traded (including Fair Work)*** | ***4*** |
| ***Hazardous materials/ emissions*** | ***5*** |
| ***Health and wellbeing*** | ***4*** |
| ***Heritage*** | ***1*** |
| ***Materials scarcity and security*** | ***1*** |
| ***Waste production*** | ***3*** |

Please note: The aspect of some items of general waste and those of WEEE (Waste Electrical and Electronic Equipment) are covered within other guides. The consideration in this guide is aimed at the collection and treatment of what has already been deemed to be a waste product.

Market Position (from Prioritisation)

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| RISKS IDENTIFIED | **Medium** |
| SCOPE TO DO MORE | **Medium** |
| INFLUENCE IN MARKETPLACE | **Medium** |

Key Considerations for Development, Tender and Contract

The table that follows provides guidance on the key issues/opportunities scored above, split into the areas of:

* Carbon / Environmental
* Socio-Economic

Carbon and Environmental Considerations

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| **Prioritisation Area** | **Guidance** | **Prioritisation Risk**  |

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| ***Climate Change*** | Development StageA significant portion of materials and processing of products are sourced from overseas and are energy intensive. Consideration of practices within the points of origin or production should be given as well as efficient shipping of these products.Consider how less energy intensive methods can be leveraged to produce products of the same standard or efficiency.E.g. can requirements be standardised to one chemical or sundry utilised rather than ordering differing brands from multiple suppliers increasing transportation and packaging considerations?Early engagement with the supply side is key to understanding the potential product and service innovations available or developments that may assist in the minimisation of impact. |  |
| Tender StageAsk whether suppliers have a **transport plan** that promotes **reduction of carbon emissions** and use of effective and efficient mode of transport(s) and routes.Consider the **Lifespan** and usability of the product being bought or maintained and the ability of this to last the required period (fitness for purpose) or be extended by appropriate care rather than replacement.Where possible specify the **energy rating** of equipment and consider how this can be measured and rewarded during the evaluation process.Ask suppliers what they products and innovative approaches the can offer to help the institution meets its aim of **reducing carbon and environmental impacts.**Details on EU Green Public Procurement criteria for Cleaning Products and Services can be found [here](http://ec.europa.eu/environment/gpp/pdf/toolkit/cleaning_product/en.pdf) |
| Contract StageThink about **consolidation of deliveries**, work with the appointed supplier to reduce these and consider use of **reverse logistics** to maximise efficient use of transport.Consider **Carbon Offsetting Schemes or replanting schemes.**  |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B93DE7B48-A17B-4181-A68C-66DEB92E15F9%7D&file=Climate%20Change.xlsx&action=default) |
| ***Biodiversity*** | Development StageThink about impacts on biodiversity - can an alternative products be sourced or one who’s production and processing carries **less impact?** |  |
| Tender StageAsk suppliers whether any products (or those used within production, processing or delivery) are derived from potentially vulnerable ecosystems, **where biodiversity is at risk**. Ask how they minimise associated risk. |
| Contract Stage**Challenge suppliers** to demonstrate how they are addressing biodiversity on an ongoing basis and moving away from products derived from potentially vulnerable ecosystems. |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame2.aspx?sourcedoc=%7BB4B979C8-35FF-4B06-AB50-C1A90713CDFD%7D&file=Biodiversity.xlsx&action=default) |
| ***Hazardous materials/ emissions*** | Development StageBe aware of the emissions associated with products manufacture, operation and disposal. Consider alternatives that may have a lower impact.For waste, understand the producer’s duty of care and their responsibility over what enters the waste stream. Look to segregate materials to minimise waste, reduce contamination and optimise recyclability. |  |
| Tender StageChallenge the suppliers and reward appropriately. Can alternative products be provided that have a lesser environmental impact?What options can suppliers offer as alternative to landfill for waste materials? |  |
| Contract StageWork with the appointed supplier to understand and measure the associated impacts, reducing these where possible.How can waste streams be reengineered to facilitate re-use or recycling efficiently? Continue to develop and explore alternative solutions to landfill. Set objectives and measure progress through use of appropriate KPIs. |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7BE72D923E-6395-4196-AB4E-51D240107FCE%7D&file=Haz%20Materials.xlsx&action=default) |
| ***Heritage*** | Development StageIdentify any risks of **negative impact** on protected areas (land and marine) and historic buildings, or the public's use of these sites. |  |
| Tender StageAsk suppliers what steps they will take to protect heritage or protected areas.  |
| Contract StageThink about any monitoring required to ensure suppliers meet their obligations.Are there opportunities in the contract to enhance protected areas or the public's use of them? |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [Link](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B9286151B-1C66-4BDD-9D37-78AA4F524E85%7D&file=Heritage.xlsx&action=default) |
| ***Materials scarcity and security*** | Development StageThink about impacts of source materials. Can recycled materials be considered? Are any items involved in the process devolved from rare materials or volatile supply chains? Can alternative products or materials be sourced or one’s which production and processing carries **less impact?** |  |
| Tender StageAsk suppliers whether any products (or those used within production, processing or delivery) are derived from **non-renewable or vulnerable sources.** Ask how they minimise or mitigate the associated risks.Apply relevant standards and seek appropriate accreditation to assurance schemes. |
| Contract Stage**Challenge suppliers** to demonstrate how they are addressing responsible sourcing of products and materials and avoiding products derived from potentially vulnerable sources.Monitor membership of and progression within any assurance schemes declared at time of tender. |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [Link](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B6476C0FD-6DFB-4966-BD2A-431E93E5ED8D%7D&file=Materials.xlsx&action=default) |
| ***Waste production*** | Development StageAt the time of design and/ or procurement consider the whole life operation of products and equipment. and buildings in terms the reduction of waste generation and access and egress to manage effective segregation of waste streams.Does the item require to be produced, can existing equipment be modified or refurbished cost effectively?Consider the **waste hierarchy** for both products purchased and materials used in their production and delivery. Identify key risks. |  |
| Tender StageChallenge suppliers chain on what they do to promote:* **Reduce**
* **Reuse**
* **Recycle**
* **Recover**

Can suppliers:• offer repatriation of unused chemicals for reprocessing or safe treatment and disposal?• Can the supplier provide a route to re-use, recycling of or recovery from redundant materials and can this be rewarded during the procurement process.• Use of Reverse logistics – collection of these redundant products or material to a point of re-use, recycling or recovery at time of deliveryConsider alternatives to landfill or, where this cannot be avoided, reward utilisation of Energy from Waste schemes.  |
| Contract StageSet objectives as part of the **Contract Management** process and measure these with the use of KPIs.The target should be to minimise or avoid disposal to landfill for certain or all waste materials.Measure the contractor’s ability to **reduce or re-use packaging.** Can this be manufactured from **sustainable sources?****W**hat element of this can be **recycled**?Switch to **electronic / paperless billing.** |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B42D0A19E-2946-412B-AA78-E5774FBF3223%7D&file=Waste.xlsx&action=default) |
| ***Water*** | Development StageThe processing of many chemicals and materials are intensive in both water consumption and the creation of and pollution of wastewater. Consideration should be given to the use of products or practices that minimise these and avoid potential contamination to the supply of **clean drinking water.**There is considerable carbon associated with **wastewater treatment.** Consideration should be given to • Water re-use within operation of equipment where feasible• The minimisation of consumption and generation of wastewater and effluent in operation of equipment and buildings• Alternative to return to sewer for wastewater |  |
| Tender StageAsk what suppliers can do to **reduce to use of clean water** in their processes. Ask suppliers about what they do to promote **efficient production processes** and limit harmful emissions or by products that could contaminate the local water table.Consider selecting suppliers with low impact processes or rewarding suppliers who operate **assurance schemes** to limit impact. |
| Contract StageThrough robust contract management set and monitor progress on key objectives including assistance in achieving water and wastewater efficiencies, ensuring full advantage is taken on any added value services that will assist towards these objectives that may be provided free of charge or at a reduced rate.  |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B0D5413F3-9709-4C15-A5E4-C25E564202C7%7D&file=Water.xlsx&action=default)  |

**Socio-Economic Considerations**

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| ***Communities and Crime/Security*** | Development StageWhat benefits can be offered or provided to the **local community** as a result of delivery of the contract? Advise tenderers of your institution’s strategic aims and objectives in this area and encourage them to assist in the delivery of these.Can any of the requirement(s) be met by a supported business offering employment and training to disabled and disadvantaged who account for at least 30% of their workforce?Can the items be repaired, re-conditioned or re-purposed as part of the circular economy?The Scottish Government established a Framework Agreement to facilitate access to supported Businesses(See links below) |  |
| Tender StageAsk suppliers if they have a community benefit scheme in place that may offer **additional benefits** to the institution and local community? (Employment opportunities, sponsorship, apprenticeships, training opportunities, etc.) Can requirements be established without **disadvantaging or excluding local SMEs?** |
| Contract StageWhat opportunities can be offered by a main contractor, within their supply chain, to **local sub-contractors** or to support the local economy? |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B5F11F73A-AAB9-4B2C-80F7-258B3A5B16F0%7D&file=Communities%20and%20Crime.xlsx&action=default) |
| ***Employment, skills and training*** | Development StageConsider where Contractors can support your **local economic objectives**. Inform suppliers of your strategic aims and objectives before the process starts. |  |
| Tender StageCan you encourage suppliers that will support the local economy in the form of **apprenticeships, training schemes, support of teaching etc.,** through delivery of a contract? Ask what could be delivered through the contract.Are there any **employee development programme**(s) are in place? |
| Contract StageThink about what monitoring needs to take place in tracking **benefits** have been delivered. |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B8FE8052E-A5FE-44A9-BF0B-E206BA647606%7D&file=Employment.xlsx&action=default) |
| ***Equalities*** | Development StageConsider diversity and equality in the supplier market. Is there scope to encourage **a diverse base of suppliers** from minority orunderrepresented suppliers? |  |
| Tender StagePromote fair work practices which encourage workforce equality and diversity. Ask suppliers what they do with regards to **promoting equality.**Ensure that recruiters do not impose unnecessary requirements that then **effectively discriminate** against groups in society (e.g. where degree qualification may be unnecessary for a role and discriminate against those without). |
| Contract StageConsider monitoring of recruitment suppliers for their level of **delivering diversity.** Encourage diversity in listing of candidates.  |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B014D8A50-B774-4FA0-96B3-5E5D5A63C564%7D&file=Equalities.xlsx&action=default) |
| ***Fairly and Ethically Traded (including Fair Work)*** | Development StageInvestigate the **Standards** employed within the supply chain and seek to reward good practices. Where applicable standards can be quoted as a minimum as is common practice in any of APUC’s relevant Framework Agreements.Identify the areas where high risk exists and consider the use of **fairly and ethically traded products,** for cotton and linen based items, etc. where practical,as these can offer fairer reparation schemes within the supply chain and may not carry membership or accreditation fees.**Research country of origin** for any high risk items or materials and any associated/known detrimental worker conditions. Consider relevant aspects of the **Workers Rights Consortium Code of Practice** (See additional resource links)Consider risks relating to **modern slavery and human trafficking** in supply chains. What types of labour makes up the supply chain? Are these at risk of human rights abuse either in the UK or overseas. |  |
| Tender StageAsk suppliers what they do to address F**air and Ethical Trading standards.**Ask suppliers to specify the country of origin of any high risk items or materials.Address known key issues such as **worker wages, living conditions, health and safety** – suppliers should take responsibility for the conditions in their supply chain.Consider whether **Gangmaster Licensing Authority** licensing is relevant to the services being sourced, especially where these may contain migrant workforces within the supply chain.Request supplier’s **Modern Slavery** statement and compliance with Act. Ask them how they **guard against** modern slavery and human trafficking in their supply chain. |
| Contract StageConsider supplier’s approach to eradicating modern slavery and human trafficking in their recruitment**. Look at to what extent suppliers monitor whether employee or agency staff are being coerced, abused or other signs their rights are being abused within their supply chain**. Where such issue pose key risks in a tender, look to mandate the suppliers participation in **Sustain** post award.*There is a link below to a video produced by the Gangmasters Licensing Authority which can be useful in providing a background on how some of the human trafficking and slavery is occurring in the UK.*  |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this[**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B381A5213-1B59-461C-803B-9FCC026C678D%7D&file=Fair%20and%20Ethical%20Trade.xlsx&action=default)Please also watch the following [Gangmasters Licensing Authority Video on Human Trafficking](http://www.gla.gov.uk/who-we-are/modern-slavery/) |
| ***Health and wellbeing*** | Development StageIs the payment of a **living wage** liable to be an issue within the supply chain? Can suppliers be rewarded for supporting this without distorting the marketplace? |  |
| Tender StageConsider **Fair Working Practices** – ask suppliers what policies and procedures exist? |
| Contract StageThink about any monitoring required for suppliers related to **Fair Work and the Living Wage.** Does the supply chain audit to prevent **Human Trafficking / Modern slavery** (Migrant workforces, Pickers; Factory processors, etc.) |
| Where next?For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B025EC8F5-FD43-4946-9109-979D66ED3EA5%7D&file=Health%20and%20Wellbeing.xlsx&action=default) |

To access the Prioritisation carried out for this category please follow this [link](https://apucscot.sharepoint.com/DS/SitePages/Category%20Information.aspx)

For more guidance on Sustainable Procurement visit the [APUC Sharepoint site](https://apucscot.sharepoint.com/DS/SitePages/Sustainable%20Procurement.aspx)

***Useful Contacts***

Support on **Human Rights** in Procurement

<https://www.business-humanrights.org/>

<http://www.hrprocurementlab.org/hubs/>

**Circular Economy** and Resource Efficiency Support

<http://www.zerowastescotland.org.uk/content/who-we-are>

Support on Sustainability Issues from a Higher/Further Education perspective
<http://www.eauc.org.uk/home>

***Further resources***

For information on **Circular Economy** visit the Ellen MacArthur Foundation

<https://www.ellenmacarthurfoundation.org/>

For advice on getting the most out of resources visit Resource Efficient Scotland

<http://www.resourceefficientscotland.com/>

For guidance on Resource efficiency visit WRAP
<http://www.wrap.org.uk/content/approach-procurement-resource-efficiency>

For information on Student led campaigns on sustainability issues via People and Planet
<https://peopleandplanet.org/>

Useful briefing note on Conflict Materials for the Higher Education Sector
[Conflict Minerals Briefing for the Higher Education Sector](http://www.ed.ac.uk/files/atoms/files/conflict_minerals_briefing_for_he_sector_v2_march_2017.pdf)

Information about the Forest Stewardship Council

<http://www.fsc-uk.org/10-good-reasons-to-choose-fsc.90.htm>

Information on the Supported Employment Sector and link to Scottish Government Supported Business Framework

<https://www.base-uk.org/member-organisations>

<http://www.gov.scot/Topics/Government/Procurement/directory/frameworksupportedfactbus/fsfbbuyersguide>

***Collaborative Estates & Facilities Category team***

The Collaborative Procurement Estates and Facilities team can provide specific advice and guidance relating to their portfolio areas, including details of various added value services available through the collaborative contracts and Framework Agreements that may assist in the delivery of carbon management and sustainability.

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| Andy_Anderson | **Andy Anderson**Head of Category - Estates and FacilitiesClick to **Email**Telephone: 07766 070781Based St Andrews. Mailing address Room 404, 101 George Street, Edinburgh EH2 3ES.**Clients:** Glasgow School of Art, Royal Conservatoire of Scotland**Portfolio:** Estates Category lead - Utilities (Gas, Electricity & Water), Liquid Fuels, Fire Fighting Equipment & Services, Facilities Management Services, Furniture, Construction Related Services. |
| Milena_Bandere | **Milena Bandere**Procurement Manager - EstatesClick to **Email**Telephone: 0131 442 8960Based in [**Glasgow**](http://apuc-scot.ac.uk/#!/contactus.php&a=gla)**Portfolio:** Catering Consumables and Services including Water Coolers and TUCO Agreements, Janitorial Goods & Services - Cleaning Materials, Washroom Services, PPE and Clothing, Estates Services - Road Maintenance Services and Materials (including Salt for Winter Maintenance) |
| Vanessa_Fordyce | **Vanessa Fordyce**Procurement Manager - EstatesClick to **Email**Telephone: 0131 442 8938Based in [**Glasgow**](http://apuc-scot.ac.uk/#!/contactus.php&a=gla)**Portfolio:** Maintenance Goods & Trade Supplies, Floorcoverings (Goods & Services), Mail Room & Postal Services including Franking Machines, Signs & Signage, Estates Services (including Door Maintenance & Pest Control Services), Vehicles (Purchase, Lease and Short & Long Term Hire). Waste Management Services |
|  | **Jason Brown**Procurement ManagerClick to **Email**Telephone: 0131 442 8930Based in [**Stirling**](http://www.apuc-scot.ac.uk/#!/contactus.php&a=sti)**Portfolio:** Estates Maintenance Services (PPM & Reactive), Recycling Bins & Street Furniture, Soft Furnishings, Window Coverings, White Goods, Security Services & Equipment. |

***APUC Development and Sustainability team***

The Development and Sustainability team can provide general advice and guidance relating to sustainability

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| Emma_Nicholson | **Emma Nicholson**Head of Development and SustainabilityClick to **Email**Telephone: 0131 442 8951Based in [**Edinburgh**](http://apuc-scot.ac.uk/#!/contactus.php&a=edi) |
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