



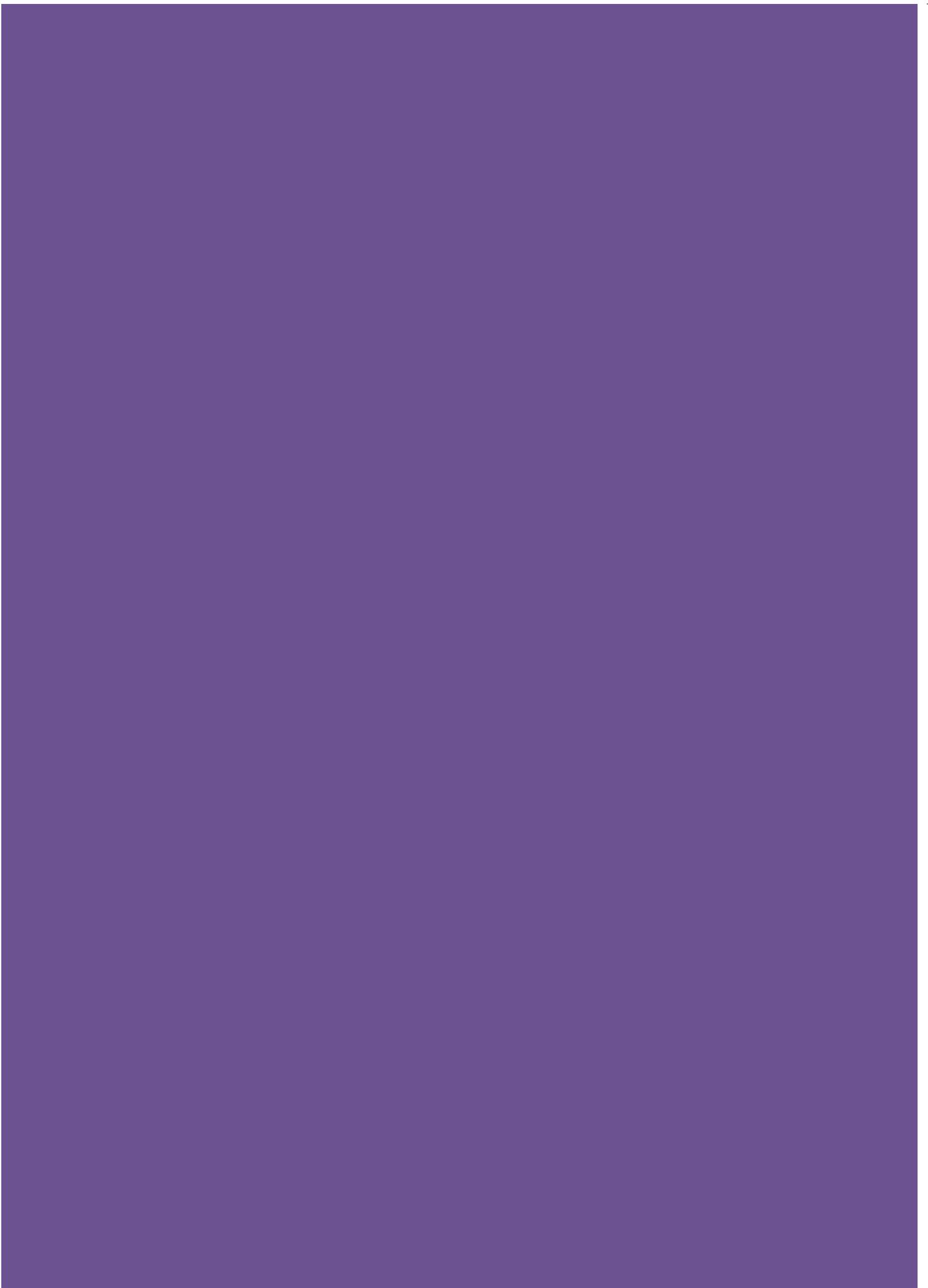
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# Scottish Government

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Annual  
Procurement  
Report  
2020-2021







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# 1. Introduction



The [Procurement Reform \(Scotland\) Act 2014](#) forms part of the public procurement legislation which governs how Scottish public bodies buy their goods, works and services. It allows us to maximise the economic benefit brought to Scotland through effective and efficient public procurement activity.

The Act requires public bodies, such as ourselves, to publish procurement strategies to set out how they intend to carry out their regulated procurements and publish Annual Procurement Reports which describe how their procurement activities have complied with these strategies. This report reflects our performance as a contracting authority and also includes reference to some of the broader activities we undertake in leading and delivering procurement policy and capability across the Scottish public sector.

Annually, we review our [Procurement Strategy](#) to make sure it remains relevant and fit for purpose. This Annual Report demonstrates our delivery against the commitments set out in that strategy for the period 1 April 2020 to 31 March 2021, where we said we would:

- a) provide summary information on regulated procurements we have completed during the period;
- b) review whether those procurements kept to our strategy; and
- c) provide a summary of regulated procurement we expect to begin in the next two financial years.

In reporting year 2020 to 2021, as the emerging impact of the COVID-19 pandemic on businesses and supply chains became clearer, we focused on providing clear guidance and support for public bodies and businesses. This helped us to maximise the role of public sector procurement in supporting businesses through the pandemic and in the start of the economic recovery.

Our ambitions for public sector procurement remain focused on the outcomes we believe will deliver a Just Transition to a net zero economy and society, ensuring the journey is fair and creates a better future for everyone – regardless of where they live, what they do, and who they are. We want procurement to be:

- Good for businesses and their employees.
- Good for society.
- Good for places and communities.
- Open and connected.

**Figure 1:**  
The four outcomes for Scottish public sector procurement



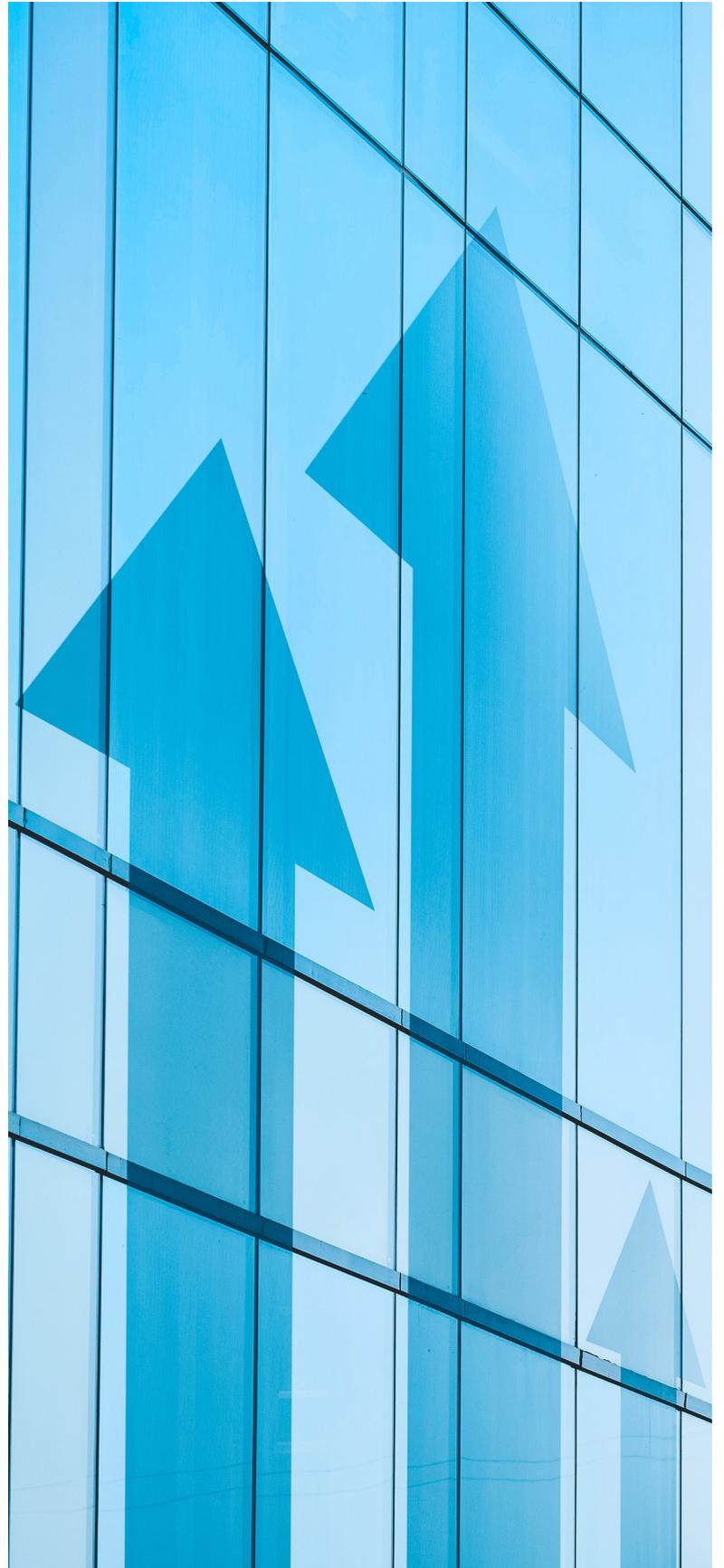
Our involvement in public procurement is far broader than buying on behalf of Scottish Ministers. We buy for the wider public sector in Scotland and provide procurement support to Scottish Government agencies and Non-Departmental Public Bodies (NDPBs).



Our contracting activity covers four main areas:

- **Scottish Government core contracts:** contracts for Scottish Government use only
- **Central Government Agencies and NDPBs:** non-collaborative contracts that we place on behalf of individual public bodies in the Scottish central government family
- **Sectoral collaborative frameworks:** these are let by the Scottish Government for use by the central government family of organisations including agencies and NDPBs
- **National collaborative frameworks and contracts:** We provide framework agreements and contracts for commonly purchased goods and services which are used across the public sector.

## 2. Reporting period highlights



Some of our significant achievements in the period April 2020 to March 2021 are:

### Power of Procurement

# £1bn

Public sector bodies across Scotland spent just **over £1 billion** on goods and services through the national contracts and frameworks we awarded.



# £196m

Our contracts and frameworks (across all types of contracting activity) saved the public sector **over £196 million**, an increase of 22.5% on the previous year.



We published our [Public Procurement Priorities](#), which demonstrate our commitment to using the power of procurement to deliver and influence outcomes that are good for the people of Scotland.



### Open and connected

# 1,500

We broadened our engagement with our supply base and the SME community through a comprehensive survey of suppliers with **over 1,500 responses**, a series of SME roundtables to discuss the most important issues and through engagement with the Procurement Supply Group.



**We worked closely** with the Public Procurement Group and through the Heads of Procurement to continue to build the procurement community in Scotland and to discuss the future of public sector procurement in Scotland.

# 15,656

Across Scotland, over 450 organisations used Public Contracts Scotland to advertise 11,025 contract opportunities resulting in **15,656 suppliers winning contracts**.



We delivered our final Open Government commitment (under the SG Open Government National Action Plan 2018-2020) on the publication of procurement-related spend data.



# 5

An **additional 5 Scottish public bodies** joined our national eInvoicing service, bringing the total to 32.



**Good for businesses and their employees**

**£329m**

Of the £329\* million that we spent through contracts that are specifically for the use of Scottish Government bodies, around £106 million or 32% went directly to SMEs.



**£133m**

Almost £133m of the £329 million was spent here in Scotland and £76 million of that went to Scottish SMEs. 59% of the Scottish spend through our contracts is with SMEs (where size and postcode is known).



**£75m**

Many more SMEs also won work in our supply chains as subcontractors. These SME subcontractors shared at least **£75 million of work**, with Scottish SMEs receiving at least £23 million of that.



**118**

**We awarded 118 regulated contracts and frameworks** to Small and Medium Sized Enterprises (SMEs), an increase from 96 in the previous year.



**99%**

**We paid 99%** of valid invoices within thirty days and 97% within ten days, getting cash into the economy quickly and supporting the economic recovery.



**92%**

**92% of our suppliers** commit to paying the real Living Wage.



**Good for society**

**£6.8m**

Spend by Scottish public sector bodies through our supported business framework increased to just over £6.8 million.



**140**

As well as supporting existing jobs, our contracts enabled the creation of **146 brand-new new jobs**, 27 apprenticeships, 31 work placements and 453 qualifications.



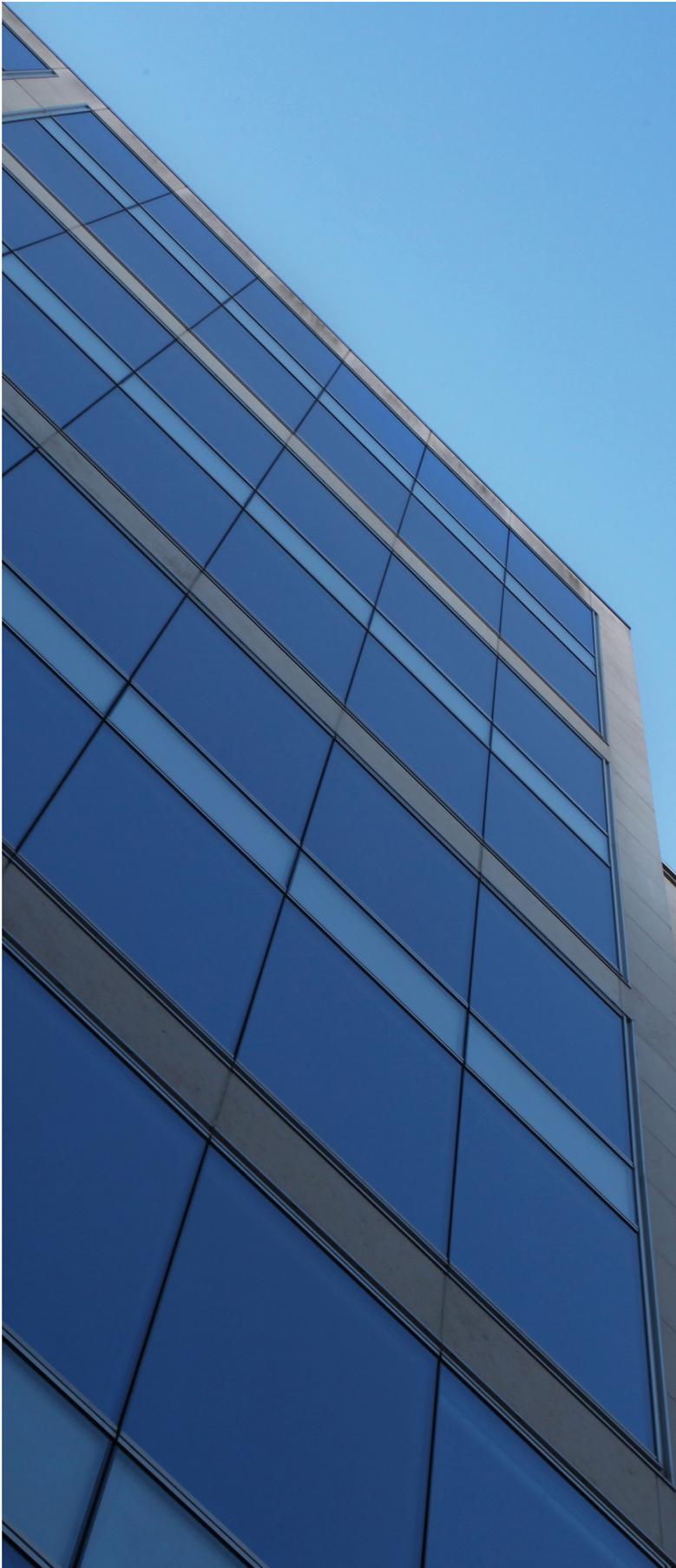
**Good for places and communities**

**21**

**We awarded 21 new contracts** with community benefits incorporated. This brings the total number of live contracts with community benefits to 62.



\*The £329m spend figure contains a small proportion of spend with suppliers for which the size and postcode is unknown



# 3.

## Key priorities

Our key priorities for procurement across the public sector are enshrined in the [sustainable procurement duty](#) which was outlined in the Procurement Reform (Scotland) Act 2014 and are underpinned by the [National Performance Framework](#).

These priorities are centred on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable and inclusive economic growth. They are underpinned by [Scotland's Economic Strategy](#) and our annual [Programme for Government](#) which sets out our plan for policy delivery and legislation over the next year.

The sustainable procurement duty is supported by tools which include the [National Outcomes](#) and Indicators and provides a structured approach to what we procure. The tools help public bodies identify opportunities to include economic, social and environmental considerations in their contracts and show how procurement activity contributes to the National Outcomes and, in turn, to Scotland's Economic Strategy.

**Figure 2:**  
Strategic drivers for our work



To meet our obligations under the National Priorities, the Scottish Government develops sourcing strategies for each of our procurement projects worth £50,000 or more. When writing these, we use the [Sustainability Test](#) and where appropriate the [Sustainable Public Procurement Prioritisation Tool \(SPPPT\)](#).

We also track our contribution to the Scottish Government's purpose and priorities which forms part of our compliance with the sustainable procurement duty. Key priorities are defined in Scotland's Economic Strategy as:

- promoting **inclusive growth** and creating opportunity through a fair and inclusive jobs market and regional cohesion;
- **investment** in our people and our infrastructure in a sustainable way;
- fostering a culture of **innovation** and research and development; and
- promoting Scotland on the **international** stage to boost our trade and investment, influence and networks.

### 3.1 Inclusive growth

We define inclusive growth as 'growth that combines increased prosperity with tackling inequality; that creates opportunities for all and distributes the dividends of increased prosperity fairly'.

The importance of public procurement in driving such growth is all the more relevant in the context of our recovery from the COVID-19 pandemic. Through our procurement activities, we contribute to inclusive growth and local economic wellbeing by:

- incorporating community benefits into our contracts which provide training and employment opportunities along with other community enhancements;
- advancing the use of Fair Work practices through procurement;
- using our market knowledge, systems and processes to improve access to our contract opportunities for SMEs, the third sector and supported businesses; and
- taking actions to address the Climate Emergency.

Examples of our contribution are included within the relevant sections of this report.

### 3.2 Investment

Infrastructure investment to create jobs, help businesses and support delivery of better and modern public services and growth in the Scottish economy remains a top priority for the Scottish Government. To help businesses and others plan for the future, we publish our infrastructure investment project pipeline [on our website](#).

Procurement underpins our investment in people, infrastructure and assets. We use well-designed procurement of goods, services and works as a driver of business growth and innovation with many of our procurement projects directly enabling the Scottish Government's wider ambition in this regard.

Examples of our approach and commitment in this area are provided throughout the report and in the example below.

## Construction

In 2019 we became aware of an increasing appetite, stemming from both public and private bodies, for the establishment of a portfolio of core Scottish Government construction frameworks to ensure that contracts placed are both compliant with the Public Contracts (Scotland) Regulations 2015 and embrace Scottish Government's agenda for economic, environmental and social sustainability.

During this reporting period we continued a period of dialogue with public bodies involved in construction and with industry to discuss the merits of existing sector frameworks and what core Scottish Government construction frameworks should look like. We also collaborated with Centres of Expertise, Scottish Future Trust and Transport Scotland. Additionally, we continued collaborative activities with industry's Civil Engineering Contractors Association (CECA) and with Construction Scotland (CS). Collaborative activities with industry were primarily conducted via a Civil Engineering Steering Group and with stakeholders via a National Portfolio Forum for Construction and a Civil Engineering User Intelligence Group.

In autumn 2020, following Scottish public sector procurement Centres of Expertise sign-off, we delivered a Construction Portfolio Review; an overall strategy for construction frameworks which includes sector-specific considerations following extensive 'request for information' exercises conducted with both public bodies and with industry.

The review identified an indicative spend on construction by the public sector of around £2.9 billion per annum and therefore a potential list of commodities which could be procured through a series of frameworks. In instigating this work, we have developed a Procurement Strategy for a Civil Engineering Framework which will be the first construction framework we will take to market.

We will of course, continue to work with the Centres of Expertise, our policy colleagues within the Scottish Government and with industry to agree our programme of procurement activity.

The latter part of this reporting period brought new and emerging initiatives and the identification of potential procurements.

- Prompt Payment: to continue to provide guidance and supporting mechanisms to ensure better and faster payment terms throughout the construction supply chain.
- Initial site investigations for a nationally significant construction project: scoping the initial procurement exercises.
- A Procurement Strategy for an Estates Professional Services Framework: a potential requirement for our Directorate's Property and Construction Division, which could develop into a collaborative exercise to be added to our Construction Portfolio.

Following the publication of the 'Client Guide to Construction Projects' in the reporting year 2019 to 2020, we have continued to review and update our three construction procurement handbooks which were originally published in 2018.

- Handbook 1: project initiation and business case handbook
- Handbook 2: construction procurement handbook
- Handbook 3: construction phase handbook

These handbooks form a suite of guidance which aim to assist contracting authorities in becoming more “intelligent clients”, allowing them to work more closely and co-operatively with contractors and consultants to deliver successful projects.

The guidance is primarily to help clients better manage their construction projects and should also be of assistance to contractors and consultants alike in developing their understanding of how the public sector delivers construction projects. We will continue to update and add new chapters to the Client Guide, as the need arises.

We have also piloted the Construction Capability Assessment Tool, which allows contracting authorities to assess their ability to procure publicly funded construction. Feedback from the pilot process has been analysed, and utilised in the creation of a finalised version.

We have also agreed with industry to review the tender assessment process for construction projects and in particular investigate sustainable pricing. To this end, a working group will be established early in 2022.

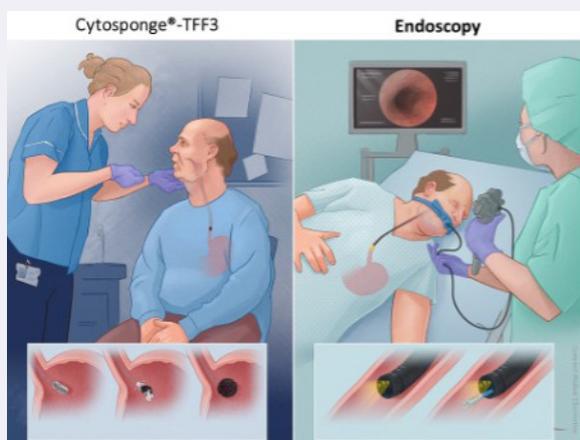
### 3.3 Innovation

The Procurement Reform (Scotland) Act 2014 places a duty on public bodies to consider how, through their procurement activities, they can promote and support innovation in the way in which public sector services are provided in Scotland.

The cross-sectoral Procurement Innovation Leadership Group was established to improve the outcome of innovation in the Scottish public sector. During the reporting period, members of the group have begun work on the development of a national supplier led innovation service, and improvements to reporting and processes of innovation using Public Contracts Scotland. Some examples of the Scottish Government's work on innovation is described on the following page.

## Case Study : Innovation Partnerships – Cytosponge

Incidence of oesophageal cancer has increased sixfold over the last 20 years with Scotland having one of the highest rates in Europe, with citizens often presenting late with consequent poor outcomes. Cytosponge technology (cell collection device) is a simple, cost-effective and relatively non-invasive test which can be administered in an office setting by a nurse or health care professional. It is able to diagnose pre-cancerous Barrett’s Oesophagus (known pre-malignant lesion for oesophageal cancer).



This programme is sponsored by the National Centre for Sustainable Delivery’s Modernising Patient Pathways Programme, and led by Professor Grant Fullarton with significant input from cross disciplinary team members from the NHS, Scottish Government, supply chain partners, academia and beyond, working together to create this new service. Professor Fullarton notes, “Cytosponge has enabled specialist teams to triage Barrett’s Oesophagus and find patients with

established pre or early malignancy in the oesophagus who require endoscopy and treatment.” Work on Cytosponge has further developed our understanding of the requirements to successfully deliver innovative services to many citizens across Scotland. It has shown the need for integrated cross-disciplinary/sectoral teams inclusive of procurement to co-design, develop and roll out new innovative services at scale.

## CivTech® Programme

CivTech® continues to address public service challenges in an innovative way. This Scottish Government led programme involves collaborative solving of problems public sector organisations face to create better products and services, and by doing so, helping create sustainable, high-growth potential businesses. It enables the rapid development of creative, cost-effective solutions delivered by those businesses. 2020-21 saw further

expansion of the programme with more challenges launched, and increasingly robust evidence that the approach works extremely effectively. Products and services have been successfully implemented and are delivering genuine benefits to public sector organisations and citizens, and increased levels of economic activity including turnover and investment in CivTech alumni companies. Both case studies and evaluations now indicate the CivTech is delivering outstanding value for money.

## Case Study: CivTech HiTRANS and The Routing Company

In 2020, HiTRANS brought the following Challenge to CivTech 5.0.

The geography of the Highlands and Islands results in a challenging transport environment, covering almost 50% of Scotland's landmass but with only 10% of its population. While dispersed settlements are reliant on a good transport network for connectivity and access to key services, the financial sustainability of traditional transport services is a significant challenge. Traditional models are based on a 'critical mass' of demand which by its very nature is lacking in most rural and remote areas.

So how can we transform the future of rural transport and support our highland communities to thrive?

The Routing Company responded to this Challenge.

The Routing Company's app tracks a vehicle's real-time location, its capacity, and rider pick-ups and drop-offs: even in low or no-internet connectivity environments. This data is supplemented by data feeds generated from vehicles that do have the requisite hardware installed, and is converted into actionable insights, via a dashboard, that show the network's performance and other critical reporting statistics in real time.

The TRC team consists of mathematicians, computer scientists, and academics alongside policy professionals and shared ride experts. They have a growing staff of 35+ spread across the US and key international markets, including Los Angeles, New York, Boston, Washington, D.C., Edinburgh, Sydney, Singapore, Zurich, and Cairo.

Their goal is to start deploying the driver application on vehicles in the HiTRANS area. By later in 2021, and with a recent funding round, they now have space for five more innovative agencies to trial their products in Scotland / UK.

## Dynamic Purchasing Systems

We continue to adopt an innovative and flexible approach to the procurement of Digital Services through the use of Dynamic Purchasing Systems (DPS).

We operate four of these covering Digital Technology Services, Telephony Services, Network Advice and Internet of Things.

The streamlined application process provides easier access to public sector contract opportunities for suppliers and our DPS arrangements provide more than 500 suppliers (99% of which are committed to paying the real Living Wage and 77% are SMEs) with direct access to Scottish public sector contract opportunities forecast at over £100 million over the duration of the DPS.

A further DPS was established during the last reporting period, to enable the Social Security Directorate and Social Security Scotland to award contracts for ongoing Social Programme Management (SPM) development and support. Through this reporting period, we have continued to utilise the DPS to deliver and it has been utilised to procure and deliver three SPM projects. During the period a new supplier has been added and the SPM DPS now includes four suppliers.

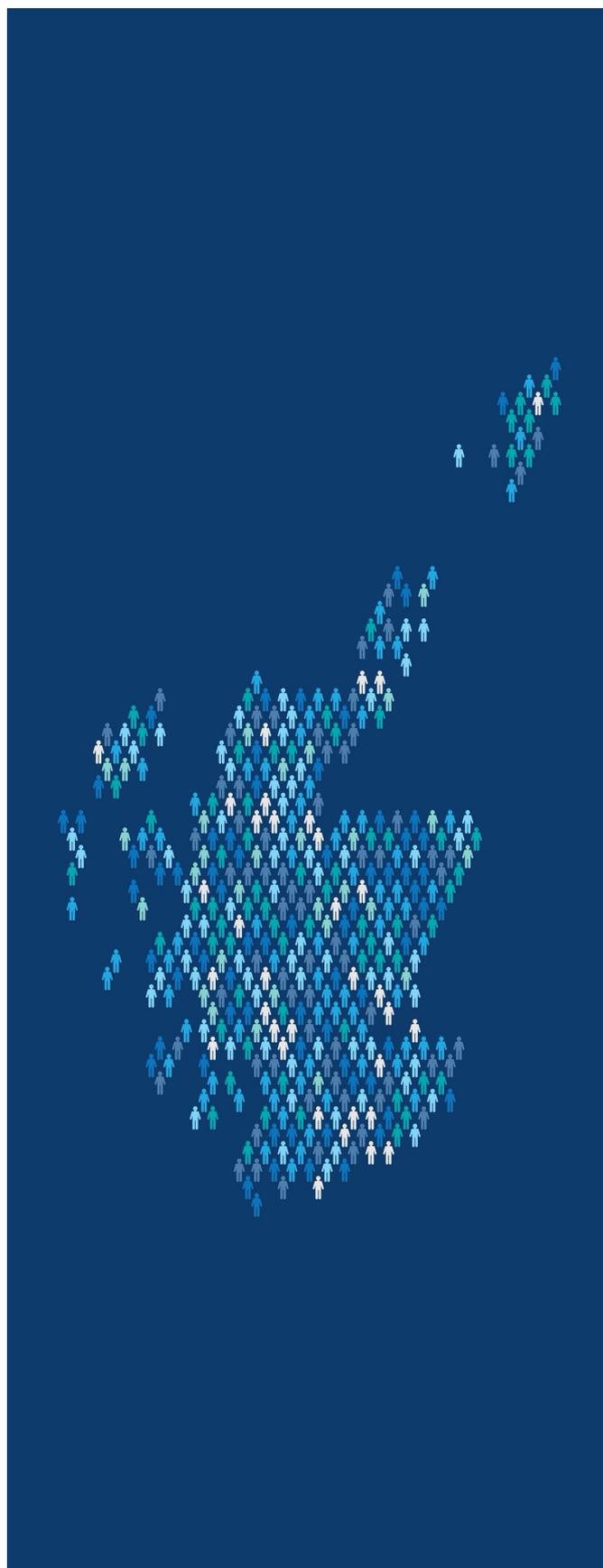
## 3.4 Internationalisation

We continue to support members of staff to promote and drive procurement practice on a world stage.

We are represented on Chartered Institute of Procurement and Supply's (CIPS) Global Foundation Steering Group, leading the development and implementation of their international philanthropic strategy. The Foundation's mission is to improve peoples' lives through better supply chains, with aims aligned with UN Sustainable Development Goals. This has included very active engagement and support of partnership with Action Aid in Africa.

In June 2020, we developed and delivered a presentation on the Power of Procurement to the Agrifood Knowledge Transfer Network (KTN) across Africa. As well as sharing the work of the CIPS Foundation and its Agrifood projects, we promoted our resources and toolkits to underpin better procurement and supply chain management in the Agrifood industry. The presentation was recorded and shared widely across the global procurement and supply network and the KTN have requested to use it with PhD student placements and for highlighting more broadly to early career researchers.

We also actively share research and best practice with governments around the world. In the reporting period we supported the Procurement Leaders worldwide awards, we were represented on the judging panel of the Welsh Go Awards and we shared best practice approaches to sustainable procurement as an adviser to the UK Government's BEIS sustainable procurement project.



## 4.

# Contracting activity and how our procurement activity contributes to sustainable and inclusive economic growth

## 4.1 Summary of Regulated Procurements Completed Between April 2020 and March 2021

Our contracts continue to deliver a wide range of economic, social and environmental benefits which are good for businesses and their employees, good for society, and good for places and communities.

Through the reporting period, we managed 652 live contracts (across all types of contracting activity) worth nearly £4.7 billion throughout their lifetimes, with Scottish public sector bodies spending just over £1 billion on goods and services through our National and Central Government sectoral framework contracts during the period. We also awarded 409 new contracts regulated by the Procurement Reform (Scotland) Act 2014 with a total value of over £440 million.



### £4.7 billion

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### £440 million

We also awarded 409 new contracts regulated by the Procurement Reform (Scotland) Act 2014 with a total value of over £440 million

Fair Work criteria are a standard consideration for our procurements and so our contracts continue to make a positive contribution to achieving good and sustainable employment for people working on public contracts. 92% of our current suppliers have committed to paying at least the real Living Wage.



### 92%

92% of our current suppliers have committed to paying at least the real Living Wage.

During the reporting period our national collaborative frameworks and contracts, and our core Scottish Government contracts collectively generated savings of £196.5 million for Scottish public bodies.

Details of our contract awards are available on the [Public Contracts Scotland](#) website. Our website contains [more information on our current collaborative agreements](#).

## Spend Summary

The table below shows spend on collaborative frameworks (established by Scottish Ministers, but available to all Scottish public sector bodies) and contracts used by core Scottish Government organisations.

Category	Spend (£m)	Saving (£m)	Saving %
Collaborative (National and Central Government sectoral framework contracts)	£1,000	£166	16.6%
Scottish Government contracts	£329	£30.5	9%
<b>Total</b>	<b>£1,329</b>	<b>£196.5</b>	<b>15%</b>



While not included in figures elsewhere in this report, we also awarded 78 regulated contracts worth a total of £13.28 million on behalf of other public bodies; 21% of these contracts were awarded to SMEs.

These contracts were placed on behalf of other central government bodies separate to the Scottish Government and, if applicable, will be reported in the respective organisations' Annual Procurement Report.

## 4.2. Review of whether our procurements kept to our Procurement Strategy published on 29 March 2018

Our [Procurement Strategy](#) sets out how we plan to carry our regulated procurement exercises. This report reflects on whether those procurements complied with that strategy during the period April 2020 to March 2021.

As was the case last year, during that period, all of the regulated contracts have been awarded in a way which meets the policies and principles set out in the strategy, and throughout this report we explain how this has been achieved. We continue to recognise the importance of those responsible for procurement having an appropriate level of delegated authority. Key to this is ensuring that those involved in awarding and managing contracts have the professional skills, knowledge, qualifications and experience to do so and that we continue to invest in their skills and capability development through our [Procurement Competency Framework](#). We use the framework, which was updated in the summer of 2020, to guide our annual learning needs and the dedicated learning programme delivered in response to them. By investing in our professional capability we ensured that our people were able to meet both current and emerging challenges in the reporting period, and that continuous professional development was at the very heart of our approach.

Our scheme of "delegated purchasing authority", means that no member of staff is authorised to enter into a contract on behalf of Scottish Ministers without written delegated authority to do so from our Director of Procurement. That delegated authority is only given to those who can demonstrate they possess the appropriate skills, competencies and knowledge of our procurement policies and of legal obligations. We continue to provide support and training to the community of delegated purchasing officers.

## 4.3. Summary of regulated procurements in the next two financial years.

In the next two years we anticipate starting around 220 procurements worth a total of around £4.2 billion across our contracting scope:

- Over 170 contracts will be awarded for the sole use of the Scottish Government, with an approximate value of £1.6 billion.
- 19 contracts worth around £115 million will be awarded in relation to the specific services required to support the additional powers devolved to the Scottish Government by the Scotland Act 2016.
- 33 national collaborative contracts/ frameworks will be awarded on behalf of Scottish public bodies, with an approximate value of £2.6 billion.



### **£4.2 billion**

In the next two years we anticipate starting around 220 procurements worth a total of around £4.2 billion across our contracting scope



### **£2.6 billion**

33 national collaborative contracts/ frameworks will be awarded on behalf of Scottish public bodies, with an approximate value of £2.6 billion.



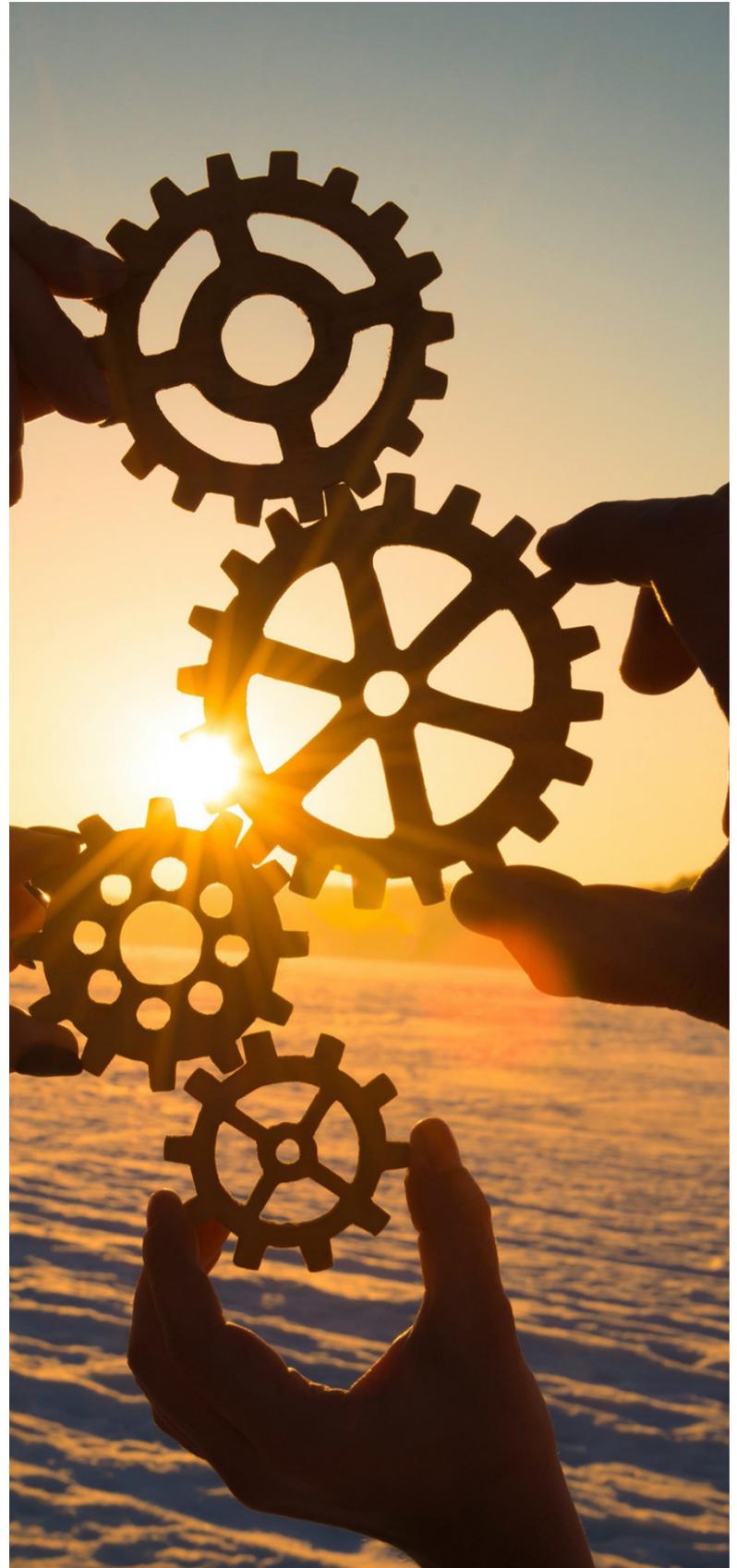
### **£1.6 billion**

Over 170 contracts will be awarded for the sole use of the Scottish Government, with an approximate value of £1.6 billion

A full list of known regulated procurements is in Annex A.

# 5.

## Key challenges of the reporting period



The reporting period was dominated by the significant challenge of responding to the COVID-19 pandemic.

In responding to this, our work was re-aligned, progressed and – when we were able to take a step back from immediate and critical priorities – planned, within the Scottish Government’s Respond, Reset, Restart and Recover framework. Through this we actively looked for ways to leverage procurement to support cash flow, jobs and productive capacity through the public and private sectors. This included swift action to provide guidance to public bodies to help minimise the impact on public procurement activity as far as possible and support organisations, suppliers and communities.

We had to balance efforts between rapidly responding to critical issues, whilst in parallel planning practical actions and developing policy to respond to the pandemic.

Some of the key actions we took:

- Repurposed procurement teams to support the pandemic, stopping or delaying work which could be de-prioritised to allow us capacity to address critical issues.
- Maximised resources through releasing colleagues to directly support our Health Directorate and NHS in the purchase of key product lines during the pandemic.
- Supported (and continue to support) our suppliers through the crisis with supplier relief initiatives, including accepting changes to Key Performance Indicators / service levels.

- Took a considered approach to when and how to approach the market, taking into account the supply chain’s ability to respond to our needs.
- Facilitated faster and prompt payments to suppliers to make sure that funds were able to flow through the supply chain and into the economy, helping protect the resilience of our supply chains.
- Published a series of Scottish Procurement Policy Notes ([SPPNs](#)) and a separate series of [Construction Policy Notices](#). These provide guidance on the handling of some procurement-related issues as a consequence of the outbreak, and give public bodies guidance on options for paying their suppliers to support cash flow and ensure service continuity during the pandemic.

As we plan for longer-term goals and ambitions, we are taking our lead from policy areas across the Scottish Government, helping to establish the norms of a wellbeing economy.

Many of our agreements have been influential in supporting Scotland’s COVID-19 response in a variety of settings.

### Case study: portable sanitation units

Early in the pandemic (April 2020) an urgent requirement arose to provide portable sanitation units for the Travelling community at various sites across Scotland to ensure that individual family units were able to self-isolate safely and comply with local and national lockdown restrictions.

We liaised with the Travelling community through existing Local Authority relationships to identify specific individual site requirements for toilets and washing facilities. Working within the flexibility offered in the [Scottish procurement regulations](#), we engaged Scotloos, Smartloos and Envirosan to deliver 36 toilets across various sites.

The immediate delivery of a four berth shower unit with generator and water tanks for a roadside camp in Dundee, where there were several families with no washing facilities, including two pregnant women, made an immediate difference to this community. The units remained on the sites until no longer required by the Travelling community.

### Case study: Connecting Scotland

Our Mobile Voice and Data Services and Web-Based and Proprietary Devices frameworks played a key role in helping meet the [Connecting Scotland](#) programme. This aims to deliver internet connectivity and devices to up to 60,000 digitally excluded households by the end of 2021.

The Connecting Scotland programme is an ambitious project, not only in terms of delivering social value, but also in the scale at which it seeks to deliver digital technology solutions to some of the most vulnerable and disadvantaged groups in society across Scotland. We are delivering it in partnership with the Scottish Council of Voluntary Organisations (SCVO), all 32 local authorities, and third sector organisations across Scotland.

Through our strategic relationships with our framework suppliers, we secured and delivered a number of benefits not only in terms of cost but also the delivery of technologies and solutions at a time of immense upheaval and constraints within the supply-chain. For example Vodafone Ltd, our supplier of Mobile Voice and Data Services, agreed to provide 40,000

mi-fi devices valued at £1.2 million, free of charge to the programme. And XMA Ltd, our framework supplier of Web-Based and Proprietary Devices, provided service desk support and digital skills training to device to users at no cost.

**Case study: Economic Benefits - during COVID-19**

Our General Stationery provider, Lyreco was in a position to offer added value, supporting the NHS logistically (on a non-paid basis) during the COVID-19 crisis. We worked with Lyreco and arranged for them to collect products from the NHS outsourced distribution business in Hamilton and distribute vital items to care homes in Scotland through maximising their delivery service. This enabled vital provision of safety and hygiene products to these premises.

**Case study: Food Packages for those shielding through COVID-19**

At the height of lockdown we arranged food parcels for vulnerable people who were shielding across Scotland. Working collaboratively with other governments across UK, we arranged Scotland-specific contracts. We opened a dialogue with two suppliers, issued letters of intent to ensure that services could begin immediately, and negotiated robust contract terms with the suppliers. The scheme was in operation from early April to late July 2020, delivering essential boxes each week to around 50,000 households across Scotland, ensuring that the most vulnerable people had access to food and other basic necessities. The final value of the contracts was £50,289,345.

**Case study: National 'PPE' - Alpha Solway**

Alpha Solway are a Scottish SME supplying Personal Protective Equipment (PPE) and employed 75 people in Dumfries and Galloway.

The pandemic provided them the opportunity to invest and expand their operations with production for face masks moving back to Scotland in March 2020 and the opening of a second factory in the area. This was a £2.5 million investment in the site which was made possible with support from Scottish Enterprise and ourselves along with contracts from NHS Scotland.

By June 2020, and with the delivery of new machinery, production capacity increased to 1 million masks per week with raw materials being sourced from Forfar and the Lake District.

In March 2021 £4.8 million funding support from South of Scotland Enterprise enabled Alpha Solway to build a new factory worth £12 million and support an additional 300 jobs.

# 6.

## Our commitment to professionalisation and growing talent



We regularly review our resourcing and talent management plans, such as the [Procurement People of Tomorrow](#) programme, as attracting, retaining and developing procurement staff allows for our longer term strategic planning. This also allows us to build our capability and protect us against skills gaps in the future. Our approach on people capability was recognised when the Scottish Government was nominated as a finalist at the 2020 World Procurement Award in the Talent & Development category.

Our programme to embed and grow commercial capability continued, targeting all Scottish Government civil servants at awareness, practitioner and leadership level, to ensure they understand and can contribute to our wider commercial and sustainability ambition. In the reporting period we launched a commercial programme for Senior Responsible Owners that comprised sessions on leadership, commercial acumen, sustainability and assurance, which is now being repeated annually to further bolster our commercial capability across government.

## Contract Management Training

In October 2020, we launched our Contract and Supplier Management (CSM) e-Learning Training Programme.

The training consists of seven individual modules, the first of which is mandatory, for any member of our staff responsible for managing a contract. The mandatory module (CSM Essentials), provides an introduction to our model of contract and supplier management, a detailed overview of the essential elements of the contract managers role and clear guidance on where to seek additional support where required.

The six additional modules, which are supplemented with a training needs analysis, offer Contract Managers a "deep dive" into more nuanced elements of CSM including project management, contract terms and conditions, performance management and financial management.

The training has been made widely available with over 120 members of staff completing the training to enhance their commercial skills and knowledge.

In addition to this, the [Procurement Journey](#) is our online source of step-by-step guidance aimed at buyers across the whole of the Scottish public sector. It is tailored to the value and risk of a particular procurement exercise. It has been widely recognised as helpful by those using it in Scotland, across the UK, and in other countries. It is continually updated with changes in legislation, policy and best practice.

# 7.

Our approach to engaging SMEs, the third sector and supported businesses



We use the power of procurement to deliver outcomes that are good for businesses and employees; good for places and communities and good for society. This includes improving access to public contracts for SMEs, the third sector and Supported Businesses.

## SMEs

We continue to develop our procurement strategies to make our contracts more accessible and provide opportunities for SMEs to tender, win and deliver public sector contracts. In our collaborative national procurements we consider splitting up or "lotting" larger-value contracts and frameworks into specialist or geographical requirements. We also consider placing multi-supplier frameworks in order to create other supply chain opportunities for SMEs wherever possible. Across all our contracting activity, we actively seek out opportunities for SMEs, third sector and supported businesses to compete within our supply chains. Combined, these enhance the opportunities for smaller firms that otherwise might not be able to bid for our contracts.

## Micro, small and medium-sized suppliers supplying goods and services to core Scottish Government

### Analysis

The following tables provide information on SME suppliers, by (a) micro, (b) small and (c) medium-sized suppliers, who have supplied goods and services to core Scottish Government during the period 2017 to 2021. This information is based on data contained in the Scottish Procurement Information Hub (the "Hub").

The total number of SME suppliers may vary in some years from previous publications. This is because the data held in the Hub is revalidated and may change as additional information about suppliers is applied, or as supplier status changes.

**Number of Micro, Small and Medium-Sized Suppliers supplying goods and services direct to core Scottish Government for Financial Years 2017/18, 2018/2019, 2019/20 and 2020/21 (excludes SMEs in the supply chain)**

Financial Year	Total number of SME suppliers *	Total number micro suppliers *	Total number small suppliers *	Total number medium suppliers *
2017/18	717	142	234	341
2018/19	1034	245	347	442
2019/20	1177	279	402	496
2020/21	950	222	325	403

**Direct Spend with Small/Medium Enterprise Suppliers supplying goods and services to core Scottish Government for Financial Years 2017/18, 2018/2019, 2019/20 and 2020/21 (excludes indirect expenditure with SMEs as part of the supply chain)**

Financial Year	Total spend (£) with SME suppliers where employee size is known
2017/18	88,939,002
2018/19	102,564,479
2019/20	120,561,842
2020/21	105,957,790

As a direct result of **core Scottish Government** procurement activity:

- 57% of the 268 suppliers delivering our regulated contracts during the reporting period were SMEs
- 644 SME subcontractors on these contracts are based in Scotland
- Of the £329m million that we spent through our contracts, around £106 million or 32% went directly to SMEs.
- Almost £133 million of the £329 million was spent here in Scotland, £76 million of that going to Scottish SMEs. 59% of the Scottish spend through our contracts is with SMEs (where size and postcode is known).

- There are many more SMEs in our supply chains; they shared at least £75 million as subcontractors, Scottish SMEs receiving at least £23 million of that.

\*Information is not available on the size and location of every supplier in our supply chains



**£106 million**

Of the £329 million that we spent through our contracts, around £106 million or 32% went directly to SMEs.



## £133 million

Almost £133 million (or 40%) of the £329 million was spent here in Scotland, £76 million of that going to Scottish SMEs.

Our data shows that in 2020-21, across Scotland 15,656 suppliers were awarded public sector contracts through Public Contracts Scotland. Of these:

- 11,422 (73%) were Scottish;<sup>1\*</sup>
- 9,272 (59%) were Scottish SMEs;<sup>\*\*</sup> and
- 11,953 (76%) were SMEs <sup>\*\*\*</sup> from all locations.

### Notes on SME statistics

Data is provided for core Scottish Government spend only.

Data is taken from the Scottish Procurement Information Hub and is based on suppliers that have been classed as commercial organisations or as non-trade social care providers and with whom core Scottish Government has spent over £1,000 in aggregate in a 12-month period.

## How we work with SMEs

We are committed to leveraging the full procurement rules to make it as easy as possible for SMEs to bid for and win public procurement contracts and/or participate in local supply chains, with a strategic focus on legislation, policies and practice that encourage and support SMEs.

Our legislation (through the Sustainable Procurement Duty) requires public sector contracting authorities to consider and act on opportunities to facilitate the involvement of SMEs, third sector bodies and supported businesses through public procurement.

We offer a suite of tools and guidance to help SME and third sector organisations who wish to tender for public sector contracts and to challenge any unfair practice.

Our **Supplier Journey** provides online, easy to access guidance for suppliers on all aspects of bidding, from finding opportunities and preparing bids to lessons learned, and signposts additional support.

\*Supplier size is based on number of employees where it is known.

SMEs are defined as suppliers with less than 250 employees.

Micro suppliers are defined as suppliers with less than 10 employees.

Small suppliers are defined as suppliers with 10-49 employees.

Medium suppliers are defined as suppliers with 50-249 employees.

Data corrected June 2022. Data is revalidated and may change in subsequent reports as additional information about suppliers is applied.

<sup>1\*</sup>Suppliers registered on PCS with a Scottish-based business address, where address is known;

<sup>\*\*</sup> Suppliers registered on PCS with less than 250 employees where size is known and where address is known

<sup>\*\*\*</sup> Suppliers registered on PCS with less than 250 employees where size is known

Our **Single Point of Enquiry** offers an impartial and confidential service for businesses with any concerns about a procurement exercise carried out by a Scottish public body.

We continue to fund and support the Supplier Development Programme (SDP), an independent business initiative which delivers free training, online resources and guidance on how to prepare, submit and win public procurement bids. This includes training on how to write tenders and improve bid scores, use of the SG provided eProcurement and Tendering Platforms (PCS and PCS-Tender) and understanding frameworks, community benefits and sustainable procurement. The SDP also brings suppliers and public sector buyers together through their national and regional "Meet the Buyer" events.

Our **Public Contracts Scotland (PCS)** portal aims to make it as easy as possible for SMEs to bid for public contracts through notifications that alert suppliers to relevant contracts and enabling main contractors to advertise sub-contract opportunities, giving suppliers the chance to bid for contracts, further down the supply chain. PCS also advertises Quick Quotes for lower-value contract opportunities which are often of most interest to SMEs.

Our **Dynamic Purchasing Systems**, because of their ease of use and flexibility, are improving SME and microbusiness access to technology contracts. In each of our four Dynamic Purchasing Systems over 75% of suppliers are SMEs.

### **We are listening to and learning from suppliers**

We have engaged with suppliers about their experiences of public procurement, what works well and where there is scope for improvement, and will do more to challenge barriers that SMEs may face in competing for public sector contracts.

We have published research into the effectiveness of the Sustainable Procurement Duty and separately, the results of a comprehensive survey of suppliers which received over 1550 responses. We are identifying priorities for action to maximise the impact of procurement. This will include activity to increase understanding and application of procurement policy and standards, build local capacity, promote innovation and strengthen our supply chains.

We have held a programme of SME round table meetings to hear directly from SME suppliers about their experiences of bidding for and winning public contracts, with Ministerial involvement at one of the meetings.

We actively engage key small business and third sector representative bodies through our Procurement Supply Group, with organisations including:

- the Federation of Small Businesses the Scottish Council for Development and Industry
- Construction Scotland
- Social Enterprise Network Scotland, Coalition of Care and Support Providers in Scotland
- the Supplier Development Programme
- the Scottish Council of Voluntary Organisations

influencing policy and improvements to public procurement on behalf of their members.

## The Third Sector

**We deliver support** to individual third sector organisations tendering for contracts. This includes training in how to get ready to tender, and tender writing through the Business Support for Third Sector contract, delivered by [Just Enterprise](#). It is a comprehensive programme designed to help sustain, develop and grow social enterprises and enterprising charities in Scotland by offering tailored business support, from start-up, sustainability to scaling up and winning contracts.

We have also funded [Partnership for Procurement](#) since 2016, a programme that provides a range of support specifically to third sector organisations wishing to form consortia to bid for public sector contracts. The Partnership for Procurement website hosts [Social Enterprise Finder Scotland](#), which is a searchable database for accessing

information on third sector suppliers and is a useful resource both for purchasers and suppliers.

In addition, all national collaborative framework agreements placed by the Scottish Government are open for use by third sector organisations.

We are not resting on our laurels however, and we will work with partners and stakeholders to continue to improve access to public contracts for the third sector. In March 2021, we published [Scotland's Social Enterprise Action Plan 2021-224 - Inclusive Growth through social Enterprise](#). It describes our priorities for 2021-24, and details how we will work across the public sector and with partners to build forward and put the social enterprise model at the heart of Scotland's recovery. The action plan sets out a number of actions that will, for example, drive transformative change in commissioning practices and support public sector commissioners, and explore ways to invest in and support new financial products and services, as well as test innovative commissioning models, which will support the delivery of better public service outcomes.

## Supported Businesses

Our Procurement Strategy highlights the importance we place on providing opportunities for supported businesses to participate in public procurement. Procurement legislation defines supported businesses as businesses for which the core purpose is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of those businesses are disabled or disadvantaged persons.

In addition to our other collaborative framework contracts, we have in place a Supported Business framework with an advertised value totalling £12 million. This framework comprises six suppliers and provides an easier route for public bodies to contract with these six supported businesses for the following goods and services.

- Furniture and associated products
- Document management services
- Personal Protective Equipment (PPE) and uniforms
- Signage

Spend by Scottish public sector bodies through our Supported Business framework totalled £6.8 million during the reporting period.

To help increase the profile of Supported Businesses and to make the process of identifying the market easier for public bodies, [Social Enterprise Finder Scotland](#) enables users to filter searches to show only those organisations that consider themselves to meet the definition of a Supported Business.



## **8.** Delivery of policies

The Scottish Government spends significant funds each year buying goods, services and works and it is right that people expect it to be spent in a way that aims to deliver the most benefits possible to society. Our Procurement Strategy sets out our general policies and also how we will monitor those policies.

Through the reporting year, we published a number of Scottish Procurement Policy Notes (SPPNs) and Construction Policy Notes (CPNs).

Details of these can be found at the links below:

**SPPNs**

<https://www.gov.scot/collections/scottish-procurement-policy-notes-sppns/#2020sppns>

**CPNs**

<https://www.gov.scot/collections/construction-policy-notes-cpns/>

**8.1. Our policy on applying community benefit requirements in our contracts**

Our Procurement Strategy set out our intention to consider the opportunities to include community benefit requirements in the development phase of all regulated procurements, and to include them, either on a contractual or voluntary basis, wherever there is an opportunity to benefit the community.

**Monitoring**

We said in our Procurement Strategy that we would:

- Consider the use of community benefits in the development of all our regulated procurements.

- For contracts in excess of £4 million we would set out details of the required community benefits in the appropriate Contract Notice.
- In our Contract Award Notices we would record where we expect contractors to deliver community benefits.
- Collect information about community benefits delivered under our regulated procurements.

**Delivery**

We considered community benefits in all our regulated procurements during the reporting period. Twenty-one contracts were awarded which specifically included community and social benefits.

As a result, we currently have 62 live contracts valued at nearly £2 billion within which community benefits are now embedded.

As well as supporting thousands of existing jobs, during the reporting period our contracts created 146 brand-new jobs and 27 apprenticeships; delivered 31 work placements for school pupils, college and university students; and we enabled 453 qualifications to be achieved through training.



**£2 billion**

62 live contracts valued at nearly £2 billion within which community benefits are now embedded

Examples of community benefits secured from our contracts are shown on the following page.

## **Case study: Facilities Services Management Contract for the Scottish Government estate**

### **Jobs and training commitments**

A number of community benefits will be delivered through the contract, including 40 job creations and 60 work placements. In addition, the contractor will be expected to deliver:

- Careers information, advice and guidance events
- Training weeks
- S/NVQ (National Vocational Qualification) starts for the workforce
- Main contractor and subcontractor industry certification (short term training)
- Training plans and case studies

### **Sub-contracting opportunities**

The contractor will put in place two frameworks for Project Works. The frameworks will be advertised on Public Contracts Scotland (PCS) which will facilitate access for SMEs. The frameworks will be re-tendered every 24 months. It is estimated, using historical data from the previous seven years, that the frameworks will generate in the region of £39m spend during the initial period of the contract.

It is anticipated that the new contract will provide similar opportunities for sub-contracting to the previous contract, including a high proportion of contracts with Scottish SMEs.

Delivery of community benefits will be monitored as part of contract management.

## **Case Study: General stationery and office paper**

Lyreco (UK) Ltd supported Scottish Government in their initial roll-out of our policy on Period Poverty, adding sanitary products to their e-catalogue, providing easy access for schools and colleges initially, followed by all other Scottish public sector establishments, to order these essential products. Lyreco developed this further by creating a supply chain relationship with Hey Girls, a third sector organisation instrumental in supporting this policy, and worked with them to refine the products required and ensure their availability in their catalogue.

## 8.2. Our policy on consulting and involving those affected by our procurements

Our Procurement Strategy set out our approach to consulting and involving those affected by our procurements. We collaborate closely with others across the public and private sectors to inform, develop and test national policies, processes, toolkits and practices to ensure that they are fit for purpose and underpin the ambition set out in our Procurement Strategy.

### Monitoring

We indicated in our strategy that we would record any complaints about a failure to consult and report on our performance, any conclusions reached, and any measures taken in response to complaints.

### Delivery

We did not record any complaints arising from our approach to consultations during the reporting period.

Where appropriate we work with people who use our services, potential suppliers and others to help us design procurements. This can vary from market research to supplier engagement days or the design and piloting of services. When developing our contracting strategies and approaches, we involve people who use the services or their representatives through User Intelligence Groups.

### Brexit: Operational and Regulatory Readiness

During the reporting year, Scottish Procurement continued to identify and understand the level of Brexit impacts on Scottish Government led contracts and frameworks.

Consideration was again given to how best to address and mitigate these impacts and dialogue was undertaken with key suppliers and stakeholders across the public and private sectors on Brexit implications and preparedness – particularly in the event of a no-deal Brexit.

## 8.3 Fair Work practices, including paying at least the real Living Wage to people involved in delivering our contracts

Fair Work is work that offers all individuals an effective voice, opportunity, security, fulfilment and respect. It balances the rights and responsibilities of workers and employers. We believe that adopting such practices can make businesses more competitive by improving talent attraction, reducing staff turnover and absenteeism while improving motivation and workforce engagement. We want Scotland to be a world-leading Fair Work Nation by 2025.

Scotland's success as an economy is built on a shared endeavour between workers, unions and employers. The COVID-19 pandemic has affected all of our daily lives, including our workplaces, and the challenges faced by workers, employers and businesses cannot be overstated. We continue to have high expectations of how fair working practices should be adopted as the economy continues to re-open. Scotland is rightly proud of its reputation as a leader on Fair Work and in these exceptional times, adopting a Fair Work approach is more important than ever.

In January 2021 the Scottish Government published [Fair Work First: guidance to support implementation](#). In line with the 2018-19 Programme for Government procurement commitment to extend the range of public contracts that Fair Work criteria will apply to and to implement Fair Work First, we published a Scottish Procurement Policy Note SPPN 3/2021<sup>1</sup>: Implementation of Fair Work First in Scottish Public Procurement. This advises public bodies how to implement, appropriately, the targeted focus on Fair Work First in their procurements from 1 April 2021.

## Monitoring

In our strategy we stated that, if a commitment has been made in a tender to pay the real Living Wage, we would record this in the contract award notice, it would form part of the contract, and we would monitor it through our contract and supplier management processes. We also stated that "information on which of our contractors pay the real Living Wage will be gathered centrally and we will include it in the annual report of our performance against this strategy".

When we refer to "the real Living Wage" we mean the hourly rate set independently and updated annually by the Living Wage Foundation.

## Delivery

It is our normal practice to include Fair Work provisions in our invitations to tender, where appropriate, and we consider these along with other relevant criteria as part of the tender evaluation process.

During this period we have continued to secure a range of Fair Work practices in a number of our significant contracts improving pay and conditions for those working in our supply chain. In implementing Fair Work First, the Scottish Government are leading by example.

Through our Fair Work First approach, which is being promoted in government funding streams, we will ask those bidding for public contracts to commit to working towards five criteria to benefit their workers, these are:

- Appropriate channels for effective voice and employee engagement, such as trade union recognition;
- Investment in workforce development;
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace;
- No inappropriate use of zero-hours contracts; and
- Payment of the real Living Wage.

<sup>1</sup> Now superseded by [SPPN6/2021 Fair Work First implementation - Scottish public procurement update](#)

## Impact of Scottish Government policy

We are committed to doing this in partnership with stakeholders by taking a phased approach to implementation which will take account of the economic context, including the impact of EU exit.

The Scottish Government is an accredited Living Wage Employer and we pay at least the real Living Wage to all direct employees and to all contracted staff who regularly provide services on our sites.

The contractor in our Facilities Management Contract has committed to:

- effective voice – six diversity networks are available;
- investment in skills and training;
- ensuring gender balance in the creation of 40 jobs & 60 work placements;
- action to tackle the gender pay gap;
- fair pay for workers – all staff (approx. 199) involved in the delivery of this contract will be paid at or above the real Living Wage;
- opportunity – “Ready2Work” and “Think Differently” programmes;
- security – flexible and agile working, career breaks, pensions and maternity pay fulfilment – career advancement;
- respect – “One Code” programme;

92% of our suppliers with current live contracts have committed to paying at least the real Living Wage.

## Adult Social Care Workers

Work through the Fair Work in Social Care Group has now developed a set of recommendations for minimum standards for terms and conditions reflecting Fair Work principles. This extends to the development of local standards that employees should expect, that support effective voice. This work is now being taken forward in collaboration with key stakeholders.

Since 2016, we have provided funding to ensure that Adult Social Care staff, delivering direct care, are paid at least the real Living Wage.

### 8.4. Our policy on making sure our contractors and subcontractors keep to the Health and Safety at Work Act 1974 and any provision made under that Act

Our aim is to be a leading employer in the delivery of health and safety and to ensure the wellbeing of our staff and those that deliver our contracts.

Our Procurement Strategy set out that it is a standard condition of our contracts that the contractor must keep to all laws that apply, as well as the requirements of regulatory organisations and good industry practice.

It also explained that this includes health and safety laws, and that contractors must keep to our own health and safety standards when they are on our premises.

## Monitoring

We stated in our Procurement Strategy that we would gather information through our standard contract management arrangements, about health and safety incidents relating to delivery of our contracts and measures taken.

## Delivery

During this reporting period, there were no incidents that required to be reported to the Health and Safety Executive.

For those contractors working on our premises we meet monthly and review all relevant accident reports and any investigation findings.

Additionally, we encourage our catering and cleaning suppliers to use the in-house Contractor Safety Management System. This allows both suppliers and ourselves to check that subcontractors have all the relevant security clearance, permits and qualifications.

## 8.5. Our policy on procuring fairly and ethically traded goods and services

We take a robust approach in procurement processes to tackling criminal activity, including human trafficking and exploitation, modern slavery, corruption and fraud and also to promote positive practices. Respecting human rights is not only a moral and legal obligation, it can have business benefits such as attracting and retaining a diverse skilled workforce (which can in turn increase quality, innovation, and productivity); reducing risks, including court proceedings; and enhancing reputation and brand value, increasing the customer base.

Our Procurement Strategy set out our policy that, if fairly traded goods and services are available to meet our requirements, we will consider how best to promote them. It also described how our standard terms and conditions allow us to end a contract if the contractor or a subcontractor fails to keep to their legal duties in the areas of environmental, social or employment law when carrying out that contract.

We believe that those we contract with should adopt high standards of business ethics, this includes taking a robust approach to ensuring the goods and services are sourced fairly and ethically.

## Monitoring

We stated in the strategy that we would:

- a) include a statement about the effectiveness of our selection procedures; and
- b) keep a record of the value of fairly traded products bought and sold under our catering contract.

## Delivery

All Invitations to Tender issued during the reporting period included a provision to ensure that our supply chains are free from human trafficking and exploitation, including modern slavery, permitting us to terminate contracts with suppliers for breaches of social, environmental or labour law.

We are using the national sustainable procurement tools and supporting guidance to consider human rights, equality, and Fair Work consistently in our procurements and we are encouraging buyers across the public sector in Scotland to do the same.

The tools have been designed to help Scottish public bodies comply with policy and legislation and to help them identify and achieve economic, social and environmental outcomes through their procurement activity, including how to take an ethical approach in their procurement activity.

The value of fair and ethically traded products sold through the Scottish Government's catering contract (which includes tea, coffee, chocolate and sugar) was £1,349 in the reporting period. This is significantly reduced from last year due to the effects of the pandemic and catering facilities in all offices being closed for a prolonged period of time.

### **Effectiveness of our selection procedures**

We continued to use the national sustainability tools to inform our commodity strategies which helped us to identify and mitigate potential risks in all of our regulated procurements. We also use targeted selection and award criteria relating to fairly and ethically traded supply chains where relevant for all regulated procurements.

### **Impact of Scottish Government policy**

We continue to engage with a range of organisations on ethical procurement, including learning from best practice used by others across Europe, and working with relevant stakeholders.

In May 2021 we added refreshed Introduction to Sustainable Public Procurement e-learning to the tools platform. This e-learning introduces the user to the strategic role of procurement in addressing policy and legislative priorities, and the key outcomes and benefits that can come from sustainable procurement, and includes a focus on ethics.

### **8.6 Using contracts involving food to improve the health, wellbeing and education of communities in Scotland and promote the highest standards of animal welfare**

Our Procurement Strategy set out our belief that the way in which the public sector buys food and catering services can have positive social, economic and environmental impacts.

### **Impact of Scottish Government policy**

Our national food and drink policy: [Good Food Nation](#) continues to promote buying healthy, fresh and environmentally sustainable food and catering.

The welfare of farm animals, reared for products used in food provided in our catering contract and other public contracts, is generally safeguarded under legislation we have introduced to protect farm animals on farm and at slaughter. Vegan choices, including vegan dishes, sandwiches, and seasonal fruit and vegetables, are provided in our Scottish Government staff restaurants.

### **8.7. Our policy on paying in 30 days or less to our contractors and subcontractors**

Our Procurement Strategy set out that it is a standard term of our contracts that we will pay valid invoices within 30 days, that any subcontract must contain a clause which says that subcontractors will be paid within 30 days, and that this clause must apply through the supply chain. It also explained that this clause must make clear that if a subcontractor believes that invoices are not being paid within 30 days, they can raise the issue directly with us. We also aim to pay as many valid invoices as possible within ten days.

#### **Monitoring**

Our Strategy indicated that through contract management arrangements we would monitor complaints from suppliers and subcontractors and take action if appropriate.

#### **Delivery**

During the reporting period we paid 96.7% of valid invoices within ten days and 99.7% of invoices within thirty days, getting cash into the economy as quickly as possible.

We are working with contract managers to ensure that payments to suppliers and subcontractors are discussed and addressed through the contract management process.

### **Impact of Scottish Government policy**

The construction sector in particular can suffer from late and extended payment terms from business to business. To help counter this, we require the use of project bank accounts. These are accounts from which a public body can pay firms in the supply chain directly as well as making payments to the main contractor. Project bank accounts improve cash-flow and help businesses stay solvent, particularly smaller firms which can be more vulnerable to the effects of late payments.

Public bodies covered by the Scottish Public Finance Manual must include project bank accounts in their tender documents for building projects over £2 million and civil engineering projects over £5 million. Some public bodies have chosen to implement project bank accounts at lower contract values. We strongly encourage public bodies outside of SPFM scope to implement project bank accounts into their construction procurement policy.

Prompt payment in supply chains is now embedded in our Programme for Government commitment and the Civil Engineering Framework, approx. £600m over four years, will pilot and test new approaches to prompt payment, which can then be rolled out further.

## 8.8 Achieving policy goals – sustainable procurement and climate change

We have undertaken a range of work to drive understanding of how public procurement can contribute to inclusive, sustainable growth and wellbeing. For example, we have set up the cross-sector Climate and Procurement Forum to mobilise public procurement’s contribution to addressing the Climate Emergency. We are working with colleagues across Scottish Government and the wider public sector, primarily through City and Region Deals, to ensure the impetus provided by the Procurement Reform (Scotland) Act 2014 to use public procurement activity to contribute to national and local priorities, in line with the National Performance Framework, takes effect.

We have published research on the value and impact of the sustainable procurement duty since its introduction and are now considering and responding to the recommendations from this work. During 2020/21 we published a suite of Scottish Procurement Policy notes (SPPNs) to expand on and clarify key aspects of sustainable procurement policy. They are:

- [1. SPPN 9/2020 Supply Chain Resilience and Diversity](#)
- [2. SPPN 10/2020 Measuring Social Impact in Public Procurement](#)
- [3. SPPN 1/2021 Taking Account of Climate and Circular Economy Considerations in Public Procurement](#)

### [4. SPPN6/2021 Fair Work First implementation - Scottish public procurement update](#)

These notes recognise our relative maturity in tackling economic, social and environmental considerations through procurement and reinforce the overarching, comprehensive approach to identifying and pursuing relevant risks and opportunities through use of the sustainable procurement tools to achieve compliance with the sustainable procurement duty.

In June 2020 we relaunched the [Sustainable Procurement Tools](#) to create a more accessible online source of help and support in mainstreaming sustainable procurement and compliance with the Procurement Reform (Scotland) Act 2014, in particular the Sustainable Procurement duty. We will continue to develop the tools so they become the central resource for guidance on sustainable procurement. For example, in March 2021 we added the Climate Literacy for Procurers e-learning package to the platform.

Examples of where we have already considered and applied solutions that will have a positive environmental impact include the following.

### Case Study: Water efficiency

As part of the Scottish Government Water and Waste Water Framework, the supplier "Business Stream" conduct water audits looking for water leakage and wastage. In the reporting period, the initiative has saved Scotland's public sector over £1.4 million in water costs during the first year of the three-year framework. This has also helped save 885,000 m<sup>3</sup> of water - the equivalent of 354 Olympic-sized swimming pools. In addition to helping the sector generate financial savings, the reduction in water use will help the sector contribute towards the Scottish Government's ambitious net-zero carbon targets. The initiative is continuous and will help Scottish public sector customers save water, money and time in the years ahead. Scottish Procurement acknowledges Business Stream's approach to proactive water management.

### Case Study: Stationery and office paper

Our national provider of general stationery and office paper, Lyreco (UK) Ltd, has worked with us to maximise environmental measures across the Scottish public sector by promoting the use of a recycled paper called Steinbeis Classic White. Since 1 January 2019, 2,435,790 reams of Steinbeis Classic White recycled paper has been bought by framework public bodies. When compared to the production of non-recycled (virgin) paper the use of Steinbeis Classic White has resulted in savings of:

- Wood Pulp                    17,980 tonnes
- Water                            57,330,484 gal
- Electricity                    47,010,747kWh
- CO<sub>2</sub>                            3,897 tonnes

STEINBEIS publish the following savings per ream

- Wood Pulp                    7.5kg
- Water                            107L
- Electricity                    19.3kWh
- CO<sub>2</sub>                            1.6kg

For further information on how the Scottish Government is using public procurement to tackle the Climate Emergency, please see the latest [Scottish Government Climate Change Report](#).

# 9.

## Report ownership and contact details businesses

Nick Ford, our Director of Procurement and Property is the owner of this Annual Report on behalf of the Scottish Government. The report covers the period 01 April 2020 to 31 March 2021.

Email: [scottishprocurement@gov.scot](mailto:scottishprocurement@gov.scot)



**Scottish Government**  
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# Annex A:

## Summary of regulated procurements commencing in the next two financial years

\*Contract Notice to be published 1 Apr 21 - 31 Mar 23

Title/Description	New or relet	Contract notice/ call for competition date?	Anticipated award date	Anticipated start date
Banking Services Framework	Relet	Q4 21/22	Q1 22/23	Q2 22/23
General Office Supplies	Relet	Q1 21/22	Q4 21/22	Q1 22/23
Employee Services (CCS framework - call off contract)	Relet	Q1 21/22	Q3 21/22	Q3 21/22
Media Services Framework	Relet	Q4 20/21	Q2 21/22	Q2 21/22
Marketing Services Framework	Relet	Q3 21/22	Q1 22/23	Q2 22/23
Media Planning & Buying	Relet	Q2 22/23	Q2 23/24	Q2 23/24
Supply and Delivery of Newspapers	Relet	Q3 21/22	Q3 21/22	Q4 21/22
Interpreting Services Framework	Relet	Q2 21/22	Q3 21/22	Q3 21/22
Temporary & Interim Staff Services (4 frameworks)	Relet	Q1 22/23	Q3 22/23	Q1 23/24
Sourcing and Venue Booking Services	Relet	Q3 22/23	Q2 23/24	Q2 23/24
Travel and Accommodation Services	Relet	Q1 22/23	Q3 22/23	Q4 22/23
Payments Beta - Scottish Government	New	Q1 20/21	Q2 20/21	Q3 20/21
Digital Identity - Attribute Store	New	Q3 20/21	Q4 19/20	Q1 20/21
Telephony Services DPS	Relet	Q2 21/22	Q3 21/22	Q3 21/22
Internet of Things DPS	Relet	Q1 21/22	Q2 21/22	Q2 21/22
Mobile Client Device Framework	Relet	Q4 20/21	Q1 21/22	Q2 21/22
IT Peripherals Framework	Relet	Q1 21/22	Q3 21/22	Q4 21/22

Office Equipment Framework	Relet	Q3 21/22	Q1 22/23	Q2 22/23
Payments Live - SG	New	Q1 22/23	Q2 22/23	Q3 22/23
Digital Identity Live - ID&V	New	Q3 22/23	Q4 22/23	Q1 23/24
CivTech 5	New	Q1 20/21	Q2 20/21	Q2 20/21
CivTech 6	New	Q4 20/21	Q1 21/22	Q1 21/22
Public Contracts Scotland-Tender re-let	Relet	TBC	TBC	TBC
MI Platform tender	New	Q4 21/22	Q2 22/23	Q2 22/23
Software VAR Framework	Relet	Q3 22/23	Q1 22/23	Q1 22/23
Best Start Foods	Re-Let	Q1 22/23	Q1 22/23	Q1 22/23
Client Interaction	New	Q3 21/22	Q4 21/22	Q4 21/22
IDR Replacement	New	Oct-21	Feb-22	Apr-22
Inbound and Outbound Document Management Software	New	Q4 21/22	Q1 22/23	Q1 22/23
Integration Layer - Outsourced Support	New	Q1 22/23	Q2 22/23	Q2 22/23
Integration Platform Re-let	Re-Let	Q2 21/22	Q3 21/22	Q4 21/22
JIRA Software Application Licences	New	Q1 22/23	Q2 22/23	Q2 22/23
OutSystems Strategic Partner	New	Q2 21/22	Q1 22/23	Q2 22/23
Principle AWS (Amazon Web Service) Architect	Re-Let	TBC	TBC	TBC
Security LMA Tool	New	TBC	TBC	TBC
Social Security Programme - Benefits Enhancement and Core Development (Lot 1 - SPM Digital Resources)	New	Q3 21/22	Q4 21/22	Q4 21/22
SPM Carers Benefit and Winter Heating	New	Q3 21/22	Q4 21/22	Q4 21/22
SPM Licence and Maintenance Renewal	New	Q2 21/22	Q3 21/22	Q3 21/22
SPM Resource - SSS Live Service Team - Lot 2	New	Q3 21/22	Q4 21/22	Q4 21/22
Strategic Document Repository Software	New	Q4 21/22	Q1 22/23	Q1 22/23
Threat Intelligence Platform	Re-Let	Q2 22/23	Q2 22/23	Q3 22/23
ORCI Replacement	New	TBC	TBC	TBC
Digital Portal Replacement	New	Q2 22/23	Q2 22/23	Q3 22/23
Energy Efficient Scotland - National Delivery scheme	Relet	Q4 - 21/22	Q3 - 22/23	Q4 - 23/24
Facilities Management	Relet	Q4 - 19/20	Q1 - 21/22	Q3 - 21/22

Construction of Vessels for Marine Scotland	New	Q1 - 22/23	Q3 - 23/24	Q4 - 23/24
The Provision of a Support and Maintenance Service for the Rural Payments and Services Systems for the Agricultural and Rural Economy	Relet	Q3 - 22/23	Q2 - 23/24	Q2 - 23/24
Tech Scalers	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Centre of Expertise - grant admin/management	New	Q1 - 21/22	Q3 - 21/22	Q1 - 22/23
RRU Procurement of Commercial Advisors	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Digital Evidence Sharing Capability	New	Q2 - 19/20	Q3 - 21/22	Q3 - 21/22
ISD Technical Partner for the Provision of Maintenance and Modernisation Services	Relet	Framework	Q2 - 21/22	Q2 - 21/22
Scottish Standardised National Assessments	New	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
ISD Technical Partner for the Provision of Maintenance and Modernisation Services	Relet	Framework	Q2 - 21/22	Q2 - 21/22
Farm Advisory Service - One to Many, and, One to One	Relet	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Scottish Crime and Justice Survey (SCJS)	Relet	Q4 - 21/22	Q2 - 22/23	Q2 - 22/23
Catering Services Contract	Relet	Q3 - 21/22	Q1 - 22/23	Q2 - 22/23
Child Abuse Inquiry - Transcription Services	Relet	Q4 - 20/21	Q1 - 21/22	Q1 - 21/22
Open Market Shared Equity	Relet	Q2 - 20/21	Q1 - 21/22	Q1 - 21/22
Case Management System for Advance Payment Scheme and Statutory Redress Scheme	New	Q4 - 20/21	Q1 - 21/22	Q1 - 21/22
Independent Child Trafficking Guardians (ICTGs)	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
BSL Video Services	Relet	Q4 - 19/20	Q4 - 20/21	Q1 - 21/22
DigitalBoost Fund	New	Q2 - 21/22	Q4 - 21/22	Q1 - 22/23
Psychological Assessment Services for the Senior Civil Service	Relet	Q2 - 21/22	Q3 - 21/22	Q4 - 21/22
SEAS and Hyperion Support	Relet	Framework	Q1 - 21/22	Q1 - 21/22
Client Technical Engineer for Low Carbon Infrastructure Transition Programme	New	Q1 - 21/22	Q2 - 21/22	Q2 - 21/22
Objective Connect	Relet	Direct Award	Q2 - 21/22	Q2 - 21/22
Interim - Digital Assurance Office	New	Q2 - 21/22	Q2 - 21/22	Q2 - 21/22

IT Managed Service Contract for the LS/CMI IT System	New	Q4 - 21/22	Q1 - 22/23	Q1 - 22/23
Water Quality Data Systems Modernisation Project	Re-let	Q1 - 21/22	Q3 - 21/22	Q3 - 21/22
iTECS CSS - Oracle Support Managed Service	Relet	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Smart Planning Application System	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Energy Efficient Scotland - National Scheme - Quality Assurance and Audit (QAA) CONTRACT	Relet	Q2 - 22/23	Q3 - 22/23	Q4 - 22/23
The Support and Maintenance of Data Connectors for the Scottish ePlanning and eBuildingStandards System	Relet	Q3 - 21/22	Q4 - 21-22	Q1 - 22/23
Ceremonial Event Planning	Relet	Q4 - 20/21	Q2 - 21/22	Q2 - 21/22
Health and Care Experience Survey 2021/22	Relet	Q1 - 21/22	Q3 - 21/22	Q3 - 21/22
NCS Outline Business Case & Current Operating Model	New	Q3 - 21/22	Q3 - 21/22	Q4 - 21/22
Procurement Training Framework	Relet	Q2 - 21/22	Q3 - 21/22	Q3 - 21-22
Recruitment Assessment Tests	Relet	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
St Andrew's House Refurbishments	New	Q4 - 21/22	Q4 - 21/22	Q1 - 22/23
Tram Inquiry Document Management System	Relet	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
National Advocacy Service - Let's Talk ASN	Relet	Q1 - 21/22	Q2 - 21/22	Q1 - 22/23
Healthcare Quality Improvement Partnership (HQIP) - National Clinical Audit and Patient Outcomes Programme (NCAPOP)	Relet	Framework	Q3 - 21/22	Q3 - 21/22
Promise Partnership Fund	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
R100 Financial Advisor	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
R100 Technical Advisor	New	Q2 -21/22	Q3 - 21/22	Q3 - 21/22
National Standardised Assessments for Scotland	Relet	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Litigation Support	New	Direct Award	Q3 - 21/22	Q3 - 21/22
Social Isolation and Loneliness: 100-Day Commitment	New	Q4 - 21/22	Q2 - 22/23	Q2 - 22/23
UNCRC Implementation - Children and Young People's Consortium Coordinator	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Provision of Financial Advice and Assurance to Scottish Ministers	New	Direct Award	Q1 - 21/22	Q1 - 21/22

Community Surveillance - 3 Interim Posts	Relet	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
Specialist In Private Sector Capital Investment	New	Q2 - 21/22	Q2 - 21/22	Q2 - 21/22
Interim - Contract Extensions (Community Surveillance Team Leader (interim))	Relet	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
FDM Interims - Corporate Transformation and Workplace Directorate	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Organisation Development Framework	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Scottish Hospitals Inquiry - Specialist and Expert Support	New	Q3 - 21/22	Q3 - 21/22	Q3 - 21/22
Transcription Service for Oral Hearings	New	Q1 - 21/22	Q2 - 21/22	Q2 - 21/22
Digital Transformation - fee engine	New	Q3 - 21/22	Q3 - 21/22	Q3 - 21/22
Workplace Equality Fund 2021-2024	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Managed Isolation Programme	New	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
Provision of a Macroeconomic Model	Relet	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Student Income and Expenditure Survey (SIES) 2021/22	New	Q3 - 21/22	Q4 - 22/23	Q4 - 22/23
Landlord Registration - Online Payment Services	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Identifying barriers and avenues to safe behaviours in high risk workplaces	New	Direct Award	Q1 - 21/22	Q1 - 21/22
Contact Management System Replacement Scottish Child Abuse Inquiry	Relet	Q4 - 19/20	Q1 - 21/22	Q1 - 21/22
External firm assistance with SG response to Covid inquiries	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
New Scots Refugee Integration Evaluation	New	Q2 - 21/22	Q2 - 21/22	Q3 - 21/22
Promise Partnership Fund	New	Direct Award	Q2 - 21/22	Q3 - 21/22
Redesign of Urgent Care Evaluation	New	Q3 - 21/22	Q4 - 21/22	Q1 - 22/23
Robotic Process Automation	New	Q3 - 21/22	Q4 - 21-22	Q4 - 21/22
ELC Practitioner Support for Outdoor Play and Learning	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
R100 Legal Advisor	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22

The Civil Justice System's Pandemic Response: what worked, what didn't and a model for the future	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Food Industry Adviser	Relet	Q1 - 21/22	Q1 - 21/22	Q2 - 21/22
Interim - Programme Planning Manager	New	Q2 - 21/22	Q2 - 21/22	Q2 - 21/22
Provision of Quantity Surveying Services - Interim Recruitment	New	Framework	Q3 - 21/22	Q3 - 21/22
Women in Agriculture Development Programme: Business Skills Training	New	Q4 - 21/22	Q1 - 22/23	Q1 - 22/23
Implementation Evaluation of No One Left Behind and the Young Person's Guarantee	New	Q4 - 21/22	Q1 - 22/23	Q1 - 22/23
MCNG Content Creation Panel	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Land Reform Ballot Services	Relet	Q4 - 20/21	Q1 - 21/22	Q1 - 21/22
NCS National Care Service - Operating Model Design - Project Setup	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Provision of Audio Visual (AV) services for Scottish Ministers	Relet	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Women in Agriculture Development Programme	New	Q1 - 21/22	Q2 - 21/22	Q2 - 21/22
Research into provision for pupils with complex additional support needs in Scotland	Relet	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
SGPT B3 Interim Professional Staff 001	New	Framework	Q2 - 21/22	Q2 - 21/22
Scottish 4G Infill Programme (S4GI) Evaluation	New	Q3 - 21/22	Q3 - 21/22	Q1 - 21/22
The Vaccination Programme: User Journeys and Experiences	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Civic Mediation - Centre for Good Relations	Relet	Q2 - 21/22	Q2 - 21/22	Q3 - 21/22
Statutory Redress Scheme for Survivors of Abuse in Care	New	Q4 - 20/21	Q1 - 21/22	Q1 - 21/22
HM Contract	Relet	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
Annual Report Analysis	Relet	Q1 - 21/22	Q2 - 21/22	Q3 - 21/22
Interim - Technical Solutions Architect Redress	New	Framework	Q1 - 21/22	Q1 - 21/22
Scottish Employer Perspectives Survey 2021	New	Q2 - 21/22	Q2 - 21/22	Q2 - 21/22
Gartner Finance - 2 x subscriptions	New	Q3 - 21/22	Q3 - 21/22	Q3 - 21/22

Appraisal of Peat Landslide Hazard Risk Assessments	Relet	Q3 - 21/22	Q3 - 21/22	Q4 - 21/22
SGPT B3 Interim Professional Staff 002	New	Framework	Q2 - 21/22	Q2 - 21/22
The Economic, Social and Cultural Value of Scotland's Snowsports Sector	New	Q3 - 21/22	Q3 - 21/22	Q4 - 21/22
Recruitment of Technical Advisor - Energy Efficient Scotland	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Children and Adults Experiences as Victims and Witnesses in Domestic Abuse Court Cases	New	Q1 - 21/22	Q2 - 21/22	Q2 - 21/22
Fleet Management System	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Physical health in Scottish prisons: a needs assessment	New	Q2 - 21/22	Q2 - 21/22	Q2 - 21/22
Eskdalemuir Wind Turbine Seismic Vibration Phase 4: Field Audit of Selected sites within the EKA Consultation Zone	New	Q3 - 21/22	Q3 - 21/22	Q3 - 21/22
Aggregate Minerals Survey 2019	Relet	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Coaching Framework for the Scottish Government	New	Q4 - 21/22	Q1 - 22/23	Q1 - 22/23
Convenor of the School Closure Review Panels	New	Q1 - 21/22	Q2 - 21/22	Q3 - 21/22
Fireworks and Pyrotechnics Bill Consultation Analysis	New	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
Purchasing System Support Manager - Interim Recruitment	New	Framework	Q3 - 21/22	Q3 - 21/22
Executive Search Services - HR	Relet	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
ATS Transformation	New	Framework	Q2 - 21/22	Q2 - 21/22
Climate Change Plan Update (CCPu) Impact Assessments	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Contingency arrangements for Tax Tribunal	New	Direct Award	Q3 - 21/22	Q3 - 21/22
Cop26 - International Engagement, Under 2 Coalition	New	Q2 - 21/22	Q2 - 21/22	Q2 - 21/22
Development of core training materials for Appropriate Adults	New	Q1 - 21/22	Q2 - 21/22	Q2 - 21/22
Evaluation of the Operation of Provisions of UEFA European Championship (Scotland) Act 2020	New	Q4 - 21/22	Q4 - 21/22	Q4 - 21/22
Face Coverings Exemptions Card Scheme - Operationalisation	Relet	Q3 - 21/22	Q3 - 21/22	Q4 - 21/22

Glasgow Office Project	New	Q4 - 21/22	Q4 - 21/22	Q4 - 21/22
Graduate Development Programme - Leadership Development Workshops	Relet	Q4 - 21/22	Q4 - 21/22	Q4 - 21/22
Interim - Business Analyst (JBC - embed support and business Analyst)	Relet	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
Marketing for Scotland House London	New	Q4 - 21/22	Q4 - 21/22	Q4 - 21/22
Participation to inform National Transitions to Adulthood Strategy	New	Q3 - 21/22	Q3 - 21/22	Q4 - 21/22
Public Space CCTV in Scotland	New	Q3 - 21/22	Q3 - 21/22	Q4 - 21/22
Scotland-wide evaluation of the telemedicine medical abortion at home	New	Q2 - 21/22	Q3 - 21/22	Q3 - 21/22
Tenant Farmers Action Mediation Contract	New	Q3 - 21/22	Q4 - 21/22	Q4 - 21/22
Victim-Centred Approach - Review of Communications	New	Q1 - 21/22	Q1 - 21/22	Q1 - 21/22
Civil Engineering Works (including Roads and Roads Maintenance) Framework	New	Q3 - 21/22	Q1 22/23	Q2 22/23
Building and Construction framework	New	Q1 22/23	Q4 22/23	Q4 22/23



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Any enquiries regarding this publication should be sent to us at  
The Scottish Government  
St Andrew's House  
Edinburgh  
EH1 3DG

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