

Scottish Parliamentary Corporate Body

Annual Procurement Report

(1st April 2020 to 31st March 2021)



The Scottish Parliament
Pàrlamaid na h-Alba

Buidheann Chorporra Pàrlamaid na h-Alba

Aithisg Bhliadhnail an t-Solair

(1 Giblean 2020 gu 31 Màrt 2021)



Contents

- Introduction 1
- Ro-ràdh 2
- Procurement activity snapshot 3
- Context..... 4
 - Impact of Covid-19..... 5
 - Withdrawal of the United Kingdom from the European Union..... 6
- Procurement activity and expenditure 7
 - Contracts awarded 7
 - Expenditure 8
- Achievements Relating to our Strategic Focus..... 9
- Compliance with the Sustainable Procurement Duty and our policies..... 19
 - Delivering Value for Money in our Regulated Procurements 21
 - Treating our suppliers equally and without discrimination and undertaking our procurement in a transparent and proportionate manner..... 24
 - Community Benefits..... 27
 - Fair and Ethically Traded Goods and Services..... 27
 - Fair Work Practices 28
 - Food and Animal Welfare 29
 - Payment Performance 29
 - Health and Safety 30
- Contact Details for Annual Report..... 31
- Annex A – Contracts Awarded 2020-2021 32
- Annex B – Planned Procurements 34
 - Regulated Procurements 34
 - Non-regulated Procurements..... 35
- Annex C – Procurement Journey Annual Procurement Report Template 36

Introduction

The vision of the Parliament of making a positive difference to the lives of the people of Scotland is ambitious and far reaching. How we deliver our procurement must support this commitment and our Corporate Procurement Strategy for 2020 - 2024 is designed to support a responsible and sustainable approach, promote efficiency, deliver environment, social and economic outcomes, and stimulate innovation.

Our Procurement Strategy and its delivery are aligned to our core organisational values of Stewardship, Inclusiveness, Excellence and Respect that are central to our working culture and drive all that we do.



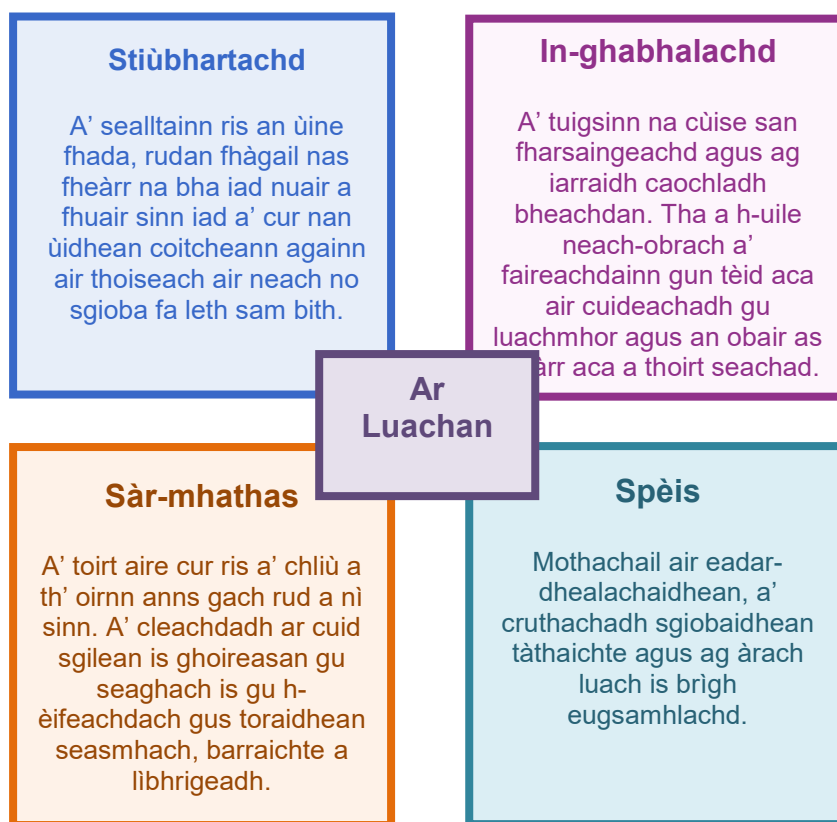
This report reflects on our procurement activity from 1st April 2020 to 31st March 2021. It provides an overview of contracts awarded, expenditure, compliance with our policies and progress against the commitments set out in our Corporate Procurement Strategy. It is produced in line with our statutory obligations under the Procurement Reform (Scotland) Act 2014.

In spite of challenging circumstances this reporting year, good progress has been made against many of our objectives and we remain on track for delivering significant achievements in these areas by the end of 2024.

Ro-ràdh

Tha amas na Pàrlamaid airson piseach a thoirt air beatha muinntir na h-Alba àrd-mhiannach agus farsaing. Feumaidh mar a libhrigeas sinn ar solar taic a thoirt don dealas seo agus tha ar Ro-innleachd Solarachadh Corporra airson 2020 - 2024 air a dhealbhadh gus taic a thoirt do dhòigh-obrach chunntachail agus seasmhach, gus èifeachdas a chur air adhart, toraidhean àrainneachd, sòisealta agus eaconamach a libhrigeadh, agus innleachdas a bhrosnachadh.

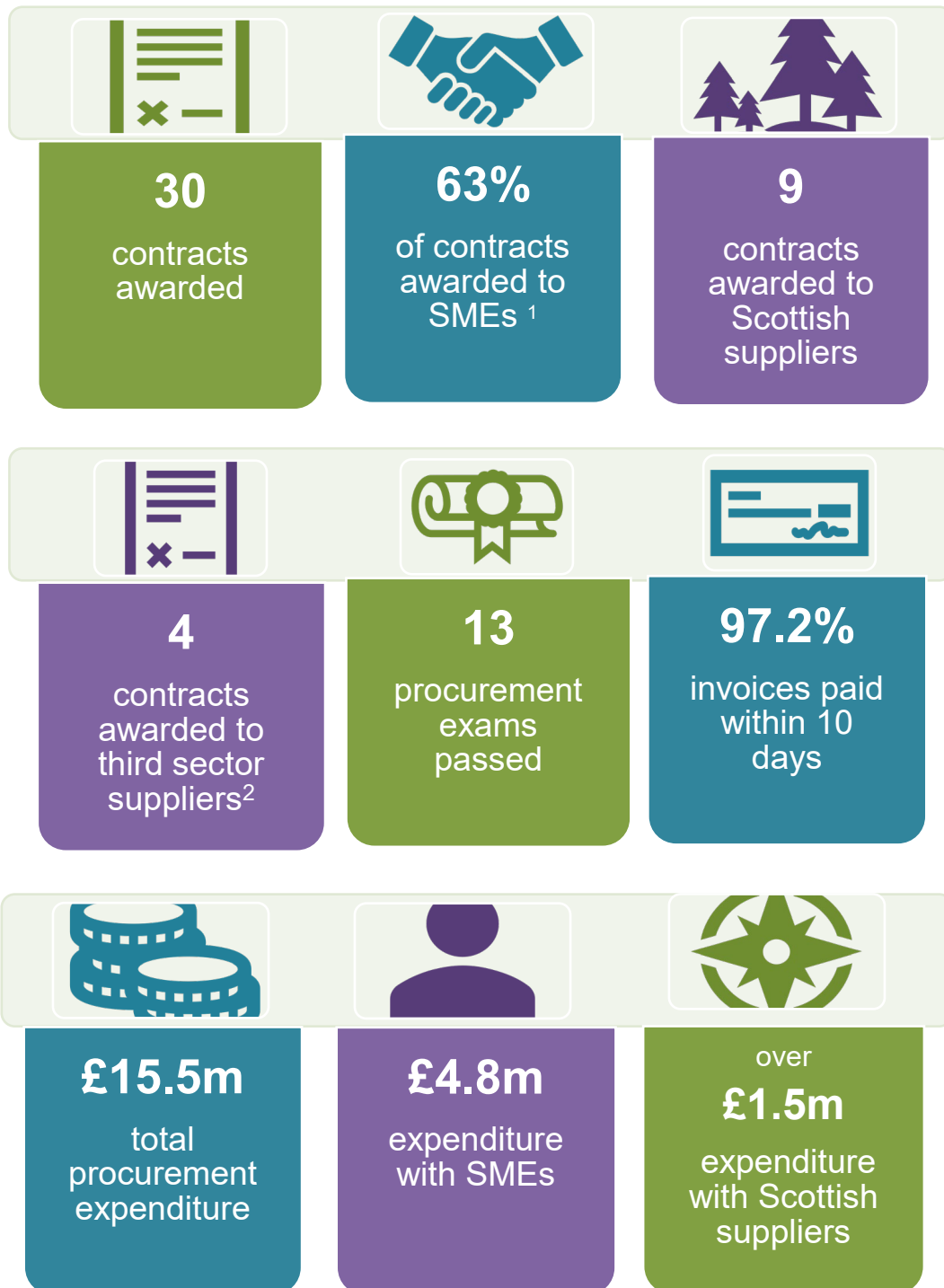
Tha ar Ro-innleachd Solarachaidh agus mar a thèid a libhrigeadh air an aon rèir ris na prìomh luachan buidhne againn, Stiùbhartachd, In-ghabhalachd, Sàr-mhathas agus Spèis a tha aig cridhe ar cultar obrach agus a tha a' stiùireadh gach nì a bhios sinn a' dèanamh.



Tha an aithisg seo a' meòrachadh air ar gnìomhachd solarachaidh bho 1 Giblean 2020 gu 31 Màrt 2021. Tha e a' toirt thar-shealladh air cùmhnantan a chaidh a bhuileachadh, caiteachas, gèilleadh ri ar poileasaidhean agus adhartas mu choinneamh nan geallaidhean a tha air am mìneachadh san Ro-innleachd Solarachadh Corporra againn. Tha e air a thoirt a-mach a rèir ar dleastanasan reachdail fon Achd Ath-leasachadh Solarachadh (Alba) 2014.

A dh'aindeoin àm dùbhlach sa bhliadhna aithris seo, chaidh adhartas math a dhèanamh mu choinneamh mòran de na h-amasan againn agus tha sinn fhathast ann an deagh shuidheachadh gus mòran a choileanadh anns na raointean sin ro dheireadh 2024.

Procurement activity snapshot



¹ Third Sector suppliers include charities, social enterprises and other not-for-profit organisations

Context

The Scottish Parliament was established in 1999 to represent the people of Scotland, pass laws and hold the Scottish Government to account. The Scottish Parliamentary Corporate Body (SPCB) that comprises the Presiding Officer and four elected Members of the Scottish Parliament is responsible for ensuring that the Parliament is provided with the property, staff and services it requires. The Clerk/Chief Executive who is appointed by the SPCB is the head of the Staff organisation.

The Strategic Plan sets out how the Scottish Parliamentary Service aims to support the delivery of the Parliament’s vision and purpose, and the annual Delivery Plan turns ambitions into strategic objectives.

Our procurement function plays its part in supporting the organisation’s operational priorities. The graphic below shows some of the achievements made delivered in 2020/2021.



Impact of Covid-19

This has been a challenging year with the onset of the coronavirus pandemic affecting our organisational activities, our people and our supply chain.

In response to government guidelines, new and different ways of working were introduced with most teams working from home supported by upscaled IT systems. Colleagues across the organisation worked tirelessly to continue to support the work of the Scottish Parliament during this unprecedented time. A hybrid format was introduced for committees and plenary meetings of Parliament, and access for Members, staff and visitors was restricted to essential access only. The significant challenges experienced across the organisation extended to our contracts and we acted quickly and with great flexibility to emerging needs.

Use of some contracts increased as we put in place infrastructure to support the hybrid meetings, made necessary adaptations for physical distancing, and equipped staff for home working. Other contracts saw usage fall due to the lack of staff and visitors in the building, such as the crèche, catering facilities and visitor related services. The change of usage in contracts has also affected the planning of future procurements. Some anticipated projects have been postponed as the level of demand has dropped and some will need time to be rescoped to take into account changes in our ways of working, particularly around digital capability.

New contracts for personal protective equipment and Covid-19 research services were placed quickly but compliantly in response to urgent requirements.

The Procurement team and contract managers liaised closely with our supply chain to identify contract delivery risks. Where necessary, contract variations were agreed with our contractors to capture different ways of working during the pandemic and to ensure we were in the best position to re-open services as business resumed at the Parliament. To help safely and sustainably maintain parliamentary business, we worked with our on-site contractors to apply Covid 19 Fair Work principles.

Credit is due to our contractors who have continued to deliver their contracts with minimal disruption and, in many cases, have continued to work on improvement projects and activities to benefit their local communities.

During the reporting period, there has been a focus on staff wellbeing, recognising the challenges of home working and providing support for physical and mental health. This included the provision of workstation equipment (e.g. office chairs, monitors, keyboards etc.) and changes to our organisational policies on special leave, working hours etc. to support colleagues to work in a way which best suited their individual circumstances. In addition, resources were made available to support good mental wellbeing – varying from opportunities for informal chat to workshops in stress management.

This focus resulted in an average score of 8.3/10 in an engagement survey taken in October 2020, when staff were asked if they felt that the SPCB cared about their health and wellbeing and had made the right decisions to keep them safe whilst carrying out their role during the Covid-19 pandemic.

Withdrawal of the United Kingdom from the European Union

Unlike the Covid-19 pandemic, preparation for the withdrawal of the United Kingdom from the European Union was accounted for in our procurement planning for the year. Resources were allocated to examining the potential impacts on existing contracts and new procurements.

Engagement was carried out with our contractors to identify any emerging risks relating to Brexit. This covered impacts on workforce, delivery lead times, cost, financial risks and data protection. Based on this engagement we assessed the risks and put in place contingency plans where necessary. We also explored ways in which we could amend use of our contracts to avoid adding additional pressure to the contractors.

Our template conditions of contract have been updated to reflect changes to legislation, and work is on-going to action contract variations where required.

Guidance and templates used by purchasers in the procurement process have also been updated to reflect the current situation and ensure continued compliance with regulation and policy.



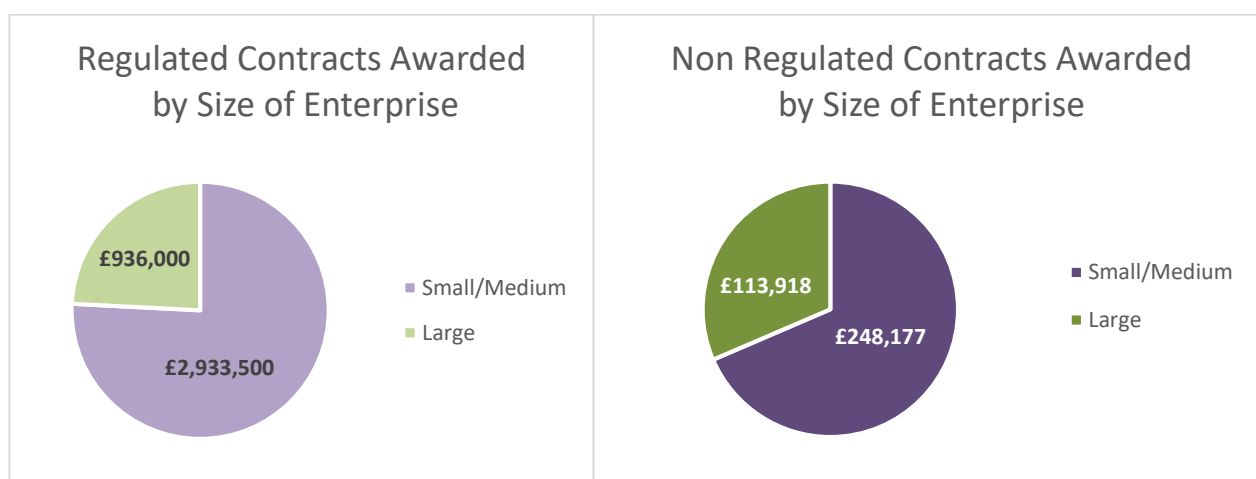
Procurement activity and expenditure

Contracts awarded

Seven Regulated contracts were awarded in the reporting period, with a total estimated value of **£3,869,500**. Of these contracts, four were awarded to Small/Medium Enterprises (SMEs). A further twenty three non-regulated contracts were awarded with a combined value of £362,095. Fifteen of these contracts were awarded to SMEs.

Four non-regulated contracts were awarded to Third Sector organisations at a combined value of £72,100.

		Collaborative Agreements	SPCB Contracts	Total
Regulated	Number	4	3	7
	Value	£1,151,000	£2,718,500	£3,869,500
	Number awarded to SME	1	3	4
	Value awarded to SME	£215,000	£2,718,500	£2,933,500
Non-Regulated	Number	8	15	23
	Value	£103,077	£259,018	£362,095
	Number awarded to SME	2	13	15
	Value awarded to SME	£16,577	£231,600	£248,177

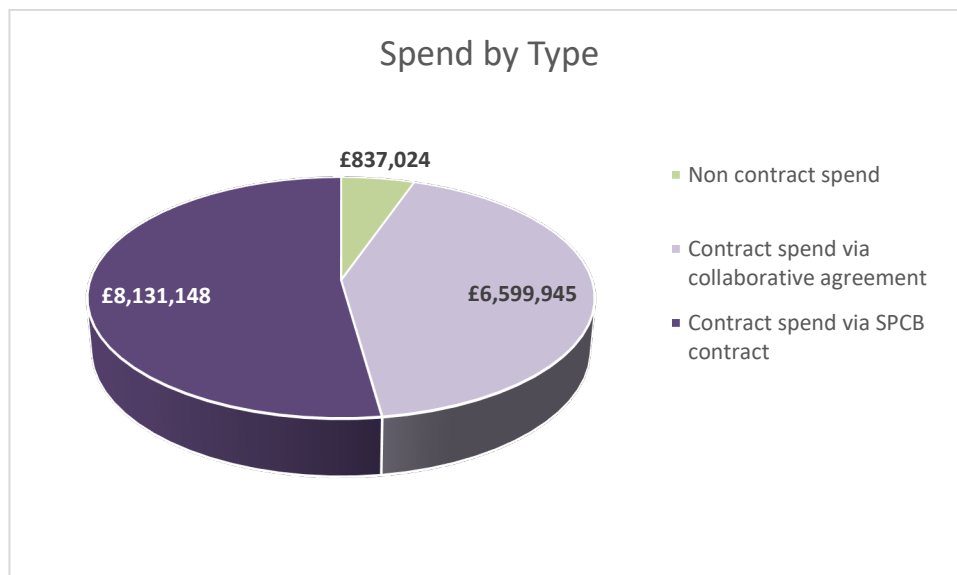
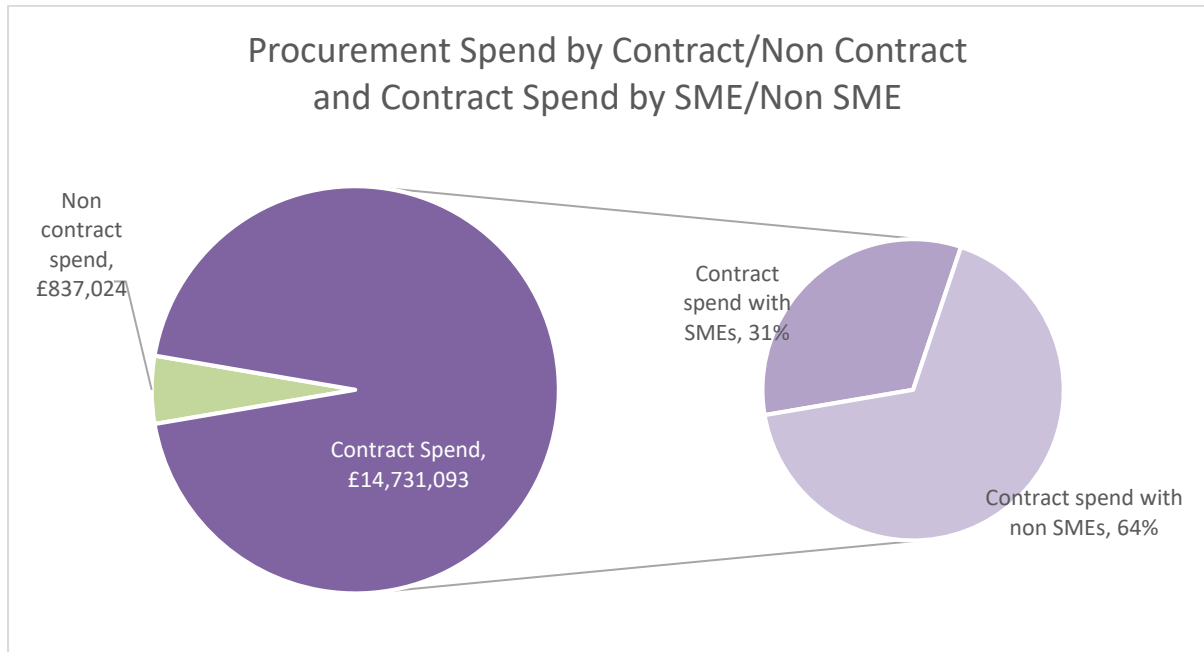


Details of all contract awards for the reporting period can be found in [Annex A](#).

Expenditure

Procurement spend for 2020/21 amounted to £15,568,117. Of this total £14,731,093 was through contracts (both Regulated and non-regulated).

Over £4.8m was paid to SME contractors, and our contractors paid over £2m to their SME subcontractors in the reporting period. Over £1.5m was spent on contracts operated by Scottish based organisations.



Achievements Relating to our Strategic Focus

The focus areas for our four year Procurement Strategy are set out below along with the progress made towards our objectives in this first reporting year.





Objective 1

Ensure all procurement activities withstand scrutiny

Our commitment:

Continue to deliver contracts that withstand scrutiny through effective compliance, governance and accountability.

Achievements in reporting year

All of our policies, documentation and processes have been updated to take account of the UK's exit from the European Union.

The procurement team has continued to hold regular training events; topics over the year have included:

- introduction of templates and guidance for commodity/service strategy and specification drafting
- business continuity arrangements to ensure continued team activity, governance and wellbeing while working from home during the Covid 19 pandemic
- cyber security
- sustainability
- sharing lessons learned
- effective use of the PCS-Tender system
- increased understanding of benefits and savings reporting

Resources have been developed for stakeholders to help them understand the general principles of good procurement, and what to expect when taking part in a quote or tender.

Training has also been provided to support colleagues with purchasing authority who do not work within the procurement team.

Monthly checks on purchases continue to be carried out, with additional support given where needed to support colleagues to understand the application of procurement policy. Transactions not following procurement policy represented a very small percentage of total procurement spend.

The SPCB complies with its legislative obligations for publication of its Procurement Strategy, Annual Procurement Report and makes its contracts register publicly available.





Objective 2

To be an efficient procurement function that actively supports business areas in the delivery of their services

Our commitment

Manage our resources efficiently and actively engage with our business partners to deliver sustainable contracts that support service delivery.

Achievements in reporting year

This year we have expanded our use of digital resources to create a project planning database which has improved our workload prioritisation, workforce planning and resource allocation. It allows us to capture project information (estimated value, planned procurement route, timescales etc.) and monitor each team member's workload to ensure that projects are allocated at the correct time and with optimum use of staff resources.

Regular relationship management is undertaken between the procurement team and business partners which allows us to work collaboratively across the organisation to successfully support business needs. This is achieved through effective planning of procurements, exploring potential synergies between requirements from different business areas and identifying and implementing sustainability improvements in our contracts.

This year we have made good use of technology to continue to be able to engage with the market including carrying out a bidders' conference online.

A specification template has been developed which helps stakeholders ensure that all relevant information is included in a structured and logical manner. Standardised section headings and embedded guidance ensure the inclusion of appropriate sustainability requirements. While the template provides guidance and a suggested layout it can be adapted to ensure that the finished document issued is fully relevant and proportionate to the requirement.





Objective 3

Contribute to the Parliament's response to the climate emergency and wider sustainable development challenges

Our commitment

Apply sustainable development thinking in our contracts and continue to promote sustainability through innovative procurement.

Achievements in reporting year

We have successfully trialled the use of a Sustainable Development Impact Assessment tool on two of our procurements this year, holding interactive workshops attended by purchasers and stakeholders. The tool was used at project initiation and helped us further embed our approach to embedding sustainability and aid strategic decision making.

Purchasers continue to use the sustainability test and lifecycle impact mapping to understand specific sustainability risks and opportunities for each tender. A demonstration of the updated sustainability test tool was given to purchasers based on actual projects to increase understanding and promote discussion around how best to embed the use of the tool.

The Scottish Government has introduced the Climate Change Literacy e-learning course to provide purchasers with an understanding of the science and terminology used in relation to climate change. All purchasers will complete the e-learning by early 2021/2022.

Purchasers will also take part in a Circular Economy webinar designed to increase understanding of circular economy application and how this can be incorporated effectively into our tenders.

Stakeholders took part in a pilot led by the Sustainable Scotland Network and Zero Waste Scotland to quantify the associated carbon emission footprint of selected office equipment. The exercise was our first step in assessing Scope 3 emissions from purchased goods and was a catalyst to securing temporary resources to extend the scope of this work to start collating quantitative data on our purchases.

The [case study](#) is available on the Sustainable Scotland Network website.

A commodity/service strategy template and guidance has been developed to prompt stakeholders to consider a wider range of commercial, operational and sustainability issues during market research. The completed document provides an analysis of the research undertaken and a recommendation for the procurement approach, and must be signed off by a senior manager. This ensures that the procurement is in line with strategic objectives.

The SPCB is developing its Sustainable Development and Climate Change Strategy and has a new mission which is: 'Meeting our Scottish Parliament vision through ambition and commitment in our response to the climate emergency, and innovation in sustainable development to support our goals as a Parliament'.

This mission will be delivered by focusing on four areas of work:

- Climate Change
- Scrutiny
- External Engagement
- Embedding Sustainable Development thinking

Our Sustainable Development Report and information on environmental management, biodiversity and our carbon management plan can be accessed on the [Parliament website](#).





Objective 4

Develop a skilled, diverse and inclusive procurement team that embeds our organisation's values in all that we do

Our commitment

Develop our procurement and contract management skills base and embed our organisational Values in our team ethos and procurement activities.

Achievements in reporting year

Team members undertook a skills self-assessment utilising the Procurement Competency Framework. The online tool was used to help identify training needs and to support professional development.

Two of our team are currently undertaking a Scottish Vocational Qualification in Procurement. This has involved an element of theory, but is mainly focused on practical application. They have undertaken to lead procurement projects, coached and supported by more experienced team members.

Other team members continue to work towards professional qualification with the Chartered Institute of Procurement and Supply. Three team members have undertaken 13 exams in total, one team member has completed their qualifications, and one has obtained chartered status of the Institute.

We continue to review and improve our internal guidance materials and hold regular "Team Topics" as a forum for

purchasers to share knowledge or seek feedback and advice on specific issues.

With the move to working from home, it has been more important than ever to recognise that teams are formed of individuals, who have faced different challenges in delivering high quality work in a different – and sometimes trying - environment. Mental wellbeing has been a focus for the team, with staff encouraged to keep in contact with each other and provide support where needed. Staff have also been encouraged to make use of the resources available through the wider organisation to support their wellbeing, including access to counselling, mental health network, changes to working hours policies etc.

How we work is as important as what we do, and this is reflected in on-going work to build our job roles around the organisational values.





Objective 5

Improve contract and supply chain resilience in respect of Business Continuity, Data Protection, Cyber Security, Fraud and Serious Organised Crime

Our commitment

Continue to identify risks and build resilience in our contracts.

Achievements in reporting year

The main focus this year has been on understanding the impact of Brexit and Covid-19 on our contracts and supply chains. Engagement was carried out with contract managers and contractors to identify potential risks and put contingency plans in place to ensure continuity of service delivery.

Updating of the data protection clause within our standard conditions of contract, reviewing contracts that involve the processing of personal data and updating data protection clauses in existing contracts as required.

The use of the Scottish Government's Cyber Security Procurement Support Tool has now been rolled out to all new contracts, with a demonstration and guidance provided to the team. Purchasers will work collaboratively with contract managers and IT specialists to determine a cyber risk assessment for each procurement and apply the recommended security standards to the resulting contract.

We are liaising with Police Scotland to identify ways to minimise the potential for serious and organised crime among bidders. In the reporting year Police Scotland provided assistance in verifying the status of bidders for two contracts which were considered higher risk in this area.





Objective 6

Work with our contractors to optimise performance, identify further opportunities for sustainability improvements, promote fair working practices and increase supply chain transparency

Our commitment

Roll out a new holistic contract management model to improve contract performance and promote sustainability, fair work and ethical practices.

Achievements in reporting year

With the onset of the coronavirus pandemic and subsequent impact on our contracts, the development of a multi-tier approach to contract management was put on hold as procurement resources were diverted from this strategic project to focus on more immediate needs. The project will be recommenced once the market conditions have stabilised, and until then purchasers will continue to support contract managers on a one-to-one basis, using the existing process.

We have undertaken to review the contractor assessment questionnaire which is our main tool for understanding our supply chain. We intend to make the questionnaire easier for contractors to understand and complete, and more effective for collating and analysing the results and promoting improvements in supply chain practices. The reviewed questionnaire will be relaunched in autumn of 2021.

A new specification template has been developed which incorporates our organisational values and sets out our expectations to suppliers on how our organisational values drive our expectations for contract delivery.

Work has commenced on building Fair Work First into our tender process, and updated guidance and tender templates will be made available in early 2021/2022.

Throughout a challenging year our contractors have continued to introduce sustainability improvements including:

- Furniture – developing and maintaining a register of furniture available for re-use to reduce the amount of new furniture purchased.
- High Level Maintenance – diesel equipment replaced by battery powered; refurbishment rather than replacement of window fittings
- Catering and Pest Control – development of a tool to help us establish our Scope 3 emissions in relation to food purchased and catering contract staff travel



Objective 7

Ensure SPCB procurement opportunities are accessible to Small and Medium Enterprises (SME), the Third Sector and Supported Businesses

Our commitment

Continue to work towards maximising access to our contracts for Small/Medium Enterprises, Supported Businesses and the Third Sector.

Achievements in reporting year

In the reporting period four out of seven Regulated procurements resulted in contracts awarded to SMEs, representing 76% of the total estimated value.

For non-regulated procurements, 15 out of 23 contracts were awarded to SMEs, representing 69% of the total estimated value.

Contracts awarded to SMEs represented 63% of all contracts awarded in the reporting period; this is an increase of 9 percentage points on the previous year.

A review of engagement shows that SMEs are frequently successful in winning contracts through quotes, tenders and further competition from framework agreements.

Due to the nature of the requirements we were unable to reserve any contracts to supported businesses in 2020/2021,

however 4 contracts were awarded to third sector organisations, with a combined estimated value of £72,100.

We continue to work with the Supplier Development Programme where we provide information on supplying to the Parliament and advertise forthcoming procurements. We attend the Annual General Meeting and quarterly regional meetings to share best practice and liaise with purchasers in other public sector organisations.

Due to Covid-19 restrictions a 'Talking Tenders' event planned for July 2020 had to be postponed but will be rescheduled for later in 2021. Similarly, the 2020 Meet the Buyer event did not go ahead, but we plan to take part in a virtual event in 2021.





Objective 8

Increase Community Benefits delivered through our contracts

Our commitment

Include community benefits in procurements over £500,000 unless in exceptional circumstances, and consider for all Regulated procurements.

Achievements in reporting year

Community benefits were agreed for two new contracts and included commitments to work with Career Ready Scotland to improve employability of young people, maximise economic opportunities for local supply chains, and reduce waste.

The focus for many agreed community benefits is education, with opportunities for school visits and on-site work experience. The impact of Covid-19 lockdown measures prevented face to face interaction and therefore these community benefit programmes were put on hold.

Community benefits delivered through existing contracts in the reporting period include:

High Level Building Maintenance – Trac International Ltd

To provide Health and Safety training from British Safety Council to two Micro Businesses over life of contract - one individual booked onto course to take place in 2021/2022.

Sustainable procurement – where suitable, paint continues to be purchased from Paint 360. Paint 360 is committed to creating job opportunities for young people with barriers to employment as the core of their workforce. Paint 360 re-engineers waste paint into quality new paint, reducing waste and lowering carbon.

Headed Stationery – Paramount Printers Ltd

Two part time jobs created for college graduates

Building Services – Lee Boyd Ltd

Full time graduate employed who is working towards qualifying as an architect.

Digital Services – Leidos Innovations UK Ltd

Two workshops held online in conjunction with the Scottish Parliament's Women's Network around unconscious bias and how to self promote.

Building Maintenance (Mechanical and Electrical) – Mitie Technical Facilities Management Ltd

One building services apprentice allocated to the SPCB contract.

Compliance with the Sustainable Procurement Duty and our policies

Compliance with the Sustainable Procurement Duty

The Procurement Reform (Scotland) Act 2014 requires contracting authorities to consider economic, social and environmental aspects and the involvement of small and medium enterprises, the third sector and supported businesses when awarding Regulated contracts in order to secure improvement in the authority's area. For the SPCB the area covers the whole of Scotland.

Commitment	Activities	Achievements
<p>Undertaking a sustainability impact assessment and sustainability test at the outset of our Regulated procurements to assist market research and inform decisions on sustainability requirements for each contract.</p>	<p>Sustainability impact assessment and sustainability test undertaken and then used to inform commodity/service strategy, specification, and questions to tenderers.</p>	<p>Three of our Regulated contracts awarded this year were for services via single supplier framework agreements and another had limited options for sustainability improvements beyond that scoped already at framework level. One contract was awarded under an accelerated procedure and did not have sufficient time to build in detailed sustainability assessments. The life cycle impact assessment and the sustainability test were used for the other Regulated contracts.</p>
<p>Using market engagement to establish what the market could support (e.g. circular economy solutions; innovation).</p>	<p>Dedicated time for market engagement by purchasers and stakeholders. Comprehensive market research checklist used.</p>	<p>Market research was carried out for all Regulated procurements, utilising our comprehensive market research checklist developed to assist purchasers and colleagues involved in a procurement to consider a wide range of aspects, including sustainability.</p>
<p>Considering in what way supported businesses, SMEs and the third sector could be involved in the procurement.</p>	<p>At project initiation and when undertaking our market research, we consider how best to remove barriers to participation.</p>	<p>We continue to seek to provide access to our procurements to SMEs, the third sector and supported businesses. In the reporting period 76% of the total estimated value of Regulated procurements went to SMEs.</p>
<p>Involving subject matter experts (environmental, health and safety and equalities managers) whenever their</p>	<p>Specialists are identified at the outset and involved at all relevant stages of the procurement, including evaluations.</p>	<p>Our subject matter experts are routinely involved in our procurements. For example, our Business IT team has provided support in introducing the use of the new</p>

expertise can assist the development of specifications, questions to tenderers and tender evaluations.		Security Assessment Questionnaire, by assisting project teams to understand cyber risks and taking part in evaluation of cyber security responses as required. Our Legal office colleagues provided advice and support in the drafting of contract specific conditions.
Considering the application of our policies on Fair Work Practices, Health and Safety, Community Benefits and Fairly and Ethically Traded Goods and Services.	We have developed policies that identify our approach to these commitments, as detailed in the Corporate Procurement Strategy	We continue to apply our policies in our procurements and have given them more prominence on our procurement web page.
Giving appropriate weight to sustainability criteria in tender evaluations.	Sustainability criteria are included in relevant procurements and the evaluation weighting is relative to the sustainability risk and opportunities in the contract.	Project teams continue to consider the appropriateness and proportionality of sustainability evaluation weightings. All procurement where sustainability risks were identified included weighted sustainability questions. For example: the service yard improvement contract included 10% of technical weightings on environmental matters and fair work practices; the expenses system gave 8% to sustainability matters.
Working with contractors to agree environmental action plans in relevant contracts to promote continuous improvement.	Annual environmental action plan agreed in high risk contracts.	Annual environmental plans are agreed and then monitored for high environmental risk contracts. In the reporting period, no environmental action plans were required for new contracts. Environmental action plans were reviewed as part of ISO 14001 compliance for two high risk contracts and improvement recommendations made.

Planned continuous improvements

Guidance will be updated in 20/21 to support an increased focus on sustainability and fair work when making decisions on the use of collaborative framework agreements.

Further guidance will be developed to promote the inclusion and management of community benefits.

Delivering Value for Money in our Regulated Procurements

Effective competition, market engagement and contract performance monitoring all contribute to the delivery of value for money. The SPCB is committed to obtaining value for money in the procurement of its goods, services and works, seeking to achieve the best balance of quality, cost and sustainability.

Commitments	Activities	Achievements
Evaluating tenders on the best ratio of quality and price	Ratio of quality/price is specific to individual procurements and is informed by market research. The likely impact of various quality/price ratios is considered at the outset of procurements.	Three of the procurements were direct awards from framework agreements and therefore had no price weighting applied. The remaining contracts included quality/price ratios supported by market research.
Utilising whole life costing to evaluate tender pricing	Pricing evaluations take account of the various elements of costs over the life of the contract.	All price evaluations take account of the various cost elements to accurately capture contract costs. For example: purchase price, repair and servicing, operating costs, disposal.
Embedding sustainability considerations in our decision making	Sustainable Procurement Duty Tools used for each procurement to assist the identification of risks and opportunities and to embed relevant sustainability requirements.	Sustainability impacts are always considered at the outset of our procurements. For example, minimising paper usage and reducing the use of physical storage were key drivers in the procurement of our new expenses system. The new system delivers process efficiency and environmental benefits.
Utilising collaborative frameworks where possible	Use of collaborative framework agreement always considered at market research stage. Where not used, an explanation must be provided in the commodity/service strategy.	Collaborative framework agreements are always considered when making the procurement decision and used unless there are good reasons not to do so. Four Regulated contracts awarded utilised existing framework agreements, representing 30% of the total estimated value of Regulated procurements.

<p>Undertaking effective market research to inform our project strategies</p>	<p>Market research undertaken for all Regulated procurements and resource allocated on project planner. Checklist rolled out to assist effective market research, the outcomes of which inform commodity/service procurement strategies.</p>	<p>Market research was carried out for all Regulated procurements. The market research checklist has been updated in relation to Brexit and cyber security. A commodity/service strategy template and guidance were developed to clearly show the correlation between market research and the decision-making process.</p>
<p>Utilising outcome based specifications</p>	<p>Encourage the use of outcome based specifications where relevant.</p>	<p>Specifications are drafted by the relevant business partners with support and guidance from purchasers and in consultation with relevant stakeholders, end-users and in-house specialists. Specification templates and guidance have been developed and rolled out to encourage an improved and more open approach to specification drafting. We need to continue to encourage the use of outcome based specifications and this remains a focus of our continuous improvement activities.</p>
<p>Implementing robust business continuity plans in critical contracts</p>	<p>Key contracts identified and business continuity plans developed and maintained.</p>	<p>All business-critical contracts awarded included a requirement for a business continuity plan to be agreed between the contractor and contract manager. Annual financial checks are carried out for all our business-critical contracts. An impact assessment of all our contracts was carried out to assist the identification of risks associated with the coronavirus that could potentially affect the operation of our contracts.</p>
<p>Ensuring effective engagement between our purchasers and business areas, utilising our technical, commercial and legal expertise</p>	<p>Project team and specialist expertise identified and roles and responsibilities documented in commodity/service strategies. Regular communication maintained throughout the delivery of the procurement.</p>	<p>Commodity/service strategies identify the project team and specialist staff engaged in the procurement, clearly identifying individuals' roles and responsibilities. The purchaser has responsibility for maintaining communication and ensuring that all those involved in the procurement are appropriately supported to undertake their role in the procurement.</p>

Measuring contractors' performance against agreed Key Performance Indicators and service levels

Contractor performance management included in all Regulated contracts and contractor performance monitored in accordance with the requirements of the contract.

We maintain approximately 175 "live" contracts and contractor performance management varies depending on the value and risk of the contract. Each contract has a contract manager who is responsible for ensuring the obligations of the contract are met, working with the contractor to deliver continuous improvements, and maintaining an open and constructive relationship. Purchasers participate in annual review meetings for medium to high risk contracts and provide support to contract managers through the life of the contract, implementing contract extensions, variations and dealing with escalated performance matters. In the reporting period, the Regulated contracts awarded via single supplier framework agreements include performance management at framework level. All others have KPIs and/or service level agreements. Significant engagement was carried out with contractors and contract managers to ensure continuity of service provision during the Covid-19 pandemic.

Planned continuous improvements

We will provide increased support and guidance to business partners, pursuing opportunities for the delivery of innovative solutions through innovation in our procurement approach and where appropriate through the use of outcome-based specifications.

Treating our suppliers equally and without discrimination and undertaking our procurement in a transparent and proportionate manner

Transparency, equal treatment, non-discrimination and proportionality are key principles that underpin the integrity of the SPCB procurement activity.

Commitments	Activities	Achievements
<p>Having a procurement policy that reflects good public procurement practices and that is followed by everyone involved in the procurement process.</p>	<p>Procurement policy is updated regularly. Process in place to identify non-conformance with key aspects of procurement policy.</p>	<p>Our procurement policy has been reviewed, updated and published in a format that complies with web accessibility requirements. Commodity/service strategies must address all key aspects of our procurement policy and be reviewed by a team leader. All sourcing undertaken by the procurement office is led by trained purchasers and overseen by team leaders who provide advice and guidance to project teams. Comprehensive control processes are in place to identify breaches of procurement policy in low value transactions made by operational teams. There were no significant breaches and minor issues identified have been fully addressed.</p>
<p>Having robust and transparent procurement processes and procedures that fully comply with procurement legislation in Scotland.</p>	<p>Procurement process aligned to the Procurement Journey. Lessons learned recorded following the award of each Regulated contract and identified process improvements implemented.</p>	<p>SPCB procurement is aligned to the Procurement Journey and the processes supplemented by internal guidance. We work closely with our colleagues in our Legal Services who provide advice and guidance on the application of legislation and case law in our procurement. Post contract award review meetings undertaken with the project team are normally chaired by a senior member of the procurement team. Recommendations are recorded and those that are not project specific are shared across the procurement team.</p>

Utilising an e-Procurement system that provides transparency and governance to our procurements.	E-Procurement system utilised for all Regulated procurements.	All contracts advertised are managed through the Public Contracts Scotland Tender system. When utilising single supplier framework agreements the decision-making process and contract documentation are held securely in our dedicated contracts database.
Advertising our contract opportunities valued above £50k on the Public Contracts Scotland portal, as a minimum.	Regulated re-lets and new procurements advertised on Public Contracts Scotland national advertising portal, unless call off under a framework agreement or genuine exceptional circumstances. Forthcoming contract opportunities published on SPCB website and details updated quarterly.	All Regulated contract opportunities (except those undertaken from collaborative frameworks led by others) were advertised on the Public Contracts Scotland Portal, and as appropriate, on the Official Journal of the European Union or UK Find a Tender website. No Regulated procurement non-competitive actions were approved during the reporting period. Potential forthcoming contract opportunities are updated on a quarterly basis and published on our web page.
Providing tenderers with details of our tender criteria and stipulating evaluation guidance for Regulated procurements.	Tender criteria and evaluation guidance provided for all tenders.	All competitive tenders included tender criteria and evaluation guidance. Our tender documentation provides comprehensive details of the scoring range, question weightings, evaluation guidance, and the mechanism for technical and price evaluations.
Providing tenderers with details of the procurement process that will be followed.	Comprehensive details of the procurement process provided in all Invitation to Tender letters.	All competitive tenders included invitations to tender which detailed the tender process, deadlines, and all other information required to submit a bid.
Using plain English in our tender documentation and in other communication with suppliers.	Feedback sought on template documents to confirm accuracy and understanding.	The procurement policies and supplier information on our website have been reviewed and simplified to make them easier to understand. We routinely undertake peer reviews of tender documentation. Any aspects that could lead to misunderstanding are sent back to project teams for review and re-drafting.

<p>Keeping contract requirements and terms proportionate to the size and value of the contract and not including requirements that are extraneous to the delivery of the contract.</p>	<p>Specifications and tender documentation are reviewed by purchasers to ensure proportionate approach.</p>	<p>We actively seek to take a proportionate approach to our procurements and project teams are regularly prompted to keep the tender process proportionate to the risk and value of the requirement. For example, when determining the appropriate types of insurance and setting their minimum levels of cover, the likely risks and liabilities associated with the provision of the services or goods must be established and advice sought where necessary.</p>
<p>Having evaluation teams led by a purchaser</p>	<p>All evaluation teams are led by a purchaser.</p>	<p>To ensure our suppliers are treated equally and our process is fair and transparent, purchasers have led all selection and tender evaluations. All those involved in the procurement must complete a conflict of interest declaration form. The Head of Procurement is the decision maker if any actual or perceived conflict is identified.</p>
<p>Ensuring we have appropriate justification for the scoring awarded to tenders.</p>	<p>Justification for scoring recorded in tender evaluation sheets. Ad hoc checks of tender evaluations undertaken by procurement team leaders include reviewing justification comments against scores awarded. Conducting a review of the tender evaluation if one or more tenders are within 3% (tied score) of the highest scoring tender.</p>	<p>Evaluation comments were provided to justify all scores in competitive tenders. No tied score reviews were required.</p>

Planned continuous improvement:

We recognise that we need to improve our approach to including community benefits in our contracts. We aim to develop resources for purchasers and contract managers to help improve delivery and monitoring of community benefits.

Community Benefits

Commitment	Activities	Achievements
<p>The SPCB is committed to ensuring that environmental, social and economic issues are taken into account when planning, procuring and managing service delivery. This includes delivering added value through environmental improvements, supporting SMEs, third sector and supported businesses participation and considering social aspects in our procurement.</p> <p>Where relevant and appropriate, contractual community benefits will be required for procurements over £500,000 and considered for all regulated procurements, and will also form part of our contract management process.</p>	<p>Engage with other public sector bodies in the development and use of Community Benefits</p> <p>Provide appropriate training and support to staff involved in our procurement activities</p> <p>Engage with organisations that represent SMEs, the third sector and supported businesses</p> <p>Ensure that individual procurement strategies for all regulated procurements fully consider the appropriateness of including community benefits in the contract</p> <p>Introduce monitoring of the implementation of, and benefits gained from, community benefits requirements in our contractor performance management process.</p>	<p>All Regulated procurements complied with our policy on community benefits.</p> <p>Guidance is currently in development which will support purchasers in understanding the best approach for community benefits, and how to incorporate this in a procurement.</p> <p>See Objective 8 for further details on community benefits delivered.</p>

Fair and Ethically Traded Goods and Services

Commitment	Activities	Achievements
<p>Support the principles of the Ethical Trading Initiative base code and ILO 8 core conventions in SPCB procurement.</p>	<p>Have conditions of contract which mandate compliance with ETI base code and ILO conventions.</p> <p>Have conditions of contract that require contractors and their sub-contractors to comply with all applicable environmental, social and labour law obligations and internationally recognised core labour standards.</p>	<p>Our contractor assessment tool has a strong focus on social and ethical matters and is designed to help us identify our contractors' current practices and agree areas for improvement. We have surveyed 58 contractors in the past two years and were able to confirm that most have ethical trading policies for their supply chain. We will continue to monitor and work with those that required support.</p>

	<p>Utilise the sustainability tools to identify potential concerns within the supply chain Eliminate tenderers if they breached their obligations and didn't take appropriate self-cleaning measures Require contractors to take corrective actions if concerns identified Include fairly traded options in our contracts where the market can support these</p>	<p>We provide a selection of fairly traded items through our catering contract, this included tea and coffee, orange and apple juice, bananas, sugar and a selection of confectionary items.</p> <p>Whilst the Parliament shop has been closed to the public in 2020-21, it stocks a range of fair-trade goods.</p>
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Fair Work Practices

Commitment	Activities	Achievements
<p>Ensure contractors take a positive approach to fair work practices as part of a fair and equitable employment and reward package.</p>	<p>Require that all contractors' staff working exclusively and directly at the Scottish Parliament are guaranteed a Real Living Wage Promote the SPCB inclusive work practices in our contract documentation and evaluate the bidders' approach to fair work practices where the quality of goods or service being delivered or works performed is directly affected by the quality of the workforce engaged in the delivery of the contract (whether contractor staff or sub-contractors) Utilise sustainability tools to establish a proportionate approach to ensure fair work practices and other socio-economic factors are addressed in the overall delivery of the contract. In addition, we are working towards the adoption of Fair Work First guidance in our tender process and engage with our contractors to promote fair working practices and payment of the Real Living Wage.</p>	<p>The SPCB is a Living Wage employer and has adopted inclusive work practices. We expect our contractors to take a similarly positive approach to fair work practices and include this provision as an award criterion where relevant to contract delivery.</p> <p>We continue to ensure that contractor staff who work exclusively on our site are in receipt of the Real Living Wage.</p> <p>All regulated contracts awarded in the reporting period included a commitment to fair working practices, either at framework or tender level.</p> <p>Twenty seven of our contractors are accredited Living Wage Employers and 18 have signed up to the Scottish Business Pledge.</p>

Food and Animal Welfare

Commitment	Activities	Achievements
<p>Provide well balanced, nutritional food throughout our catering operation taking account of animal welfare, environmental impacts and promoting healthy eating through accreditation to the Healthy Living scheme.</p>	<p>Our commitment is supported by our Catering Standards that underpin our sustainable approach to the delivery of our catering services.</p>	<p>Our catering contractor continues to maintain the Healthy Living Award Plus in our catering facilities. Our contract places an emphasis on healthy eating, nutrition, freshness and seasonality. Menus on offer must be balanced, satisfy a range of tastes, and offer options for a range of dietary requirements. Salt, saturated fat and added sugar must be reduced in food preparation.</p> <p>Our catering provider adheres to a range of quality food standards and must ensure that its suppliers have complied with legislation and codes of practice on animal welfare.</p>

Payment Performance

Commitment	Activities	Achievements
<p>The SPCB is committed to pay all sums properly due within 30 days of receipt of a valid invoice and under our prompt payment commitment to pay 95% of valid invoices, which are not in dispute, within 10 days of receipt of the invoice. The SPCB requires its contractors to pay sub-contractors within 30 days.</p>	<p>Our conditions of contract require payment is made to sub-contractors (and sub-sub contractors) within 30 days of receiving a valid invoice.</p> <p>Contract Managers will seek confirmation of compliance</p> <p>Contractors will be required to take appropriate and reasonable action to address non-compliances</p>	<p>99.2% of invoices received by the SPCB were paid within 30 days, and early payment (within 10 days) was achieved for 97.2% of invoices.</p> <p>Our conditions of contract include a clause requiring payment of sub-contractors within 30 days. All Regulated contracts awarded were compliant with this commitment.</p> <p>No subcontractors have contacted the SPCB to raise a complaint on payment performance.</p>

Health and Safety

Health and safety at work is a priority for the SPCB and an integral part of our culture and values. The SPCB has established a management system aimed at ensuring that building users and others who may be affected by our activities are not exposed to risks to their health and safety.

Commitment	Activities	Achievements
<p>Ensure contractors and sub-contractors adopt appropriate and reasonable steps to ensure they conduct their business in such a way that their employees and others who may be affected by the delivery of SPCB contracts are not exposed to health and safety risks. The SPCB requires its contractors and sub-contractors to comply with relevant statutory duties, including the Health & Safety at Work etc. Act 1974 and subordinate legislation and require them to put appropriate measures in place to ensure compliance.</p>	<p>Have provisions in our contracts that require contractors as well as sub-contractors to comply with Health & Safety legislation.</p> <p>Where health & safety is likely to be relevant to the contract, identify at project initiation sources of health & safety risks and where appropriate seek advice from our Health & Safety Advisor to address identified risks through the procurement process</p> <p>Monitor health & safety performance, adopting methods suitable to the type of contract (e.g. Key Performance Indicator; agenda item at operational meetings; review of periodic reports from the contractor; contractors' audit)</p> <p>Investigate reported adverse events (accident, near miss, and hazards reports) and agree improvement plan to avoid reoccurrence</p> <p>Require contractors to abide by all applicable SPCB health & safety arrangements including induction training, contractor safety management system and site safety rules, keeping records and monitoring activities</p>	<p>We continue to ensure our contractors operate safe systems of work. Where relevant to the delivery of the contract, the approach of tenderers to Health and Safety is evaluated to ensure robust processes are in place.</p>

Contact Details for Annual Report

Fios Conaltraidh airson na h-Aithisg Bliadhnail

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Annex A – Contracts Awarded 2020-2021

Regulated Contracts	Contractor	Start Date	End Date	Extensions	Value
Service Yard Improvement Works	Henry Brothers	24/07/2020	31/08/2022	none	£1,925,000
Media Monitoring Services	Press Data Limited	01/08/2020	31/07/2022	12 months	£215,000
Mobile Voice and Data Services	Vodafone	19/10/2020	18/10/2022	24 months	£230,000
Expenses System	Point Progress Ltd	06/11/2020	31/03/2026	10 years	£310,500
Case Management System	Softcat Ltd	11/01/2021	10/01/2027	12 months	£376,000
Petitions System and Support	Softcat Ltd	13/01/2021	12/01/2022	48 months	£330,000
Webcasting Services	Vualto Ltd	18/03/2021	31/08/2024	24 months	£483,000

Non- Regulated Contracts	Contractor	Start Date	End Date	Extensions	Value
First Aid Training	St Andrews First Aid Training and Supplies Ltd	06/04/2020	06/04/2023	36 months	£36,000
Video Conferencing Services	BlueJeans	17/04/2020	16/04/2022	none	£7,318
Climate Change Adviser	Dr Dan Barlow	09/06/2020	30/06/2021	none	£6,000
Commissioned Research (Covid-19)	Multi supplier framework	10/06/2020	09/06/2023	none	£45,000
Corporate Cards	Royal Bank of Scotland	01/08/2020	31/07/2024	none	£0
Provision of Hand Sanitiser	Trichem Scotland Ltd	25/06/2021	24/06/2021	12 months	£20,000
Security Rostering Consultant	Crown Computing	20/07/2020	19/07/2021	24 months	£49,000
Recruitment Advertising	TMP (UK) Ltd	11/07/2020	10/07/2024	none	£20,000
Transcription Services for the Official Report	Epiq Europe Ltd	07/09/2020	06/09/2022	48 months	£30,000
Supply of Televisions	Irruptus Ltd	24/07/2020	24/08/2020	none	£6,102
Neatebox Welcome App	Neatebox	01/03/2020	28/02/2023	none	£3,600
Vehicle Hire	Enterprise Rent A Car	01/09/2020	31/08/2023	12 months	£35,000
Research Services	University of Glasgow	01/10/2020	30/09/2023	none	£20,100
Provision of PPE (Key Worker)	Lyreco UK Ltd	11/08/2020	10/08/2021	none	£1,500
Fiscal Framework Adviser	Institute for Fiscal Studies	01/09/2020	28/02/2021	none	£6,000
Engagement Survey	Engaging Works Group Ltd	21/10/2020	20/10/2021	none	£10,475
Taxi Services	Central Taxis	26/10/2020	31/03/2021	none	£5,000
News Release Distribution	Precise Media Monitoring Ltd	01/11/2020	31/10/2022	none	£5,000
Recruitment for Deliberative Engagement	Sortition Foundation	05/11/2020	04/11/2021	48 months	£10,000
Childcare Voucher Scheme Administration	Fideliti Ltd	01/02/2021	31/01/2026	60 months	£12,000
Signage	Baillie Estates Ltd	08/02/2021	07/03/2023	24 months	£3,000
Web Content Training	Content Design London Ltd	22/02/2021	21/02/2022	24 months	£6,000
Occupational Health Services	Working on Wellbeing t/a Optima Health	01/04/2021	31/03/2022	none	£25,000

Annex B – Planned Procurements

Regulated Procurements

The table below lists all Regulated procurements anticipated in the next 2 financial years. This list is subject to future changes.

The SPCB uses collaborative framework agreements set up by the Scottish Government, Crown Commercial Services and other public sector bodies. Contracts listed below may be procured from these frameworks and would therefore not be advertised.

April 2021 – March 2022	Estimated Value	April 2022 – March 2023	Estimated Value
Building Energy Management System	£3,500,000	Temporary Staff	£3,000,000
Telecoms Services	£900,000	HR and Payroll System	£1,800,000
Mobile Computing	£600,000	Headed Stationery	£1,350,000
IT Peripherals	£300,000	Professional Property Services	£900,000
Security Vetting	£185,000	Furniture	£580,000
Postal Services	£160,000	Audio-visual Equipment and Services	£550,000
Art Installation Handling and Transport	£160,000	Digital Video & Audio System	£515,000
Stationery and Office Paper	£150,000	Multifunction Devices	£500,000
Exhibition Design, Build and Maintenance	£125,000	Broadcasting Equipment & Infrastructure	£475,000
Corporate Clothing	£100,000	Media Planning and Buying	£285,000
Occupational Health Services	£80,000	Media Monitoring	£215,000
IT Consumables	£80,000	Franking Machine	£210,000
Sign Language Interpretation	£75,000	Audio Reinforcement	£195,000
Lone Worker Devices	£65,000	Business Continuity Training	£120,000
Change Management Consultancy	£65,000	Legal Services	£100,000
Retail Books	£60,000	Video Conferencing	£90,000
Courier Services	£50,000	World Press Photo Exhibition	£95,000

Non-regulated Procurements

The table below lists all non-regulated procurements anticipated in the next 2 financial years. This list is subject to future changes.

There is no requirement to advertise procurements with an estimated value below £50,000. Any potential suppliers interested in being involved in these procurements should contact procurement@parliament.scot

April 2021 – March 2022	Estimated Value	April 2022 – March 2023	Estimated Value
Protective Vests	£45,000	Branded Retail Souvenirs	£48,000
Investigations Service	£45,000	Discover Digital Engagement Tool	£45,000
Photographic Archiving System	£45,000	Employee Assistance Programme	£40,000
Debate Digital Engagement Tool	£45,000	Emergency Messaging	£25,000
Enhancement of mobile signal	£45,000	Environmental Audit and Certification	£21,000
Interpreting, Translation and Transcription	£40,000	Display Cases	£18,000
Insurance Broking	£40,000	Gym Equipment	£16,500
Taxi Services	£35,000	Banking Services	£15,000
Electrical Equipment	£35,000	Welcome App	£5,000
Printed Legislation Documents	£14,000	News Release Distribution	£5,000
Copyright Services	£10,000	Travel & Accommodation Services	£5,000
Leaflet Merchandising	£8,000	Meter Data (Gas)	£4,000
		Fuel Cards	£3,000
		Meter Data (Electricity)	£2,500
		Reuse, Recycling IT Equipment	tbc

Annex C – Procurement Journey Annual Procurement Report Template

1. Organisation and report details	
a) Contracting Authority Name	Scottish Parliamentary Corporate Body
b) Period of the annual procurement report	01 April 2020 to 31 March 2021
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes
2. Summary of Regulated Procurements Completed	
a) Total number of regulated contracts awarded within the report period	7
b) Total value of regulated contracts awarded within the report period	£3,869,500
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	6
i) how many of these unique suppliers are SMEs	4
ii) how many of these unique suppliers how many are Third sector bodies	0
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	7
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0
4. Community Benefit Requirements Summary	
Use of Community Benefit Requirements in Procurement:	
a) Total Number of regulated contracts awarded with a value of £4 million or greater.	0
b) Total Number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements	0
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	1

Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

d) Number of Jobs Filled by Priority Groups (Each contracting authority sets its own priority groups)	0
e) Number of Apprenticeships Filled by Priority Groups	0
f) Number of Work Placements for Priority Groups	0
g) Number of Qualifications Achieved Through Training by Priority Groups	0
h) Total Value of contracts sub-contracted to SMEs	£2,082,583
i) Total Value of contracts sub-contracted to Social Enterprises	0
j) Total Value of contracts sub-contracted to Supported Businesses	0
k) Other community benefit(s) fulfilled	Please refer to Objective 8 for details

5. Fair Work and the real Living Wage

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion	3
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period	6
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	2
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period	0

6. Payment performance

a) Number of valid invoices received during the reporting period.	5361
b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)	99.2%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	7
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	0

7. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period	0
b) Total spend with supported businesses during the period covered by the report, including:	£39,352
i) spend within the reporting year on regulated contracts	£7,402
ii) spend within the reporting year on non-regulated contracts	£31,950

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.	£15,568,117
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£4,837,447
c) Total procurement spend with Third sector bodies during the period covered by the report.	£54,884
d) Percentage of total procurement spend through collaborative contracts.	£6,599,945
e) Total targeted cash savings for the period covered by the annual procurement report	n/a
i) targeted cash savings for Cat A contracts	n/a
ii) targeted cash savings for Cat B contracts	n/a
iii) targeted cash savings for Cat C contract	n/a
f) Total delivered cash savings for the period covered by the annual procurement report	£933,516
i) delivered cash savings for Cat A contracts	£618,604
ii) delivered cash savings for Cat B contracts	0
iii) delivered cash savings for Cat C contracts	£314,912
g) Total non-cash savings value for the period covered by the annual procurement report	£64,000

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years	33
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£17,535,000