Scottish Public Pensions Agency
Buidheann Peinnseanan Poblach na h-Alba

SPPA Annual Procurement Report
Financial Year 2024-2025

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Section 1 – Introduction

The Scottish Public Pensions Agency (SPPA) is a contracting authority within the Scottish public sector, responsible for delivering pension administration services to members of public service pension schemes in Scotland. In fulfilling this role, SPPA operates within a robust legislative and regulatory framework designed to ensure transparency, fairness, and value for money in public procurement.

SPPA's procurement activities are governed by national legislation, the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014, as well as international obligations, including the World Trade Organisation (WTO) Government Procurement Agreement and the UK-EU Trade and Cooperation Agreement ensuring compliance with global standards.

As SPPA's annual expenditure on goods and services exceeds £5 million, the organisation is legally required to publish an Annual Procurement Report for the previous financial year under the Procurement Reform (Scotland) Act 2014. This report provides a transparent account of procurement activity during the reporting period, demonstrating how SPPA has delivered best value, supported sustainable procurement objectives and complied with all relevant legislation.

SPPA promotes the Scottish Government's Procurement Model by embedding sustainable procurement practices. Sustainable procurement is defined as the process of meeting organisational requirements for goods, services and works in a manner that delivers whole-life value for money, while generating benefits for the organisation, society, the economy, and the environment. SPPA adheres to key international procurement principles, including fairness, openness, transparency, mutual recognition, non-discrimination, and proportionality.

Where appropriate, SPPA draws upon specialist expertise from the Scottish Government's Procurement and Property Directorate, in accordance with a formal Service Level Agreement.

SPPA also contracts with the UK Government Actuary's Department for actuarial provision and meets the relevant regulatory criteria for the use of such.

Community benefits were delivered through the implementation of the Targeted Recruitment and Training Clause, a contractual requirement of the

Pension Platform provider agreement, resulting in the recruitment of two Modern Apprentices. Fair Work principles were further reinforced by ensuring that all engaged suppliers hold full accreditation as Living Wage employers.

Section 2 – Summary of regulated procurements

Types of procurement

Regulated procurement is defined by the Procurement Reform (Scotland) Act 2014 as:

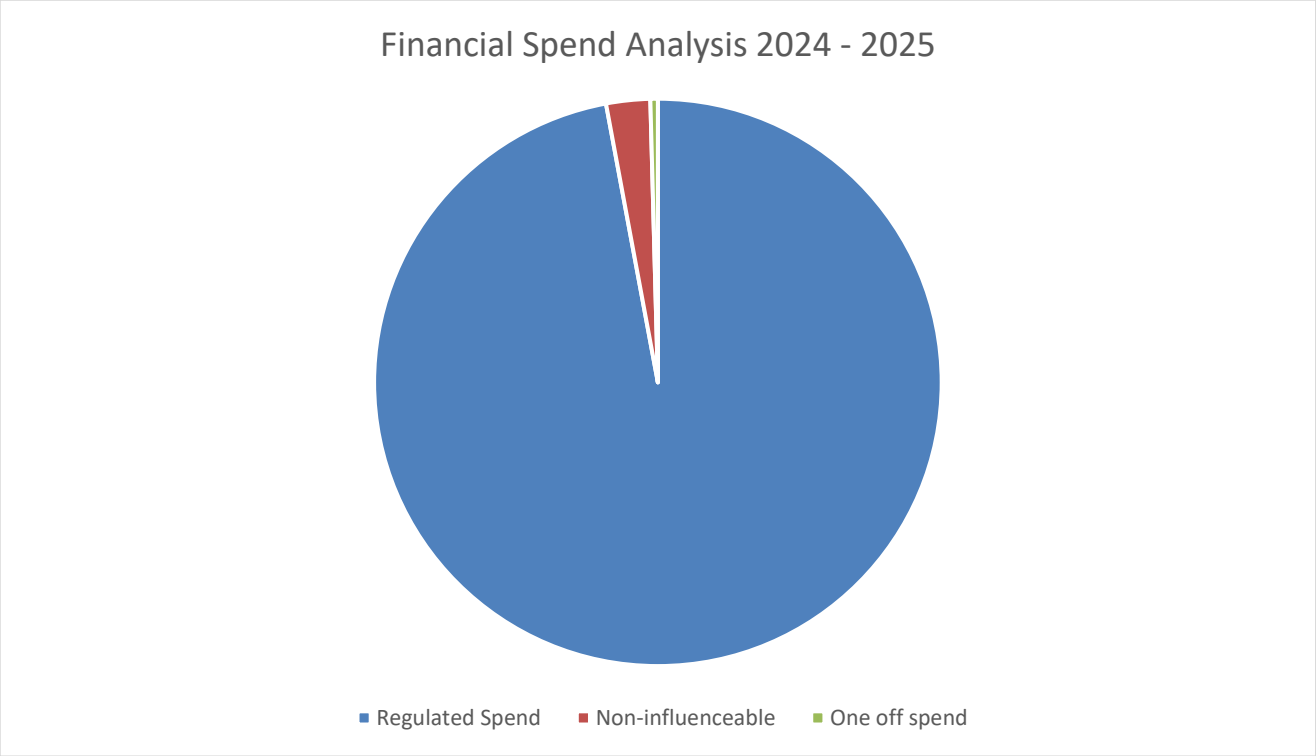
- the purchase of goods and services with an estimated value of £50,000 or more (excluding VAT)
- public works with an estimated value of £2,000,000 or greater (excluding VAT)

Competitive procurement applies to any requirement with an aggregate value exceeding £5,000. SPPA follows the Scottish Government Procurement Journey for all such procurements that fall below regulated thresholds, except where a non-competitive award is demonstrably justified.

Our annual spending

As shown in Figure 1, in 2024/ 25 our total expenditure was £12,706,764.67. The regulated contract spend was £11,842,473.88. Unregulated contract spend was £506,692.84. Non-influenceable spend was £305,689.60 and the influenceable non-contract spend (one off requirements) was £51,908.35

Figure 1: Total SPPA spend 2024/25



Summary of procurement activity

Table 1 summarises our procurement activity, by type, for the period April 2024 to March 2025.

97% of our procurement activity was achieved through contracts and framework call-offs, which are both regulated and unregulated depending on value. Most of our procurement spend activity was completed through Scottish or UK Government framework agreements. Frameworks are more efficient than running full tender exercises because the procurement, due diligence, and supplier vetting work has already been completed, allowing organisations to buy quickly and compliantly. They reduce administrative burden, speed up access to the market, and ensure consistent value for money with far less resource effort. The remaining 3% of spend fell within non-influenceable and one-off spend categories. This includes items such as SPPA business rates. In total, we put in place 38 contracts, of which 20 were regulated procurement over the value of £50,000.

Table 1: Summary of procurement activity for 2024/25

Type of procurement	Quantity	Estimated value
Framework call-offs unregulated	9	£139,900
Contract awards unregulated	1	£7,500
SPPA regulated procurement (over £50,000)	20	£10,415,000
Non-competitive Actions (NCA) – See table two for further information	8	£657,065.00

Please see Annex A for further details.

Awards without competitive procurement

We identify and publish all contract awards which should be subject to a regulated procurement process in the Public Contracts Scotland portal. Any non-competitive action must be justified and approved by SPPA's Chief Executive (and Accountable Officer).

This ensures full compliance with procurement requirements and highlights any exceptional cases where procurement falls outside regulatory scope, for example:

- when the requirement falls under the general exclusions and specific situations of the Public Contracts (Scotland) Regulations 2015
- when the requirement can only be delivered by a specific supplier through an exclusive right under the Public Contracts (Scotland) Regulations 2015

When a contract is identified under an exclusive right we place a contract award notice within the Public Contracts Scotland portal, which includes contract period and value.

Table 2: Non-competitive action: contract awards

Contract Name	Supplier Name	Contract start date	Contract expiry date	Contract Value
Business Analyst	Lorien	01-Apr-24	27-Sep-24	£67,840.00
Test Manager PPP	Harvey Nash	01-Apr-24	31-May-24	£24,000.00
Communications & Engagement Manager	Harvey Nash	01-Apr-24	27-Sep-24	£53,500.00
Delivery Manager PCP	Lorien	01-Apr-24	31-May-24	£24,725.00
Communications & Engagement Manager	Harvey Nash	30-Sep-24	25-Apr-25	£62,000.00
Business Analyst	Lorien	30-Sep-24	31-Jul-25	£113,000.00
Programme Manager - Practitioners Project	Harvey Nash	02-Sep-24	29-Aug-25	£160,500.00
Senior Content Designer	Harvey Nash	29-Jul-24	31-Jul-25	£151,500.00
				£657,065.00

We have awarded 8 non-competitive action contracts for the 24-25 period to retain key project staff to help deliver our retrospective legislative duties under McLoud Remedy. Although the number of non-competitive action contracts remained static from the previous year, the value of the contracts rose by approximately 12.5%. SPPA remains committed to full compliance with all procurement regulatory requirements.

Section 3 – Review of regulated procurement compliance

How we review regulated procurements

We use the Scottish Government Procurement Journey for all regulated procurements where a tendering process is required. There are three different procurement routes, and we use a decision matrix to select the appropriate route based on legislative requirements, risk, costs and strategic importance.

Route 1
Provides guidance for unregulated procurements under £50,000 which are low-risk and non-repetitive in nature.

Route 2
Provides guidance for regulated procurements which are between £50,000 and the World Trade Organisation's (WTO) Government Procurement Agreement (GPA) threshold. The WTO legislation covers organisations and projects that receive public money, like SPPA, and states that procurements above a certain threshold must be published in the UK Find a Tender Service (FTS). SPPA's GPA threshold is £214,904 inclusive of VAT, £179,087 excluding VAT.

Route 3
Provides guidance for regulated procurements above the GPA threshold, including call-off contracts from Scottish Government and Crown Commercial Service frameworks.

Delivering our priorities

The priorities are in line with the Scottish Government Procurement Strategy, Scottish Public Finance Manual and the Scottish Procurement Policy Manual.

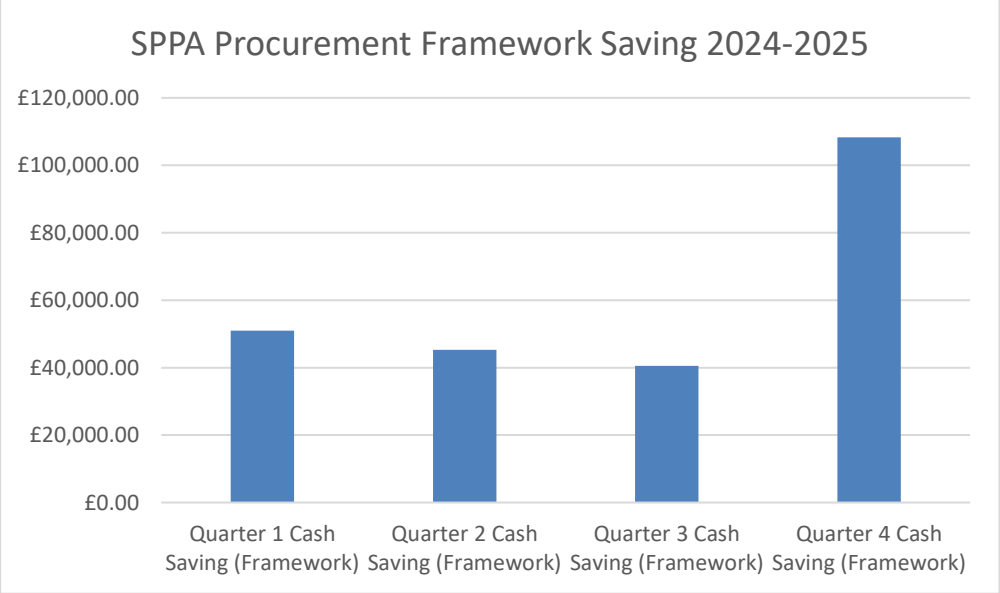
Priority one: full legal compliance and governance

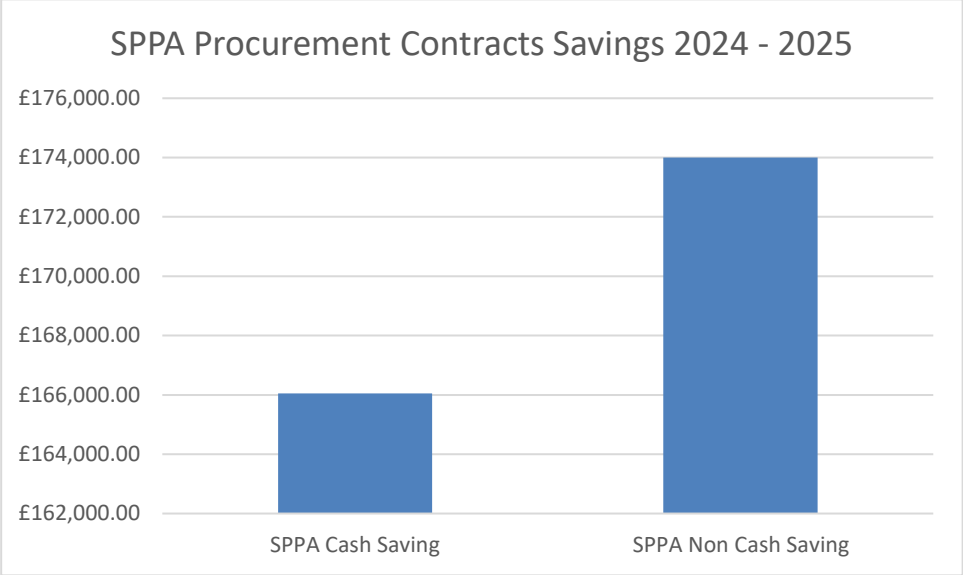
27 out of 35 contracts were fully compliant. The remaining eight non- competitive procurements met relevant regulations.

Priority two: make and measure savings and add value

We obtain value for money through best practice contracting, effective supplier management (by SPPA colleagues in other functions) and strategic procurement activities. We delivered savings of around £166,000 (future contract values) over this period mainly by using Scottish Government and Crown Commercial Service framework call-off contracts. SPPA non-cash savings of approx. £174,000 using Scottish Government frameworks and approx. £4,250 cash savings. These savings are in line with the Procurement Benefits Reporting Guidance.

Figure 2: SPPA savings
(Framework information provided by the Scottish Procurement and Property Directorate)





Priority three: consider sustainability in every contract opportunity

SPPA promotes sustainable procurement by widening access to contract opportunities for small and medium-sized enterprises (SMEs), third-sector organisations and supported businesses. Sustainability is systematically considered and embedded within commodity strategies where appropriate.

Priority four: a leaner, efficient and effective procurement function

SPPA continues to strengthen its procurement function to ensure it is lean, efficient and effective. Progress has been made through increased use of framework agreements and Scottish Government Procurement Shared Services, while recognising that further enhancements remain a focus for future periods.

Section 4 – Strategy Performance Review

(from section 4 of the procurement strategy 2023-25)

Priority one: Build a skilled, diverse and inclusive procurement and commercial team

Our objectives

- Ensure a highly skilled Procurement and Commercial Team, supported by competency-based learning and development programme utilising the Scottish Government Procurement Competency Framework.
- Through the Scottish Government Competency Framework identify professional development opportunities to add to the experience and skills of our Procurement and Commercial Team.
- Use the Procurement Competency Framework and one-to-one discussions to identify any skills required by our staff, invest time in personal development, and support our staff through coaching and mentoring.
- Support Procurement and Commercial staff to gain professional qualifications and continue their professional development.
- Provide appropriate training and guidance to all staff involved in the

procurement process.

- Focus on team-working with internal and external stakeholders to make sure we can deliver procurement outcomes successfully.
- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010.
- Utilise the e-learning modules which are available.
- Raise the profile of Procurement through effective communication and engagement with stakeholders.

How we did

- Continued to enhance the capability of the Procurement team by collaborating closely with Scottish Government procurement colleagues and working in partnership with a Commercial Specialist.
- Appointed a permanent Procurement Manager to lead the department, oversee strategic direction, and coordinate training activities.
- Continued to strengthen collaborative relationships with the Central Procurement Team, the Procurement Capability Team, and Procurement Shared Services, all of whom have provided valuable support and contributed to enhanced knowledge sharing on processes and applications
- Continued to develop and communicated best practice guidance for staff involved in procurement, supplier payments and purchasing activities.
- Ensured that all staff involved in contract management completed the required e-learning modules and received ongoing support and development.
- All members of the Procurement team are undertaking professional development and working toward qualifications through the Chartered Institute of Procurement and Supply (CIPS).

Development opportunities

- Enhanced utilisation of the Procurement Competency Framework to support more targeted and specialised training opportunities.
- Continue to enhance the visibility of Procurement through regular communications and awareness-raising sessions with both internal and external stakeholders.
- Initiate regular formal meetings between Procurement, Contract Managers, and relevant stakeholders to improve communication and clarify roles and responsibilities.

Priority two: develop an efficient procurement function to deliver our services

Our objectives

- Actively manage the way workloads are prioritised and resources allocated.
- Encourage early involvement and consultation with business areas to make sure business cases explore all options and demonstrate the risks, benefits and value for money of contracts.
- Work with stakeholders to carry out effective market research and involve suppliers.
- Lead the procurement process, supporting stakeholders in

developing specifications and making sure sustainability and accessibility are considered at every stage.

- Develop website guidance and advice for suppliers and potential suppliers on doing business with us.
- Identify and gather evidence to support us through our next Procurement Commercial Improvement Programme Health Check assessment in 2024/25

How we did

- Improved staffing levels and collective skillsets enabled more effective prioritisation of work.
- All regulated procurements are supported by business cases that assess available options, demonstrate expected benefits and value for money, and receive the necessary approvals prior to commencing the procurement process.
- Utilised wave plans and forward-planning tools to support effective resource allocation and enable early engagement in procurement activity
- Conducted market research for all regulated procurement activities and, where appropriate, for additional exercises in collaboration with prospective suppliers and key stakeholders.
- An assessment under the Procurement Commercial Improvement Programme Health Check was successfully completed during 2024/25.

Development opportunities

- Introduce a programme of early supplier engagement to enable more informed decision-making before specification development.
- Enhance the quality and accessibility of information provided on the SPPA external website to ensure more effective support for suppliers.
- Implement enhanced practices and guidance on Climate Change Emergency Management to strengthen organisational performance in this area.
- Develop an internal stakeholder survey to assess procurement customer satisfaction.

Priority three: improve supplier performance, work more sustainably, promote fair work practices and resilience in supply chain

Our objectives

- Embed Fair Work First (FWF) guidance in our tender process where relevant and proportionate, and work with our contractors to promote fair working practices and Real Living Wage Scotland.
- Monitor FWF commitments made by our suppliers through our contract management processes
- Promote the Scottish Business Pledge as part of our procurement and commercial activities
- Follow Scottish Procurement Policy Note 3/2021 – Implementation of Fair Work First in Scottish Public Procurement. This explains how public bodies should apply the Fair Work First criteria and follow regulated procurement processes.
- Work with stakeholders to develop and put into practice an approach to contract management that is based on risk and taking action that is in

proportion to that risk.

- Work with contractors to discuss how they meet our expectations, ethical supply chains and sustainable development.
- Identify opportunities to help us become more sustainable through the contracts we award and monitor progress by managing those contracts effectively.

How we did

- SPPA incorporates Fair Work First principles into all relevant tender documentation to promote fair working practices and to ensure that suppliers provide the Real Living Wage in Scotland
- Prepared comprehensive contract-management handover packs to enable contract managers to effectively monitor Fair Work First practices during routine contract review meetings.
- Worked in partnership with key internal and external stakeholders to embed consistent, contract-management practices, underpinned by scheduled formal review meetings.
- Implemented the requirements set out in Scottish Procurement Policy Note 6/2021, which replaces Policy Note 3/2021, to ensure Fair Work First criteria are applied consistently across all procurement processes.
- 100% of our strategies for regulated procurement considered sustainability (see section 5 benefitting our community).

Development opportunities

- Establish formal review meetings between procurement and contract managers, ensuring that Fair Work First is included as a standing agenda item
- Identify and implement opportunities to incorporate sustainability considerations and fair work practices as evaluation criteria across all procurement processes, where appropriate

Priority four: ensure procurement opportunities are accessible to small and medium enterprises, third sector organisations and support businesses.

Our objectives

- Advertise contracts and supply-chain opportunities by using the Public Contracts Scotland portal or the Public Contracts Scotland – Tender portal.
- Work with contractors to encourage small to medium enterprises, third-sector organisations and supported businesses to be a part of our supply chain.
- Use the Scottish Government Supported Business Framework whenever appropriate.

How we did

- SPPA advertised all appropriate opportunities through Public Contracts Scotland and Find a Tender Service and requested that suppliers advertised any supply chain opportunities through this route.

Development opportunities

- Establish formal review meetings between procurement and contract managers, ensuring that Fair Work First is included as a standing agenda item

- Identify and pursue opportunities to enhance engagement with SMEs and third-sector organisations by increasing the use of Scottish and UK-wide framework agreements that demonstrate strong SME participation.

Priority five: ensure procurement activities meet legislation

Our objectives

- Make sure all policies, documents and processes take account of relevant legislation.
- Provide annual Personal Development Plans with associated training and incorporate the knowledge transfer of new Legal updates to the Procurement and Commercial Team.
- Provide stakeholders with copies of our procurement policies and help them apply these.
- Develop and Implement guidance and templates in line with the Procurement Journey.
- Report on our procurement activity and publish annual procurement reports.
- Put in place improvements following audits, project reviews and external assessments.
- Take forward Continuous Improvements through Lessons Learned
- Arrange peer reviews for high-risk contracts.
- Seek legal guidance where appropriate
- Seek community benefits for relevant contracts over £4 million. In addition, where relevant and proportionate to the subject matter, will consider Community Benefits for all procurements greater than £1 million.

How we did

- Continue to refine, develop, and implement standardised templates and guidance in alignment with the Scottish Government Procurement Journey.
- Collaborated with Central Government Procurement Shared Services to evaluate and refine commodity strategies and associated invitations to tender.
- Facilitated publication of the contract register on the Public Contracts Scotland portal in alignment with transparency and governance requirements.
- Consistently attended all quarterly cluster meetings and maintained ongoing liaison with Scottish Government capability team.
- Created a formal action plan to review, monitor and implement audit recommendations.
- Reviewed the 2023–2025 Procurement Strategy and implemented amendments as required.
- Published annual procurement report for 2023-2024.

Development opportunities

- Continue to improve contract management across SPPA ensuring value for money.
- Reduce the number of non-competitive awards.
- Continue to improve supplier performance through greater use of balanced scorecards and regular contract review meetings.
- Continue to ensure audit actions and recommendations are embedded.

Priority six: contribute to sustainable development within procurement

Our objectives

- Use appropriate tools to increase opportunities for our procurement activities to have positive social, economic and environmental outcomes.
- Follow Scottish Procurement Policy Note 1/2021 – Taking Account of Climate and Circular Economy Considerations in Public Procurement and use relevant tools to help us develop action plans and strategies for awarding contracts and directing resources to where they are needed.
- Increase the knowledge, skills and capability within the Procurement and Commercial Team and across our stakeholders, including making sure that all stakeholders know that they need to be more aware of the effect they can have on climate change and how to access e-learning that is available through the Sustainable Procurement Tools platform.
- Work with business areas to carry out market research, and include commercial, operational and sustainability considerations in this research.
- Consult appropriate experts
- Actively work with suppliers and ask them to help us arrange and deliver sustainable solutions throughout the life of a contract.
- Take forward multi-lotting approaches to encourage the inclusion of SMEs where possible.
- Work with SMEs to assist SME inclusion and support sustainability through spend activity.
- Use recognised standards in our specifications where these are available and relevant.
- Manage contracts to make sure they provide the social outcomes we want to achieve.
- Include the sustainable procurement duty in our processes to make sure we fully consider costs, environmental impact and social effects over the whole life of an item or service when assessing value for money.
- Develop internal templates and guidance to help reduce demand for goods and services by cutting down on waste, and encouraging people to re-use and recycle, and to use goods and services that do the least harm to the environment.

How we did

- Sustainable development guidance was updated and shared with key stakeholders within SPPA. These will be regularly reviewed.
- Use the procurement journey and tools available as best practice.
- Incorporate the consideration of procurement lots within commodity strategies, to promote and enhance sustainability outcomes.
- Include clear sustainability expectations, KPIs, and reporting requirements in tender specifications and contract terms, where appropriate.
- 100% attendance at the quarterly Scottish Government cluster group meetings to share best practice around sustainability and regular contact with the related Scottish Government capability team.
- Work with staff to develop robust commodity strategies ensuring sustainability considerations.

Development opportunities

- Continue to improve the use of SMEs in the supply chain.
- Continue to upskill and develop key stakeholders regarding sustainability.

The future

Policies

SPPA will ensure our policies and procedures are under regular review in line with Scottish Government and regulations, if appropriate.

Invoice payment

Paying invoices promptly is very important to us and payment times are measured and reviewed monthly. We're committed to paying undisputed invoices within 10 days (we regard payment as being made once funds are with the supplier, which is usually a day or two after sending instructions to our bank). Any subcontractors should be paid within 30 days as per terms and conditions.

Payment performance is closely monitored by HM Treasury against the Scottish Government target of 100% of bills paid on time, with no department falling below 95%.

Table 3: Invoice payment performance

Payment Performance for year 2024-2025			
Month	Invoices	Paid within T&C's	Performance %
April	93	76	**82**
May	112	101	**90**
June	75	60	**80**
July	116	98	**84**
August	88	79	**89**
September	95	74	**78**
October	18	18	**100**
November	168	166	**98**
December	117	117	**100**
January	141	135	**95**
February	141	133	**94**
March	204	201	**98**
Average perfromance figure			**90**

Our policy

SPPA uses the Scottish Government recommended tools for procurement when appropriate. We have embedded these tools within our process to help us get it right and create the best value, especially when it comes to regulated procurement:

- Scottish Procurement Model
- Public Procurement reform programme
- Procurement journey
- World Trade Organisation principles
- Public Contracts Scotland

These tools also help us deliver our sustainable procurement priority:

- Procurement toolkit
- Procurement journey
- Scottish Government sustainable tools
- Flexible framework

New Benefits for financial year 2024-2025

The new facilities management contract delivers strong social value by providing apprenticeships, job opportunities, and community training sessions that help develop local skills and improve employability. The contractor's commitment to community engagement, such as annual donations, volunteering support, and partnership work with local organisations, creates direct positive impact for disadvantaged groups and strengthens community resilience. The contract also supports environmental sustainability through energy efficient practices, carbon reduction measures, and waste minimisation activities. Additionally, fair work practices, including payment of the Real Living Wage, investment in staff development, avoidance of zero hours contracts, and promotion of equality and flexible working, ensure high quality service delivery and a supported, motivated workforce.

All contracts and contracts awarded from UK and Scottish Government frameworks ensure that the real living wage is met.

Existing environmental / sustainable benefits

Our grounds maintenance contractor does not mow the perimeter of our grounds and we have developed wild garden areas with perennial flowers and plants to encourage wildlife, butterflies and bees. Our contractor uses environmentally friendly fertilisers and pesticides to reduce pollution as well as using our compost area.

Reducing waste by allowing fallen leaves to be stored in small areas which provides refuge for small animals and also eventually provides a natural fertiliser once the leaves are decomposed.
They have also erected bird boxes in sheltered areas, with bird feeders to attract

birds and help them thrive.

Our ongoing facilities management contract has been designed to deliver sustainability benefits, including:

- paying the Scottish Living Wage
- all contractors adhere to employment practices that exclude the use of zero hour contracts.
- using environmentally certified and phosphate-free Ecolab cleaning materials, which are delivered as super-concentrates to reduce plastic waste, packaging and transport costs
- a commitment to reduce carbon emissions
- training and skills development for staff

Maintenance tasks have been undertaken by several local SME companies and tradesmen from the Scottish Borders Council minor maintenance framework.

Framework agreement benefits

Some of the frameworks we use seek to help disadvantaged members of our community into temporary roles, improving employability:

- temporary and interim staff
- temporary and interim staff – interim IT
- temporary and interim staff – interim professionals
- travel services

The banking services framework supports local recruitment where possible offering apprenticeships for over 16's, summer internships and graduate roles.

Scottish Government have introduced a number of Dynamic Purchasing System (DPS) frameworks providing greater access and opportunity for SMEs and local suppliers. SPPA seeks to utilise these whenever appropriate

The electricity framework is committed to apprenticeship training programmes and using local supply chain partners and contractors.

Our printing contract is an accredited living wage employer, supports modern apprenticeships and works with local SMEs, supported businesses and charities. The contract includes the stipulation that a number of community benefit targets are met.

The postal service framework includes the following sustainable and community benefits:

- supply of paper from sustainable chains;
- actively promoting carbon capture programmes including national tree planting;
- recycling of white paper related waste;
- targets to be net zero carbon business;
- reductions of energy consumption;
- a percentage of electricity supply is from certified renewable sources;

- water-based inks are used where possible
- apprenticeship schemes;
- graduate programmes;
- participation in the Duke of Edinburgh Award Scheme;
- use of electric vehicles promoting carbon capture programmes;
- recruitment processes are more inclusive and accessible;
- targeting recruitment at non-employed people;
- disability confident employer status;
- volunteering work to contributing to schools and education;
- support and advice to 3rd sector organisation.

The Water and Wastewater Services Framework provides public-sector organisations with a centralised, efficient way to procure water and wastewater billing services, including automated meter reading and intelligent water management programmes that help reduce consumption and carbon emissions. It delivers financial, environmental, and operational benefits through cost-avoidance savings, enhanced monitoring tools, and tailored customer support. The framework also embeds meaningful community benefits, including STEM outreach for schools, student placements, virtual skills sessions, apprenticeships, and social-mobility initiatives designed to support young people across Scotland.

The Water and Wastewater framework benefits include:

- **Scottish Schools Outreach Programme (STEM)** – providing STEM education and training opportunities for school pupils, aligned with Scotland's National Outcomes.
- **Student placements** – offering placements for university and college students, plus initiatives that promote access to further or higher education (including mentoring and student support).
- **Developing the Young Workforce (DYW) Live sessions** – delivering virtual skills sessions to students in remote areas through the DYW Live partnership.
- **Career Ready Initiative** – supporting young people from socially deprived areas with mentoring and paid work experience.
- **Modern Apprenticeships** – creating apprenticeship opportunities, particularly targeting young people from disadvantaged backgrounds.

Fair Work benefits include payment above the Living Wage, progress toward formal accreditation, non-use of zero-hours contracts, and continued alignment with the Scottish Government's Scottish Business Pledge.

Supported business

We consider supported businesses for all procurements during the procurement strategy stage.

Section 5 – Future procurements

Table 5: Future regulated spend for the period 1 April 2025 – 31 March 2026

Subject Matter	Contract Type	Expected Award Date	Expected Start Date	Estimated Contract Value
Grounds maintenance and Winter Site Clearance	Contract	July 2025	01/09/2025	£65,000
Publishing, Print, Design & Associated Services	Scottish Government Framework	September 2025	01/10/2025	£300,000
Postal Services	Scottish Government Framework	May 2025	01/07/2025	£500,000
Gas	Scottish Government Framework	February 2025	01/04/2025	£125,000
Hosting Services	Contract	February 2025	01/04/2025	£115,000

Section 6 – Other information

Contract management

Procurement and Contract Management is an important function within SPPA. Further improvement will be made in financial year 2025/2026, through liaising with and implementing new policies in collaboration with both internal and external audit bodies.

Developing our people

We continue to encourage our team to sign up to the professional Chartered Institute of Purchasing and Supply (CIPS) qualification. In 2025/2026 the focus will be on developing the team to further enhance and realise benefits, while motivating our people to achieve their potential. We use the Scottish Government competency framework to develop our people; this is incorporated into personal development plans and addressed formally during regular review meetings.

Section 7 – About this report

This report is subject to formal annual review and approval by the SPPA senior leadership team.

Report Owner: Mark Turnbull
Designation: Procurement and Contracts Manager
Email: mark.turnbull@gov.scot

Annex A – SPPA procurement activity

We have included all regulated contracts awarded in the period from 1 April 2024 - 31 March 2025.

Contract Name	Supplier Name	Start date	Expiry date	Framework	Contract	Collaborating	Contract Value
Actuarial Services	Govt Actuary's Dept	01-Apr-24	31-Mar-28	No	Yes	No	£7,600,000.00
Robotic Process Automation	Ernst & Young LLP	03-Jun-24	02-Jun-26	Yes	No	No	£800,000.00
Facilities	Emtec	30-Apr-24	31-Aug-27	No	Yes	No	£467,225.00
Technical Architect PCP/McCloud	Venesky Brown	06-Jan-25	28-Mar-25	Yes	No	No	£206,388.00
Electricity	EDF	01-Apr-24	31-Mar-26	Yes	No	No	£190,000.00
DBA/ Data Analyst	Harvey Nash	13-Nov-24	29-Aug-25	Yes	No	No	£177,000.00
Programme Manager - Practitioners Project	Harvey Nash	02-Sep-24	31-Mar-25	Yes	No	No	£133,000.00
Business Analyst - Practitioners Project	Venesky Brown	02-Sep-24	31-Mar-25	Yes	No	No	£132,000.00
Senior Content Designer	Harvey Nash	29-Jul-24	31-Jan-25	Yes	No	No	£114,000.00
Project Manager - Remedy	Venesky Brown	01-Jul-24	31-Oct-24	Yes	No	No	£100,000.00
Programme Director	Venesky Brown	18-Oct-24	31-Mar-25	Yes	No	No	£100,000.00
Procurement and Contracts Manager	Harvey Nash	08-Apr-24	04-Apr-25	Yes	No	No	£92,000.00
Water and waste water	Scottish Water Business Stream Ltd	01-Apr-24	31-Mar-27	Yes	No	No	£75,000.00
Project Support Officer	Venesky-Brown	30-Sep-24	31-Mar-25	Yes	No	No	£73,000.00
Project Manager - Remedy	Venesky Brown	02-Dec-24	28-Mar-25	Yes	No	No	£52,000.00
Pension Admin	Venesky Brown	31-Jul-24	22-Sep-24	Yes	No	No	£50,000.00
Pension Admin	Blue Arrow	31-Jul-24	31-Dec-25	Yes	No	No	£50,000.00
Pension Admin	Blue Arrow	31-Jul-24	31-Dec-25	Yes	No	No	£50,000.00
Pension Admin	Blue Arrow	31-Jul-24	31-Dec-25	Yes	No	No	£50,000.00
Pension Admin	Blue Arrow	31-Jul-24	31-Dec-25	Yes	No	No	£50,000.00
Pension Admin	Venesky Brown	31-Jul-24	31-Dec-25	Yes	No	No	£50,000.00
Financial Accountant	ASA	17-Mar-25	19-Sep-25	Yes	No	No	£50,000.00

Annex B – Glossary

Term	Description
Balanced Scorecard	A tool used to monitor and measure contract and supplier performance.
CIPS	The Chartered Institute of Purchasing and Supply (CIPS) is the leading body representing the field of purchasing and supply chain management.
Commercial Acumen	The ability to view situations from a commercial or business perspective: knowing your market & your customers and what they want and need & how they work.
Commercial Awareness	Evidence of commercial acumen. Awareness of the need for efficiency, cost-effectiveness, customer/ stakeholder support, a knowledge of the sector and the services the organisation provides and will provide in the future, considering the strategic objectives, current economic climate etc. A track record of appropriate procurement skill and experience, evidence of on- going/continual training and development. (desirable and post/org specific) professional qualification / undertaking or willingness to undertake as appropriate.
Commercial Competence	Commercial Competence is the ability to view situations from a commercial or business perspective. It's about knowing your market & your customers and what they want and need & how they work. Knowing what your competitors are up to; mainly so the connection between what we 'could do' and what we 'should do' becomes clear. All organisations have goals, targets and budgets and should have robust strategic goals and implementation plans. Current market and trends should be reviewed as well as the competition, organisation culture, threats and opportunities, business decisions and innovative thinking. This also helps to justify the cost- effectiveness of any budget and the resources available. The Scottish Procurement Competency Framework links commercial competencies to the key procurement activities.
Commodity Strategy	Please see the Procurement Journey for guidance on commodity strategies.
Contract Management	The process of monitoring the performance of a supplier to contract.
DPA	Delegated Purchasing Authority - Is the authority given to an individual to sign off contracts. It is not to be confused with Delegated Finance Authority as it is important that there is adequate separation of duties between the individual who has finance authority i.e. the budget holder and the individual with purchasing authority i.e. who places the contract.
DPO	Delegated Purchaser Officer- A permanent individual with Delegated Purchasing Authority (DPA).
FMS Lite Service	An agreement with Scottish Procurement Commercial Directorate (SPCD) to utilise a lite version of their fully manager service.

Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Influenceable Spend	The value of Procurement relevant spend which was actually influenced by Procurement.
MEAT	The most economically advantageous tender (MEAT) criterion enables the contracting authority to take account of criteria that reflect qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision.
NCA	Non-completive Action. Award of contract that has not been competitively tendered.
OJEU	Official Journal of the European Union.
Prioritisation Tool	The prioritisation tool is designed to assist early-stage strategic planning, and brings a standard, structured approach to the assessment of spend categories.
Procurement Exercise	Full end to end procurement exercise documentation from strategy development to contract & supplier management.
Procurement function	The business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives.
Procurement Journey	Revised public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey will be enhanced on an ongoing basis with feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.
Procurement Officer	Individual who spends the majority of their time working in a role that adds value to the quality, cost and effectiveness of the procurement or acquisition of goods, works and services; impacting upon commercial relationships during one or more stages of the procurement cycle and contributing towards best practice contract and supplier management.
Procurement Professional	Individual who spends the majority of their time working in a role that adds value to the quality, cost and effectiveness of the procurement or acquisition of goods, works and services; impacting upon commercial relationships during one or more stages of the procurement cycle and contributing towards best practice contract and supplier management.
Procurement strategy	Strategy for procurement within an organisation (can be called policy).
Public Contracts Scotland	The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.

Senior Management Team	The direct report for the Head of Procurement (whether this be a stand-alone Director or one who sits on a SMT).
Small Medium Enterprise (SME)	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Stakeholder	Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Strategy	May also be referred to as "Business Case" or "Project Strategy".
Supplier	An entity who supplies goods or services; often used synonymously with "vendor".
Supplier Performance Review	Ongoing Contract and Supplier Management (i.e. with key performance indicators being reported).
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Supply Chain Management	The coordinated set of techniques to plan and execute all steps used to acquire raw materials from suppliers, transform them into finished goods, and deliver both goods and services to customers. It includes chain-wide information sharing, planning, resources and performance measurements.
Supported Business	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.
Value for Money	An economic assessment by the public sector as to whether a Project represents value for money; the optimum combination of cost and quality to provide the required service.
Wave Plan	Details future procurement plans.