



Social Security Scotland
Tèarainteachd Shòisealta Alba

Annual Procurement Report

April 2021 – March 2022

Dignity,
fairness,
respect.

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Glossary

Annual procurement report – a report which any public organisation in Scotland with an estimated regulated spend of £5 million or more must publish each year to explain how its procurement activity has been in line with its published procurement strategy.

British Association for Supported Employment – this organisation supports, promotes and develops the principles of supported employment.

Climate change – information for individuals and communities to know and understand about the impact of climate change and approaches to manage or reduce the effects.

Collaborative frameworks – commercial agreements that are available for the whole of the Scottish public sector.

Community benefit – requirements in a contract which relate to training, recruitment and availability of opportunities to subcontract, or which are intended to improve the economic, social or environmental well-being of the local area in a way that is aligned with the main purpose of the contract.

Delegated Purchasing Officer – a member of staff who has delegated authority to purchase on behalf of Social Security Scotland.

Executive agency – although part of the Scottish Government, Executive Agencies generally have a strong focus on the management and direct delivery of public services which do not require day-to-day Ministerial oversight. In some cases, they may also have responsibility for a distinct area of government policy. They are staffed by civil servants, including the Chief Executive who is directly accountable to Ministers. They are not statutory bodies but operate to a Framework Document approved by Ministers, which may be reviewed, amended or revoked at any time. They can normally be set up by administrative action without the need for legislation.

Framework agreement – A framework agreement is an **agreement between a Contracting Authority** (e.g. Social Security Scotland) and one or more suppliers. The purpose of the agreement is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and quality, and where appropriate, the quantity.

Inclusive communication – an approach to all communications that means the largest number of people can take part. People receive information and can express themselves in ways they find easiest.

Kickstart Scheme – The UK Government Department for Work and Pensions Kickstart scheme which provides funding to employers to create jobs for 16 to 24 year olds on Universal Credit. [Kickstart Scheme - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Lotting – this is where a contract is divided into different sections (lots) to allow smaller suppliers to bid for parts of a contract even if they are not able to provide all of it.

Lot-limiting – the number of lots that can be awarded to one tenderer is limited.

MCIPS Accreditation – MCIPS stands for Member of the Chartered Institute of Procurement and Supply. Accreditation is achieved by completing the Level 6 Professional Diploma of this accredited qualification.

Meet the Buyer event – Meet the Buyer events are an opportunity for suppliers to introduce themselves to public sector buyers and private sector primary contractors to learn about new projects, contracts, framework opportunities and supply chain opportunities. For buyers, these events enable them to increase their pool of potential suppliers and widen their supply chains. Overall, Meet the Buyer events offer suppliers a great chance to network and find out about future opportunities.

Purchase to Pay – By using the automated Purchase to Pay system, public bodies are able to reduce the paperwork and inefficiencies associated with paper processing of purchase orders, goods receipts, invoices and returns.

Prior Information Notice – this is a notice we publish on Public Contracts Scotland, setting out our intention to buy goods or services.

Procurement Competency Framework – this sets out the skills and competency levels of public-sector staff involved in the procurement process.

Procurement Journey – guidance for public-sector buyers who buy goods, services, care and support.

Public Contracts Scotland – the Scottish Government's national portal where suppliers can access public contract opportunities across Scotland.

Regulated procurement – buying goods, services or works where the total value over the term of the contract is more than £50,000 for goods and services or more than £2 million for works.

Scotland's National Outcomes – The National Outcomes are the Scottish Government's broad policy aims. They are part of the National Performance Framework which gives Scotland's public services a common set of outcomes to work towards.

Scottish Business Pledge – the Scottish Business Pledge is a values-led partnership that businesses can choose to enter into with the Scottish Government. The pledge is free to enter into and aims to boost productivity and competitiveness through fairness, equality and sustainable employment (supporting people to stay in work).

Scottish Government Directorate Programme – is responsible for making sure benefits devolved under the Scotland Act 2016 transfer safely and securely from the Department for Work and Pensions to Social Security Scotland and for the creation of new benefits.

Scottish Government Sustainable Procurement Tools – tools designed to help public sector organisations identify and address how they can optimise the economic, social and environmental outcomes of their procurement activity.

Scottish Index of Multiple Deprivation – The Scottish Index of Multiple Deprivation is the Scottish Government's standard approach to identify areas with different types of deprivation in Scotland. It can help improve understanding about the outcomes and circumstances of people living in the most deprived areas in Scotland and helps inform government policy and funding decisions.

Scottish Model of Procurement – this aims to promote the power of public spending to provide genuine public value that goes beyond simply looking at the cost and quality of goods and services we buy. Although led by the Scottish Government, the **Scottish Model of Procurement** is owned by all of the Scottish public sector.

Scottish Procurement Policy Notes – these give public bodies advice on their procurement policies.

Small to medium-sized enterprises – the category of micro, small and medium-sized enterprises (SMEs) is made up of businesses which employ fewer than 250 people and which have a turnover of less than 50 million euro a year or a yearly balance sheet total of less than 43 million euro.

Social impact – the positive contribution that public bodies and other public-sector organisations can make to the local communities in which they operate.

Social Impact Pledge – this asks public-sector organisations across Scotland to commit to increasing their social impact by making a public commitment to change three aspects of their current operations or policies. These should be three things that they are not doing currently and haven't done before.

Supplier Development Programme – this programme is a partnership between Local Authorities, Scottish Government and other public bodies and provides Scottish-based small to medium-sized enterprises with free support in all aspects of tendering.

Supported Business – means an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

Sustainable development – development that meets the needs of the current population without making it more difficult for future generations to meet their own needs.

Sustainable procurement duty – the duty we have under the Procurement Reform (Scotland) Act 2014 to make sure that, before we buy anything, we think about how we can improve the environmental and economic wellbeing of the local area and reduce inequalities.

Third-sector organisations – organisations that are neither public sector nor private sector (for example, charities or voluntary organisations). Third-sector organisations are usually independent of government though they may receive funding from them

Executive Summary

Social Security Scotland's first Annual Procurement Report sets out our progress to date against the commitments in our Corporate Procurement Strategy 2021-2023.

These commitments underpin the commitment in our Corporate Plan to "Running our service in a responsible way" The report highlights success in meeting our early objectives and details progress towards meeting our longer term objectives over the 3 year period of the Strategy.

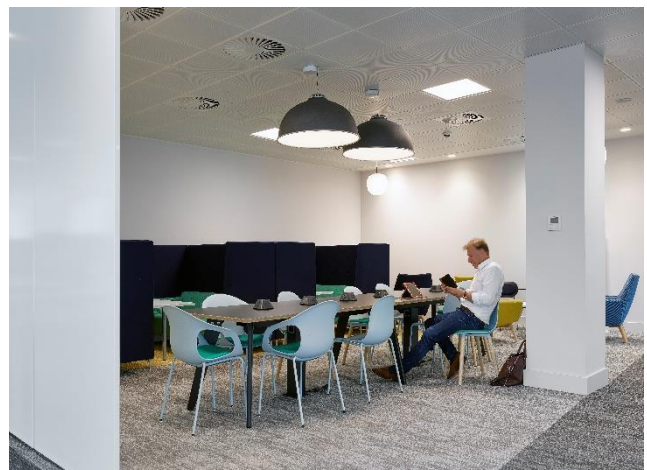
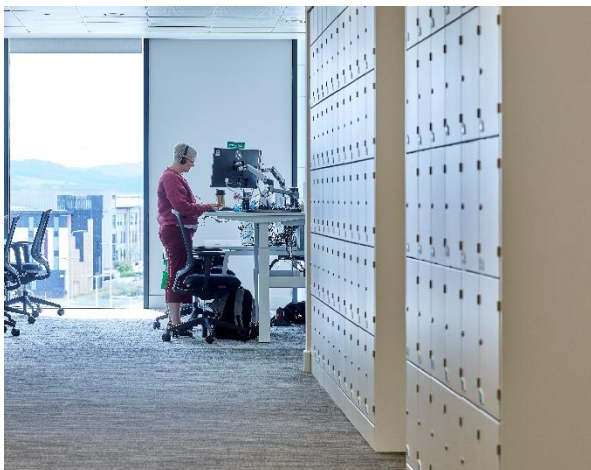
Since starting operational procurement in October 2021, the Social Security Scotland Procurement & Commercial team has been increasing its capacity and capability to support the Agency's business needs.

The focus in our first year has been ensuring we have a procurement function that is not only fit for purpose now but for the future of Social Security Scotland.

Social Security Scotland places great value on working with the third sector and Supported Businesses. During the period covered by this report we have achieved a significant spend with Supported Businesses mainly in relation to the provision of furniture that meets both the accessibility and environmental standards that we required for our Dundee Head Office and other offices in Dundee and Glasgow.

Positive feedback provided from both the British Association for Supported Employment Scotland and the suppliers themselves has been a great acknowledgement of the work we have undertaken in this area.

We look forward to maximising the opportunities to deliver a positive impact through our procurement spend in local economies throughout Scotland, small to medium sized enterprises, third sector organisations and Supported Businesses.



Introduction

This is Social Security Scotland's first Annual Procurement Report and covers the financial year from 1 April 2021 to 31 March 2022.

Our approach to procurement (the process of buying goods, services and works) is one way that we can make sure we can have a positive effect on the economy, the environment and the community.

The Annual Procurement Report has been prepared to meet the requirements of Section 15 of the Procurement Reform (Scotland) Act 2014,

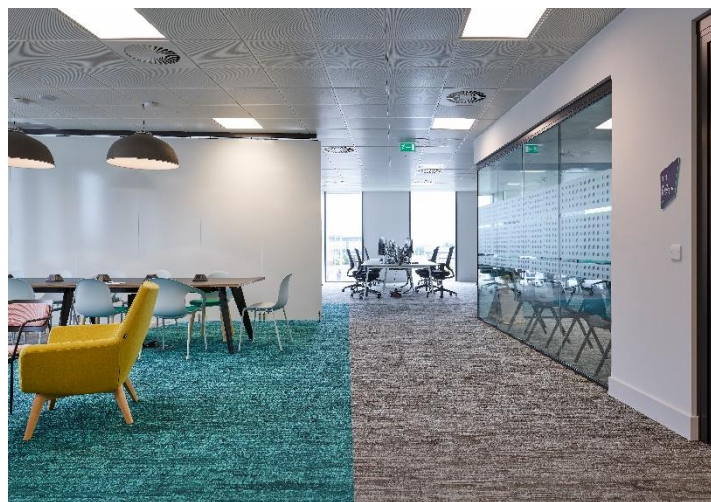
The report is owned by the Head of Procurement and Commercial, Social Security Scotland. Procurement@SocialSecurity.gov.scot

This report follows publication of our first [Corporate Procurement Strategy](#) where we shared our strategic focus for our procurement activities, including how we intended to carry out our regulated procurements for the three-year period ahead and meet our obligations as a public body.

We have made progress within a short period of time, meeting the early objectives outlined in our Corporate Procurement Strategy.

This Annual Procurement Report and our Corporate Procurement Strategy are aligned with our [Corporate Plan 2020-2023](#) which sets out who we are, what we do and how we will do it. One of the three main themes in our Corporate Plan is a commitment to provide our services in a responsible way. This theme is supported by four objectives, all of which are relevant to our procurement activity:

- Make every penny count;
- Gain people's trust by being open and honest;
- Meet our legal obligations and protect our people and information; and
- Reduce the effect our work has on the environment.



Procurement in Social Security Scotland

As stated in our Corporate Procurement Strategy, our procurement vision is to:

- achieve procurement best practice and commercial excellence throughout our organisation, making sure our services always deliver best value for money and have service users and the people of Scotland at the heart of what we do
- be recognised as having leading commercial, procurement and commissioning practices and skills which deliver outstanding outcomes

We are an Executive Agency of the Scottish Government and our contracts are awarded by Scottish Ministers acting through Social Security Scotland. All contracts are awarded based on value for money, which is the best balance between quality and cost. Cost includes the purchase price and all other associated costs over the lifetime of the requirement, such as maintenance and disposal.

Our policy helps us make sure that our procurement:

- is efficient and achieves value for money
- is sustainable and delivers benefits to society, the economy and the environment
- is inclusive, fair, ethical and transparent
- follows public procurement regulations

Procurement within Social Security Scotland is carried out by appropriately trained staff who have the required experience for this role. Only staff who have been granted Delegated Purchasing Authority by our Chief Executive can award contracts on behalf of the organisation.

Our Chief Executive is accountable to Scottish Ministers who are in turn responsible to the Scottish Parliament for our work. He leads the Executive Team and Executive Advisory Body, who support him in his responsibilities.

The Head of Procurement and Commercial for Social Security Scotland is a member of the Agency Leadership Team and reports to the Deputy Director of Finance and Corporate Services who sits on the Executive Advisory Body and Executive Team.

We are committed to working with Supported Businesses and the Head of Procurement and Commercial attends regular meetings with BASE Scotland, who represent Scotland's Supported Businesses as part of the British Association for Supported Employment UK network.

The Procurement team also has representation on the Morrison Construction Supported Procurement Group. This group engages with Supported Businesses, Social Enterprises and third-sector organisations to ensure they are given opportunities to gain work from Morrison Construction.

Section 1 – Summary of Regulated Procurements Completed

Operational procurement commenced within Social Security Scotland in October 2021. During financial year 2021/22 we awarded 62 regulated contracts, with a combined value of £29,742,332. These contracts were placed with 15 unique suppliers, of which 8 were small to medium-sized enterprises and 1 was a third sector organisation.

As anticipated in our Corporate Procurement Strategy, a significant level of procurement support has been provided by the More Powers Implementation Procurement Team within the Scottish Government's Scottish Procurement and Property Directorate. This support has ensured that our operational procurement needs have been met and allowed us to build the capability and capacity of our team.

As our team grows, the shared service provided by the More Powers Implementation Procurement Team is reducing in phases, with a planned transition of contracts to Social Security Scotland where they are solely for our use. Final termination of the service is now planned earlier than expected, by 1 February 2023.

Collaboration

Existing contracts or framework agreements are generally considered first when selecting an appropriate procurement route. This collaborative approach supports the use of frameworks available at a local and national level and is in alignment with Section 4 of the [Procurement Policy Manual](#). We are committed to maintaining a collaborative approach to procurement where possible, to maximise efficiencies within the public sector and achieve best value for money.

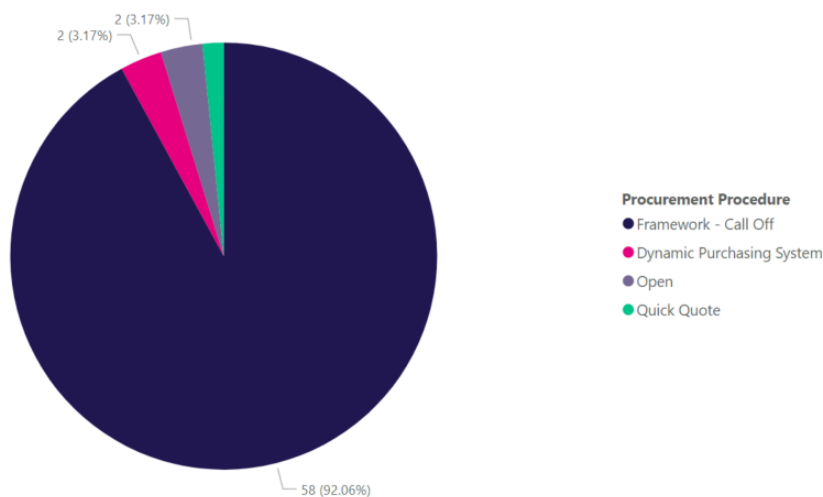
We contribute to relevant User Intelligence Groups with the Scottish Government during the development of collaborative procurements. During the period covered by this report we became involved in the Scottish Procurement led User Intelligence Groups for the Supported Businesses framework, the Temporary and Interim Staff frameworks and the Software Value Added Resellers framework. We also have representation on an NHS Scotland led group for re-provisioning of Attend Anywhere video appointments. Our team has expertise in the use of these frameworks that will help to influence their set-up and as our organisation may be a significant user of these frameworks going forward.

In March 2022 we became an associate member of Scotland Excel which provides us with opportunities to access their frameworks, and engage in the future development and management of their frameworks. Involvement in these collaborative frameworks allows us to access supply chains that support local and national economic growth and wellbeing as well as realising policy outcomes such as community benefits, environmental impact and fair work practices which are all embedded within the tender documentation.

During financial year 2021/22, the majority of Social Security Scotland contract awards were through the use of collaborative agreements, the following table shows the number of contracts awarded for each type of procurement procedure. 95% of contracts awarded were through collaborative contracts.

Table 1 – Summary of regulated procurements completed by Social Security Scotland in the financial year 2021/22

Procurement Procedure	Number of contracts awarded
Framework Call-off	57
Open	2
Dynamic Purchasing System	2
Quick Quote	1
Total	62



Of the 57 framework call offs:

- 55 were call offs from Scottish Government frameworks
- 2 were call offs from Crown Commercial Services frameworks

The 2 dynamic purchasing system contracts were procured through Scottish Government dynamic purchasing systems.

There were no regulated contracts awarded via Non-Competitive Action during financial year 2021/22.

Further information relating to **individual** regulated procurements completed during the reporting period can be found in [Appendix A](#).

Information relating to our awarded contracts is publicly available through our contracts register on the [Public Contracts Scotland](#) website.

Section 2 – Review of Regulated Procurement Compliance

The overarching aim of the Scottish Model of Procurement is to promote the power of public spending to deliver genuine public value that goes beyond simply looking at the cost and quality of goods and services and makes sure that that this significant investment is spent in a way that can bring the most benefit to society.

Our first Corporate Procurement Strategy, made 6 commitments to outline how we would use the power of procurement to deliver and influence outcomes that are available and connected to the communities we serve, and are good for businesses, their employees, communities and society.

Although the 6 commitments will be constant for the 3 year duration of the Strategy, the focus on our priorities in our first year (2021/22) differs slightly from what we expect our focus will be in subsequent years.

Our Corporate Procurement Strategy published in July 2021, stated that a significant level of our procurement support would be provided by the More Powers Implementation Procurement Team within Scottish Government. This has allowed us to build our own Procurement function for Social Security Scotland and establish our processes and procedures. As our team has grown and developed, the procurement support provided from the More Powers Implementation Procurement Team has gradually reduced and is now scheduled to end on 1 February 2023.

This report details how we have delivered the commitments in our Strategy in 2 parts; the first part sets out how we have delivered the priorities in the early part of the Strategy. The second part sets out our progress against the longer term priorities stated in our Corporate Procurement Strategy.

Compliance during the early part of the period covered by our Corporate Procurement Strategy

Priority 1

Build the capability and capacity of our procurement and commercial team. This will make sure that our procurement activity is in line with public procurement legislation and the Social Security Scotland framework document, which sets out the principles we must keep to in our work and includes a commitment to be open and transparent, and consult others.

Compliance with Priority 1

The Procurement and Commercial function was established in April 2021 with 3 staff. There has been ongoing recruitment to build the capability and capacity of the Procurement and Commercial function including recruiting 3 Modern Apprentices.

Our team have undertaken corporate and procurement induction as well as completing mandatory training to meet the requirements of their roles.

We have been guided by the [Procurement Competency Framework](#) during our recruitments to ensure that our team members have the required skills to carry out their role.

We also used the Procurement Competency Framework to inform training needs for members of our team and we have provided appropriate procurement training and guidance to all staff involved in the procurement process including Delegated Purchasing Officers.

Training and upskilling our staff has ensured that we can deliver procurement projects and manage contracts as required.

Priority 2

Make sure we can provide procurement and commercial support to our Chief Digital Office Division, which transferred to us from the Scottish Government Directorate Programme in April 2021.

Compliance with Priority 2

The Chief Digital Office now has two assigned procurement business partners and procurements are assigned to specialist procurement resource across the team as appropriate.

Priority 3

Make sure we can provide procurement and commercial support to all our divisional teams, who help us provide services to the people of Scotland.

Compliance with Priority 3

A procurement business partner has been assigned to each of the 5 divisions within the organisation. There is regular engagement to ensure that the requirements of each division are met. Specialist procurement resource is also in place to support operational procurement activity.

Priority 4

Support Scotland's economic recovery from the Covid-19 pandemic.

Compliance with Priority 4

Social Security Scotland Procurement and Commercial team has undertaken the following activities in support of Scotland's economic recovery from the Covid-19 pandemic:

- Provided employment opportunities at our Dundee Head Office and Glasgow office within the Procurement and Commercial team, including 3 modern apprenticeships.
- 85% of our regulated contracts awarded in 2021/22 were awarded to organisations with a postcode in Scotland.
- Total spend within the reporting period on contracts awarded to supported businesses in Scotland was £1,299,100.

- Our procurement opportunities consider the inclusion of community benefits and making the maximum possible use of the reserved contracts for supported factories and businesses. Our consideration of these options has been demonstrated to benefit organisations in Scotland and support them through economic recovery. An example is in relation to the Furniture and Associated Products contracts that we awarded to 2 supported businesses in Scotland and were critical in aiding them to continue their operations during the pandemic. Further detail is provided within this report in the sections on Community Benefits (Section 3) and Supported Businesses (Section 4).
- [Scotland's National Strategy for Economic Transformation](#) details the importance of having a Fairer and More Equal Society. Social Security Scotland applies Fair Work practices and guidance, including the real living wage. For all contracts suppliers are asked to confirm that they pay the real living wage to all involved in delivery of the contract. Suppliers are also encouraged to become accredited living wage employers and also to commit to the Scottish Business Pledge. This information is requested for every regulated contract.

Priority 5

Raise commercial awareness among our staff by involving and promoting the work of the procurement and commercial team.

Compliance with Priority 5

During financial year 2021/22 the Procurement and Commercial team undertook the following activities to raise commercial awareness:

- Published our first [Corporate Procurement Strategy](#) in July 2021
- Rolled out a Business Partnering approach across Divisions with regular meetings with our key stakeholders
- Published our procedures on our external [Procurement and Commercial website page](#) to improve visibility and transparency for our supplier base
- Communicated internal guidance on our Procurement within Social Security Scotland intranet pages
- Set out the governance that will apply to spending decisions within the Agency
- Worked collaboratively with Scottish Procurement Purchase to Pay Governance team to develop guidance and processes to track contractual spend within our finance system. Scottish Procurement sought our permission to share this guidance with another contracting authority as an example of best practise in maximising the functionality of our Purchase to Pay system
- Procurement Scheme of Delegation is in place and all Social Security Scotland procurement activity fully compliant with the Agency Framework Document and the Scottish Public Finance Manual

Progress against the longer term priorities covered by our Corporate Procurement Strategy

Priority 1

We will build a skilled, diverse and inclusive procurement and commercial team that considers our values in everything it does. This will help us achieve the objective in our Corporate Plan, which is to deliver a social security system with dignity, fairness and respect.

Progress with Priority 1

We have made significant progress on building our team with procurement specialists recruited with the required skills and experience to meet the procurement needs of the organisation. Our team has access to skills-based learning and a skills development programme which includes support for completing Chartered Institute of Purchasing and Supply professional qualifications.

Currently 10 team members are Chartered Institute of Purchasing and Supply qualified with 3 others working towards MCIPS accreditation.

We have recruited 3 modern apprentices and provided a 6 month work placement for an Administrative Assistant through the UK Government Department for Work and Pensions Kickstart scheme.

Professional development opportunities have been taken up by our team, including various shadowing opportunities, with members of the team attending Agency Leadership Team meetings as observers, and participation at other corporate meetings and boards including Change Delivery Group, People and Place Forum, Social Security Programme Supplier Engagement Forum, HR Transformation Project Board, Risk Register Group, Chief Digital Office Planning Group, Transition Steering Group, Property Board, Central Government Climate Change Implementation Group and the Sustainability Network. This is in addition to working with the Supplier Development Programme and Scottish Government Procurement framework teams.

The Procurement Competency Framework is used as a reference and guide for one-to-one discussions to identify any skills needed by our staff, to invest time in personal development, and support our staff through coaching and mentoring.

Ongoing training and guidance is provided to all staff involved in the procurement process, including Delegated Purchasing Officers, with a focus on team-working with internal and external stakeholders to make sure we can deliver procurement outcomes successfully.

Procurement and Commercial Team members have attended mandatory training in inclusive communication to help them meet the needs of staff, stakeholders and service users who communicate in different ways.

Priority 2

We will develop an efficient procurement function that helps us provide our services. This will help us achieve the objective in our Corporate Plan, which is to run our service in a responsible way.

Progress with Priority 2

We actively manage the way workloads are prioritised and resources allocated through regular meetings and engagement within our team.

Our procurement business partners hold regular meetings with our key Divisional business partners to forward plan, identify risks, and achieve best value for money for contracts.

We have developed our procurement guidance to meet the Scottish Public Finance Manual requirement for pre-expenditure assessment. Working collaboratively with our finance colleagues we have raised awareness across the organisation, of the importance of having a business case and following accountable officer processes, to ensure robust decision making and the opportunity to identify and achieve benefits and reduce risks throughout projects.

For each procurement we work with our stakeholders to carry out effective market research and involve suppliers where possible to ensure the most appropriate route to market is chosen, offering value for money and efficient use of resources.

Our procurement specialists lead the procurement process, supporting stakeholders in developing specifications and making sure sustainability and accessibility are considered at every stage. We utilise the [Scottish Government Sustainable Procurement Tools](#) and consult with our Accessibility team to ensure these are built into requirements where relevant.

We have been working with the Supplier Development Programme to help small to medium sized enterprises and supported businesses to bid for future contracts and supply-chain opportunities. The Supplier Development Programme hosted an event in June 2022 with supported businesses who noted an interest in the future provision of Catering Facilities in our Dundee Head Office and Glasgow office opportunity advertised on Public Contracts Scotland.

Our procurement team has attended 2 Meet the Buyer events hosted by the Supplier Development Programme in the past year to raise awareness of our opportunities. In September 2021 our Head of Procurement and Commercial presented and conducted a live Question and Answer session at Meet the Buyer North, a live virtual event. The session provided suppliers with information about our newly established organisation and procurement opportunities.

Our corporate website has been developed to have a dedicated page for procurement [Social Security Scotland - Procurement and Commercial](#) with guidance and advice for suppliers and potential suppliers on doing business with us. The website also includes information about inclusive communication. [Social Security Scotland - Inclusive Communications](#)

Our first Procurement Commercial Improvement Programme assessment is due to take place in 2023/24. We have set up our team processes, following best practice guidance within the **Procurement Journey**, which will provide the evidence required for this assessment.

Priority 3

We will work with our contractors to improve performance, identify further opportunities for working more sustainably, promote fair working practices, support immediate and longer-term resilience in critical supply chains, and increase transparency in supply chains. This will help us achieve the objective in our Corporate Plan, which is to run our service in a responsible way.

Progress with Priority 3

We have adopted Fair Work First guidance in our tender process and this is a consideration for every procurement strategy. As described within the section above **“Progress during the early part of the period covered by our Corporate Procurement Strategy”**, we work with our contractors to promote fair working practices and Living Wage Scotland.

We promote the Scottish Business Pledge as part of our procurement and commercial activities and 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.

In the period of the report, 48 of our contracts included a Fair Work Criterion and 14 out of our 15 unique suppliers who were awarded a regulated contract confirmed that they paid the living wage to those involved in the delivery of the contract. 7 of our unique suppliers are small to medium sized enterprises and 1 is a third sector organisation.

We are further developing our approach to contract management, building on our current approach described within Section 6 of this report. The approach being developed is based on risk and taking action that is in proportion to that risk and takes account of continuous improvement and learning through the involvement of our stakeholders and suppliers.

Through our contract management approach we are applying segmentation to take a strategic approach to ensure suppliers meet our expectations, ethical supply chains and sustainable development.

Through use of the Scottish Government Sustainable Procurement Tools at the strategy stage of our procurements, we identify opportunities to help us become more sustainable through the contracts we award, and monitor progress by managing those contracts effectively. Section 6 of this report provides further detail on sustainability initiative achievements.

We have made progress towards signing up to the Social Impact Pledge with a working group set up to progress this and events held to seek suggestions for commitments that could be made by our organisation.

Priority 4

We will make sure our procurement opportunities are accessible to small to medium sized enterprises, third sector organisations and supported businesses. This will help us achieve the objective in our Corporate Plan, which is to run our service in a responsible way.

Progress with Priority 4

We have had ongoing engagement with the Supplier Development Programme throughout the reporting period, both for Meet the Buyer events and for support with specific projects to ensure that opportunities reach small to medium sized enterprises and third sector organisations.

Our procurement strategies for individual projects require the consideration of lotting and lot-limiting so that small to medium sized enterprises and third sector organisations that might not be able to carry out the full contract can bid for part of it.

Supported businesses are considered for procurement opportunities and we use the Scottish Government Supported Business Framework whenever appropriate. See Section 4 on Supported Business for more detail on how we have worked with supported businesses.

Through our procurement and contract management activity we work with contractors to encourage small to medium sized enterprises, third sector organisations and supported businesses to be a part of our supply chain.

Where possible, we work with the British Association for Supported Employment, not only discussing possible contract opportunities for its members, but also possible work placements, employment and employability support.

Priority 5

We will make sure all our procurement activities meet legislation. This will help us to achieve the objective in our Corporate Plan, which is to run our service in a responsible way.

Progress with Priority 5

We have developed our guidance, processes and documentation to take account of relevant legislation, aligned with [Scottish Procurement Policy Manual](#) and the [Procurement Journey](#).

We have shared our guidance and processes with our stakeholders through our business partnering approach, internal intranet and on our corporate website.

Plans are in place for team members to identify training needs through use of the competency framework so that tailored training can be provided to members of the team. Plans for regular refresher training for the Procurement and Commercial Team are also being made.

We have prepared our annual procurement report for publication in addition to reporting regularly to our Agency Leadership Team, Executive Team and Executive Advisory Board on progress.

We have put in place a lessons learned log and process to ensure that recommendations following audits, project reviews and external assessments can be captured and improvements made.

Priority 6

We will make sure that our contribution to sustainable-development challenges are included within our procurement practices. This will help us to achieve the objective to run our service in a responsible way in our Corporate Plan.

Progress with Priority 6

We have engaged with the Supplier Development Programme to increase opportunities for our procurement activities to have positive social, economic and environmental outcomes. This includes attending two Meet the Buyer events during the reporting period. We also worked with the Supplier Development Programme to hold a session to encourage Supported Businesses to bid for our catering opportunities.

We have ensured that the content of [Scottish Procurement Policy Note 1/2021 – Taking Account of Climate and Circular Economy Considerations in Public Procurement](#), is built into our individual procurement strategies and templates and that Scottish Government Sustainable Procurement Tools are utilised for our procurement activity.

[The Sustainable Procurement Tools platform](#) is also used to increase the knowledge, skills and capability within the Procurement and Commercial Team and across our stakeholders. This includes highlighting to stakeholders that they need to be more aware of their possible impact on climate change and sharing e-learning on this topic.

For procurements we have developed in the reporting period, we have worked with business areas to carry out market research, and included commercial, operational and sustainability considerations in this research as well as consulting appropriate experts.

Although in the early stages of developing our approach to contract management, we have commenced work with our Place Services team and Zero Waste Scotland to identify existing and future contracts where we can actively work with suppliers to deliver sustainable solutions throughout the life of a contract.

Recognised sustainability standards have been used in our specifications where these are available and relevant.

The sustainable procurement duty has been included in our processes and documentation 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.

Our internal templates and guidance have been developed 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.

Further detail of achievements in relation to progress with this priority can be found in:

Section 3 – Community Benefit Summary

Section 4 – Supported Businesses Summary

Section 8 – Sustainability and Climate Change for further

Section 3 – Community Benefit Summary

Section 18(2) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an Annual Procurement Report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.

Our **Corporate Procurement Strategy** made a commitment that we would make sure community benefits are specified clearly and included in all procurements over £4 million, and will look for opportunities to include community benefits in all procurement activity where it's appropriate and possible to do so.

The following table provides further information:

Table 2 - Use of Community Benefit Requirements in Procurement

Total Number of Regulated Contracts Awarded	62
Total Number of Regulated Contracts Awarded for Interim Staff	49
Total Number of Regulated Contracts Awarded for requirements other than Interim Staff	13
Total Number of Contracts Awarded Over £4 million	2
Total Number of Contracts Awarded Over £4 million with Community Benefit Requirements	1
Total Number of Regulated Contracts Awarded with a value of less than £4 million with Community Benefit Requirements	2

Community Benefits in contracts in excess of £4,000,000

In this reporting period there were 2 regulated procurements over the threshold of £4 million and community benefits were a consideration for both procurements, as detailed below.

Table 3 – Community benefit commitments

Contract	Procurement Route	Community Benefits Commitment
Live Service Team	Dynamic Purchasing System	2 Modern Apprenticeships Providing support to the Local Graduate Hire Programme and STEM Outreach - Career Development Programme.

Cloud Hosting Services	Crown Commercial Service G-Cloud Framework	Community benefits were not negotiable due to the rules of the framework. Although community benefits were a consideration within the procurement strategy for this requirement, the route to market prevented community benefits being sought as they were not part of the service description for the services available.
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Delivered Community Benefits from contracts in excess of £4,000,000

The Live Service Team contract with Mphasis commenced in January 2022, one graduate was appointed in the early stages of the contract with a further in the process of being recruited. These appointments have been sought through Skills Development Scotland, targeting applicants living in the 10% most deprived areas of the Scottish Index of Multiple Deprivation.

Under the community benefit deliverables Mphasis is also obligated to provide two Modern Apprenticeships, registered with Skills Development Scotland, targeted at people living in the 10% most deprived areas of the Scottish Index of Multiple Deprivation, in support of the delivery of this contract. The programme is designed to provide training, mentoring, and on-the-job learning and development to form the basis of a career in Social Security Scotland. Mphasis have confirmed they are committed to paying above the real Living Wage for each Modern Apprentice.

Community Benefits in other regulated contracts

Community benefits were also included for the following regulated procurements that were below the £4 million threshold for mandatory consideration.

Table 4 – Community benefit commitments in other regulated contracts

Contract	Procurement Route	Community Benefit Commitment
HR Transformation Selection and Recruitment	Scottish Government Framework	<p>Two Modern Apprenticeships or Work Placements targeted at people living in the 10% most deprived areas of the Scottish Index of Multiple Deprivation.</p> <p>Mentoring Circles: Provision of volunteer support in the delivery of content to the unemployed across Scotland in conjunction with Job Centre Plus and Department for Work and Pensions.</p> <p>Supporting Young Care Leavers: Provision of volunteer support in providing employment skills to care system leavers in conjunction with MCR</p>

		(Motivation, Commitment and Resilience) Pathways and Department for Work and Pensions.
Provision of Specialist Office Equipment	Open	<p>Webinars and workshops across Social Security Scotland to educate users on preventative measures on musculoskeletal issues, including non-Social Security Scotland employees.</p> <p>Small to medium-sized organisations based in Scotland targeted for disposal or sale of furniture that is no longer required..</p> <p>Apprenticeship opportunities for people living in Scotland or attending Scottish universities (opportunities to be advertised with apprenticeships.scot).</p>
Facilities Management Services Contract	Scottish Government contract	<p>Mitie provides Facilities Management Services to Social Security Scotland under a Scottish Government contract.</p> <p>Commitments fall within the following objectives:</p> <ul style="list-style-type: none"> • Create a more successful country • Opportunities for all people living in Scotland • Increase the wellbeing of people in Scotland • Create sustainable and inclusive growth • Reduce inequalities and give equal importance to economic, environmental and social progress <p>Progress on the Scottish Government contract commitments are reported by Scottish Government however, the community benefits delivered that are specific to Social Security Scotland are reported below.</p>

Delivered Community Benefits in other regulated contracts

The **HR Transformation Selection and Recruitment** contract with Capita was due to provide apprenticeship placements from May 2022. Two members of the Capita resourcing team have started training to support a nationwide mentoring programme, **MCR Pathways** and will be supporting local schools for one hour every week.

There has been ongoing engagement with the Capita Job Entry Targeted Support Team and Department of Work and Pensions over new campaigns and identifying relevant clients to apply for Social Security Scotland vacancies. Department for Work and Pensions has provided additional application support which has contributed to over 400 job applications.

The **Provision of Specialist Office Equipment** contract with Back Care Solutions Ltd has taken on one Modern Apprentice with a further planned in the coming year. Videos have been produced on training and Display Screen Equipment set-up and are available for staff to access through their website.

The **Facilities Management Services** contract with Mitie is a Scottish Government contract utilised by Social Security Scotland. In addition to benefiting from the wider community benefits that are delivered for Scottish Government through this contract, Mitie works with subcontractors MPACT and C2:Concepts to deliver services for Social Security Scotland and has reported the following delivered community benefits:

Community benefits reported by MPACT

- Recruited and part funded a 3rd year joiner apprentice from Angus College/Dundee Council shared apprentice scheme for 20 weeks, to provide valuable onsite experience.
- Employed Dundee residents for general labouring requirements totalling 3,465 local labour hours spread over 13 local workers. These were procured through Search Recruitment who are a local labour agency based in Dundee.
- General building materials were all locally procured from Dundee merchants, or within a 10 mile radius. This included approximately £200,000 joiner materials/ kitchens, £25,000 hire equipment and £40,000 of electrical materials.

Community benefits reported by C2: Concepts

- Employed a graduate in January 2022 from the Interior and Environmental Design department at Duncan of Jordanstone College of Art in Dundee, allowing them to gain valuable experience so that they can progress their career in Interior Design.
- Employed a designer in January 2022 from the same course who had already completed summer work experience prior to the pandemic and who was looking for full-time employment post pandemic.

- Provided a sponsorship deal for an employee who plays for an LGBTQ+ inclusive rugby club which will help pay for a high-tech camera to analyse the player's movements on the pitch.
- Sponsorship was provided to students of the Interior and Environmental Design Department at Duncan of Jordanstone College of Art in Dundee to go to London following their degree show in 2022 so that they could exhibit their work.
- Going forward C2:Concepts have been asked to give commercial input to a Post-Graduate course that the Interior and Environmental department in Dundee are setting up.

Further benefits

- At the inception of the Mitie contract for Social Security Scotland, there was supplier engagement to address a potential risk of redundancies. Mitie worked collaboratively with Social Security Scotland and the previous supplier Michelin, and were able to take on some of their staff, avoiding three redundancies and ensuring continued employment for these valued workers.
- Mitie use a number of local suppliers across Scotland. During financial year 2021/22 there were sub-contracting arrangements in place with suppliers from across Scotland to deliver power factor connections, public address systems/loop systems, generators/uninterrupted power supply systems, lighting protection systems, auto doors and lifts.

Section 4 – Supported Businesses Summary

Social Security Scotland proactively considers awarding contracts to Supported Businesses.

We have used the Scottish Government Supported Business Framework since March 2019. During financial year 2021/22, two contracts were awarded to Supported Businesses with a total contract value of £100,000 for Signage and Wayfinding to Scotland's Bravest Manufacturing Company.

The aim of the framework is to provide Scottish public sector and third sector organisations (framework public bodies) with a clear path for the purchase of goods and services from Supported Businesses, and in so doing support the integration of disabled people and those who have experienced barriers to employment into the mainstream workforce.

The multi-lot, multi-supplier framework for the provision of commodities reserved for Supported Businesses provides Scottish public bodies with a route to market for a range of goods and services which can be provided by supported businesses.

Supported Businesses make an important contribution to the Scottish economy. Not only through the goods and services they deliver, but also by providing meaningful employment, training and social support for people who may otherwise be excluded from the workplace.

Social Security Scotland's total spend within the reporting period on regulated contracts awarded to Supported Businesses was £1,299,100. Scottish Procurement have advised that our spend under the framework has contributed significantly to the framework's main aim, which is social and professional integration of disabled or disadvantaged persons.

Two additional Supported Business contracts (with a total contract value of £2,000,000) for Furniture and Associated Products, were awarded in December 2021 and continued to be delivered during this period, with City Building in Glasgow and Dovetail Enterprises in Dundee.

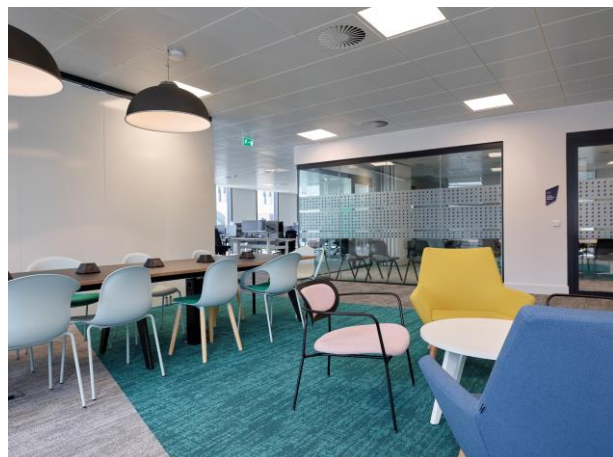


Table 5 – Live contracts with supported businesses

Contract	Value of live contracts with supported business during financial year 2021/22
City Building Furniture and Associated Products Lot 1	£1,200,000
Dovetail Enterprises Furniture and Associated Products Lot 2 and 3	£800,000
Scotland's Bravest Manufacturing Co. Signage and Wayfinding	£50,000 £50,000
Total Value	£2,100,000

Strategy Development

During the reporting period we have been developing the strategy for catering provision in our Dundee Head Office and Glasgow buildings. Indications from pre-market engagement are that there is sufficient capacity within the Supported Business supplier market to bid and deliver these requirements, with the potential to meet a number of Scotland's National Outcomes.

To participate in a tendering opportunity reserved for Supported Businesses, suppliers must be able to demonstrate that they meet the requirements of the two-part test described in Regulation 21 of the Public Contracts (Scotland) Regulations 2015. The first part of the test is that the main aim of the bidding organisation must be to socially and professionally integrate disabled people or people who have experienced barriers to employment and the second part is that at least 30% of the employees of the bidding organisation must be disabled people or people who have been excluded from the workplace. A bidding organisation that meets both parts of the test is known, for the purposes of public procurement legislation, as a supported business.

We have engaged with Supported Businesses who have the potential to meet this requirement, through the issue of two Prior Information Notices and the facilitation of a visit to the proposed catering facilities in our Dundee Head Office and Glasgow office, for suppliers expressing an interest.

The proposed contracts will have a strong strategic alignment with our organisational focus on social inclusion and reducing inequality. We are also working with the Supplier Development Programme to engage with this supplier market and to provide additional information and support with regards to tendering for the opportunities.

Engagement with Supported Businesses

Supported Businesses make an important contribution to the Scottish economy, through the goods and services they deliver, but also by providing meaningful employment, training and social support for people who may otherwise be excluded from the workplace.

This is an important element of the sustainable procurement duty and we have undertaken a number of visits to engage with and facilitate the involvement of Supported Businesses in regulated procurements.

Engagement with British Association for Supported Employment

Director and Chair of BASE Scotland:

“BASE Scotland is the umbrella body representing Scotland’s supported businesses, part of the BASE UK network.

The BASE Scotland network has a long-established positive and productive relationship with Social Security Scotland Procurement team and their associated team in Scottish Government, the More Powers Implementation Procurement team. This includes the development of the first Social Security Scotland Corporate Procurement Strategy. Utilising Scottish Government’s Sustainable Procurement Duties and Supported Business Frameworks as enablers to develop and create sustainable employment opportunities for people living with disabilities or who are disadvantaged in some unique way.

The power of procurement that cuts across all Public Sector Procurement Directorates will be a key component in Scotland’s social and economic recovery as the true impact of the UK’s economy continues to impact on the most vulnerable across Scotland and beyond.

Social Security Scotland Procurement Team’s drive and ambition to maximise opportunities for Scotland’s supported businesses is a fantastic evidenced based approach with tangible and measurable outputs for all to see. More importantly it lays a solid foundation for people living with disabilities who want to work but find mainstream employment challenging to achieve. Scotland’s supported businesses are a positive destination as part of a person’s unique journey and an opportunity to contribute in many ways, and be a valued member of Scotland’s society.

An excellent evidenced based strategy utilising the power of procurement.”

Cabinet Secretary Visit to Agnes Husband House

In July 2021 at the time of publication of our Corporate Procurement Strategy, representatives from Dovetail Enterprises, Scotland's Bravest Manufacturing Co. and the Cabinet Secretary for Social Justice, Housing and Local Government, Shona Robison visited our new Dundee Head Office at Agnes Husband House. The Cabinet Secretary said:

"The impact of Scotland's newest public service is broader than the payment of benefits to people across Scotland. It is also a major employer and contributes to the wider economy through awarding contracts for goods and services.

When we talk about delivering our social security service with dignity, fairness and respect, this isn't exclusive to the experience of clients. We want this to apply equally to the people and organisations who will work for and with Social Security Scotland.

It is great to see how this has been applied to the establishment of our offices in Dundee and Glasgow. We are utilising local businesses, contributing to the local economy, and also working with supported businesses that are providing training and employment for people.

As Social Security Scotland continues to grow and expand as we introduce further benefits, the economic and employment opportunities will also grow. At a time when we need to recover and build back from Covid-19, this investment is needed more than ever."

Director at Scotland's Bravest Manufacturing Company, said:

"As the leading social enterprise in Scotland providing employment to our nation's heroes, doing business with us genuinely changes lives. Being awarded the tender to deliver bespoke signage for Social Security Scotland has made a significant impact across our manufacturing facility.

It has been clear since the start of this project that the team at Social Security Scotland wanted this to be a partnership between our organisations. They were looking for products which delivered on both design and inclusivity and our extremely skilled team were able to deliver their requirements."

Commercial Manager at Dovetail Enterprises, said:

"This opportunity is an important route to market for us and has made a positive contribution to turnover and has enhanced the profile of Dovetail. It has also allowed us to develop and foster relationships with customers in the public sector which will continue to grow as we aim to secure further orders through the Supported Business Framework.

Most importantly, the revenue generated for Dovetail through the Supported Business Framework, helps to ensure we can continue with our primary goal which is to provide employment and training opportunities for disabled and disadvantaged members of society."

Dovetail Enterprises Visit

In 2022 the Social Security Scotland Head of Procurement, with 2 other members of the Procurement team, visited Dovetail Enterprises in Dundee. The visit explored future opportunities but also reflected on the outcomes and benefits of the contract for the Provision of Furniture and Associated Products, awarded to Dovetail Enterprises in March 2019 and delivered throughout 2021/22.

As a supported business, Dovetail are a registered charity that provide employment and training opportunities for disabled and disadvantaged members of society. They also offer work placements to enable people to move into full-time employment. Dundee has experienced being one of the lowest employment rates in Scottish local authorities for disabled people so organisations such as Dovetail are essential to providing employment opportunities in these areas to these individuals.

Based in Dundee with a manufacturing facility, purpose-built for those with disabilities, Dovetail Enterprises have worked with many public sector organisations, through contracts awarded through the Scottish Government Supported Businesses Frameworks.

For Social Security Scotland, the contract with Dovetail has provided value for money and quality, fit for purpose furniture for the offices. The contract has supported Dovetail's social impact goals, making a significant difference locally and to those with disabilities/ disadvantages. The product choice has also enabled Social Security Scotland to meet environmental aims, with all products sourced in the UK and fabrics selected for a range of chairs for the office, made from plastic waste recovered from the ocean.

As Dovetail are based locally this has helped them provide flexibility with supporting product delivery and speed of response. They are co-located with Enable and they also utilise the Dundee Employment unit and the Scottish Government Fair Start Scotland Employment Programme to support their recruitment.

Dovetail has also been able to use the experience gained from working on the Social Security Scotland contract to demonstrate their ability to deliver other large contracts, within tender documents, successfully gaining further contract awards.

During the visit, Social Security Scotland met with some of the workforce, including an ex-serviceman who is able to bring his guide dog to work. Employee numbers have remained stable over the past few years and staff tend to stay with the organisation long term, for their entire career, with some in employment for up to 30 years.

Commercial Manager at Dovetail said:

“The award of the contract couldn't have come at a better time for us. It kept our cash flow moving during the time of the pandemic when there was very little being manufactured. Our situation was further helped by Social Security Scotland being very good at paying on time. Prompt payment is extremely important in maintaining a reliable income, particularly during this difficult time.

During the early stages of the contract, we worked closely with another contractor C2:Concepts, to provide furniture to meet the design requirements of the new Head Office at Agnes Husband House in Dundee. The contract gave experience to our people working on a large, complex, project of the type we don't often get exposure to and this was a great opportunity to develop the skills of a number of our workforce. These larger projects also keep staff focussed on their jobs and give them pride in their work.

We were also fortunate to be working on the contract at the time of publication of the Social Security Scotland Corporate Procurement Strategy and were invited to meet with The Cabinet Secretary during her visit to the new office. This resulted in a news feature in the Courier and on Grampian TV which gave our organisation valuable public exposure to highlight the work we do and our primary goal of providing employment for disabled and disadvantaged members of the community.”

City Building - RSBi (Royal Strathclyde Blindcraft Industries) Factory Visit

Also in 2022, members of the Procurement and Commercial team at Social Security Scotland and the Scottish Government framework owner were invited to a factory visit at City Building's RSBi factory site in Glasgow. The purpose of the visit was to facilitate and encourage the involvement of supported businesses in future contract opportunities for Social Security Scotland and the wider public sector and better understand the benefits to City Building and their staff, Social Security Scotland, and the wider economy gained through our current Furniture and Associated Products contract.

City Building provide a range of repairs and maintenance, manufacturing, construction and refurbishment activities across the public, private and third sectors. They provide the largest construction craft apprenticeship programme in Scotland and also operate Royal Strathclyde Blindcraft Industries (RSBi), one of the largest supported manufacturing businesses in Europe. RSBi employs over 250 people, more than 50% of whom have a disability. Any surplus income they make goes back into the company to help develop their staff or provide them with new technology.

During the visit, City Building highlighted a number of additional economic and social benefits that contracting with them brings, as detailed below:

- City Building / RSBi provide sub-contracting opportunities to small to medium sized enterprises. In relation to the contract with Social Security Scotland, the Scottish based organisations Rearo Laminates and Martec Engineering both benefited from supporting delivery of the Furniture and Associated Products contract. City Building also work with local social enterprises such as Spruce Carpets as part of their Scottish Welfare Fund contracts and Total Homes for the recycling of furniture as part of Glasgow City's circular economy. As part of their supply chain framework they target SME's for opportunities. In addition to Rearo Laminates and Martec Engineering, these include specialist joinery manufacturers EVM, Elmwood joinery, Daw Signs, Spaceright, Tayfirth, MKN Laminates and Rowan Timber who all benefit from the continual success of RSBi.

- City Building collaborate with other supported businesses and have worked together in relation to activities such as storage and deliveries with Dovetail Enterprises when both were appointed to different lots of the Furniture and Associated Products contract for Social Security Scotland.
- Total employees at RSBi are 260 with 157 being employees with a disability or long-term condition.
- Recent workforce diversity insight analysis highlighted the average length of service within RSBi is 16 years, with those who have disclosed a disability average length of service is 14 years.
- Training and employment opportunities are offered for 35 young people with disabilities who attend Additional Supported Learning Schools annually. Through work experience at Royal Strathclyde Blindcraft Industries (RSBi), they achieve training to Scottish Vocational Qualification levels 1 and 2 in furniture manufacturing. Jobs are ring-fenced at the factory for some of these former pupils and for some of those on the full craft apprenticeship programme within City Building.
- At City Building of which RSBi is its manufacturing division, they recruit 60 craft apprentices annually. 16% of the craft apprentices are women and 11% of apprentices have a disability.
- RSBi was the first supported business to achieve accreditation in relation to the Scottish Business Pledge and City Building / RSBi are also accredited Living Wage employers. There is a strong focus within the organisation on training and development with a dedicated training facility on site and each member of staff is entitled to 1.25 hours per week of learning activities to further their skills in support of the business. Since 2017 the organisation has taken on 63 apprentices through their apprenticeship scheme, with the potential to continue with their graduate scheme. In May 2022 they were awarded the Investor in Young People Platinum accreditation.
- RSBi has a Scottish Vocational Qualification centre where they receive pupils from S3/S4 for work experience and to obtain a qualification with the chance of it leading to full time employment. RSBi also contributed to the recent Investors in People Platinum award, they were the first construction company to receive this in Scotland.
- In terms of engagement with communities last year, RSBi supported 31 local communities, contributed over £50,000 to charities and registered 1550 hours of volunteering.
- They are also committed to sustainability and the environment. They are a signatory to the Sustainable Glasgow Charter with ISO14001 accreditation and a focus on quality and getting products right first time, advising their customers on re-use, refurbishment and reduction of waste. They have also introduced a wide range of initiatives to reduce their carbon footprint, including reducing energy usage, training staff in Environmental Management, promoting car sharing and cycling.

RSBi Manager said:

“We value the contract with Social Security Scotland and have had feedback that on the projects we have worked on, they are delighted with the service and products we supply. The contract has provided a steady workflow throughout the difficult months during and following the pandemic and has contributed to continued employment and the initiatives we support with regards to training and development of our workforce and the support of those with disabilities.”

Section 5 – Future Regulated Procurements

A forward plan of anticipated procurements projected to commence in the next two financial years is provided at Appendix B.

Section 6 – Contract and Supplier Management Approach

Our approach to post-award contract management activity during financial year 2021/22 was mostly reactive as the early priorities for the team have been to develop capacity and capability, although we were also managing a number of our strategic contracts.

We have developed a contract management strategy which will be implemented from 1 September 2022.

The approach will essentially mirror the pre-award segmentation into Route 1, 2 or 3 of the procurement journey and all live contracts will be segmented based on risk, value and complexity.

Where there is no close alignment between risk and value, our approach to contract management will be driven by the risk profile. Over the term of any given contract we will adapt our approach to reflect any changes to risk levels and/or contract value.

For the high risk and/high value (over £1 million) contracts, the Procurement and Commercial Team will organise and facilitate monthly contract review meetings to ensure Key Performance Indicators, spend, delivered savings and benefits are tracked and all risks are identified, monitored and reviewed. Monthly MI reports are circulated in advance to inform these discussions. We intend to take the same approach for medium-risk or medium-value (over £100,000 but under £1 million) contracts but generally at a reduced frequency i.e. quarterly. For low-risk and/or low-value (under £100,000) contracts, daily oversight is the responsibility of the Business Owner. The Procurement and Commercial team are always available as an escalation point and/or to offer commercial advice.

For the contracts that we manage, escalation meetings between suppliers and key stakeholders are arranged and rectification plans put in place for any risks with a Red score under the RAG (Red/ Amber/ Green) status. These are recorded and mitigating actions monitored via our Procurement and Commercial branch risk register (with an escalation to the divisional risk register as necessary).

Additionally, we meet on a quarterly basis with our key strategic suppliers. These meetings are designed to augment, not replace the monthly contract review meetings, with a focus on:

- Improved management of risk - particularly in relation to dependencies on a single supplier
- Supplier contribution to Scottish economic growth (e.g. increased Scottish jobs or training),
- Increased social and environmental sustainability including community benefits
- Innovation in service provision / offering

We are also involved in the One Government - Strategic Partnering led by the Cabinet Office. We are participating in an initiative focusing on being an 'intelligent customer' and using the power of the collective voice to influence supplier behaviours.

In April 2022 we completed a Strategic Supplier Horizon Scanning assessment survey for one of our strategic suppliers (Vodafone), capturing the current perceptions that key associates/stakeholders have of the components of trust (commitment, mutuality, transparency) and control (capability, performance, governance and commercial, innovation and continuous improvement) essential to long-term effective relationships. The collective cross government responses to the survey will be presented to the supplier at Board level and then shared at the next One Government meeting. The data provided will support plans to create an immersive Red/ Amber/ Green Heat map across all strategic suppliers in Government.

Section 7 – Innovation in Procurement

In order to deliver the next wave of benefits implementation, most notably Child Disability Payment, Adult Disability Payment and Scottish Child Payment years 6-16, we made a commitment to increase our headcount significantly (recruitment of around 2500 full time equivalents) within an 18-24 month period.

To support this significant growth, Social Security Scotland required support from a supplier to ensure that sufficient resource would be available to assess applicants and to manage the administration of recruitment from attraction through to conditional offer stage.

The systems and service provided were required to be inclusive and accessible to support Social Security Scotland to recruit a workforce which is representative of the diversity of Scotland. The service also had to be provided virtually to allow the entire recruitment process to be delivered online.

The requirement was developed at significant scale and pace with 10 weeks available for the full design and launching. There was a significant political imperative to complete on time.

A substantial implementation team was set up with Capita. This was supported by a clear specification which focussed on a values-based recruitment process and an approach that would support diversity and inclusion so that the process wouldn't negatively impact people from diverse groups.

The service had to be fully digital but still accessible. The recruitment process was re-designed to improve the quality and diversity of hires and also to manage organisational capacity so that hiring teams wouldn't be taken away from delivering for our clients.

As we would be the first in Scotland to do this in a completely digital way, best practice was sought from the wider civil service with learning taken from Department for Work and Pensions and Her Majesty's Revenue and Customs. The process was also reviewed by the Civil Service Commission to ensure compliance.

The process leveraged stakeholder partnerships with Dundee City Council, Glasgow City Council and Clyde Gateway as well as social media and more than 1,500 new offers of employment have now been made.

The diversity of our new staff was a key aim for this recruitment and analysis has shown that the make-up of the group joining us better reflects wider Scottish society. Further information is available at [\(99+\) Good progress being made with our recruitment | LinkedIn](#).

Section 8 – Sustainability and Climate Change

Sustainable Procurement

Environmental considerations are at the heart of the sustainable procurement duty and we have considered the environmental impact when developing the procurement strategies for our individual procurement exercises.

We have ensured that specifications for services contribute to the Scottish Government's overall commitment to reducing Scotland's environmental impact (the effect our actions have on the environment) and creating a cleaner, greener and healthier country. As an example, we currently purchase 100% REGO-backed (Renewable Energy Guarantee of Origin) electricity for our Dundee Head Office and other sites in Glasgow and Dundee.

Reduce the effect our work has on the environment

Despite the organisation continuing to grow over the past year, there has been a significant reduction on our environmental impact both in buildings and in particular around travel due to the pandemic. Whilst plans are being developed around returning to buildings and travel to support our face to face service for our clients when restrictions allow, we have also started a project which has a focus on future ways of working.

Social Security Scotland is committed to playing its part in helping the Scottish Government achieve its commitment to reduce Scotland's environmental impact. To support this, four of our people took part in the Climate Solutions training programme this year. This training, led by the Royal Geographical Society of Scotland, provided a simple and quick way for our colleagues to **gain significant understanding of one of the most important issues of our generation: climate change**. In completing this qualification and to support our organisational growth, a twelve month interim Climate Change action plan has been produced and built around four key themes:

- Energy consumption
- Waste and circular economy
- Travel and Transport
- People and Culture

Our Procurement Team have completed the sustainable procurement related eLearning developed for the public sector in Scotland. The Scottish Government **Sustainable Procurement Tools** are considered for each regulated procurement. These tools been designed to help public sector organisations identify and address how they can optimise the economic, social and environmental outcomes of their procurement activity.

Business Travel

Social Security Scotland remains committed to delivering a national service across every region and locality in Scotland. As this was placed on hold due to the pandemic, there has been no travel during this reporting year. That said, we continue to be committed to meeting our obligations under the Climate Change (Scotland) Act 2009, which requires us to report on corporate operational emissions across activities, such as office energy usage and business travel.

As we have adopted the Scottish Government's travel management policy our actions will contribute to the Scottish Government's overall sustainability targets.

Where vehicles have been required to carry out operational activities, electric vehicles have been leased.

Emission levels

During this reporting year although there has been a significant reduction in the requirement to travel we have taken the opportunity to review our current fleet and plan for a more sustainable future. In March this year, we began a 3-year lease on three electric cars which will replace our current hybrid fleet. These vehicles will provide our staff with a sustainable alternative if they are unable to use public transport. This fleet of ultra-low emissions will contribute towards the sustainability targets outlined within the Scottish Government's Sustainable Travel Strategy.

Our emissions for business travel during this reporting period was 0.01 tonnes of CO₂ equivalent which was significantly lower than the 77.47 tonnes the previous year. Due to Covid-19 and there being no business travel over the last twelve months we are unable to draw any comparisons on the impact our business travel has had on the environment against the previous year. As we move forward into the new reporting year restrictions remain in place which will again limit the opportunity for us to accurately baseline and assess the impact our business travel has had on the environment.

During this reporting period, we have:

- Introduced Microsoft Teams which has improved video conferencing and remote meetings, which going forward will reduce the need to travel between Glasgow and Dundee.
- Reviewed guidance which provides a clear recommendation to travel by the most appropriate sustainable travel option.
- Introduced a robust governance processes for business travel to minimise unnecessary travel.
- Developed best practice when buying train tickets to reduce future costs.

Estates

As a result of Covid-19 and in line with government guidance the vast majority (roughly 99%) of Social Security Scotland's staff have been working from home and not occupying our office buildings for this reporting year. This has had a significant impact on our plans for the utilisation of our estate.

Throughout the course of this reporting year we have taken on a number of new buildings within our estate most notably our new Head Office in Dundee. Within these buildings we have worked with our facilities partners to ensure they are managed in a sustainable way including robust recycling processes.

Within both our new and existing Estate we have looked at opportunities to reduce our potential energy consumption. As part of this review, lighting in our Enterprise House office in Dundee and our High Street office in Glasgow were changed to LED (light emitting diode) and the heating system in Enterprise house were changed from gas to electric as part of the building refurbishments in 2021.

Appendix A – List of regulated procurements completed during the reporting period

Contract Award Date	Supplier Name	Subject Matter	Estimated Contract Value	Contract Start Date	Contract End Date (excluding options)
01/04/2021	Venesky-Brown Recruitment Ltd	Interim - Systems and Process Lead	£273,740.00	07/05/2021	06/05/2022
20/04/2021	Venesky-Brown Recruitment Ltd	Cloud Host Project Lead	£248,170.00	12/05/2021	12/11/2021
18/05/2021	ASA Recruitment	Interim - Senior Business Analyst	£60,450.00	19/05/2021	19/11/2021
18/05/2021	ASA Recruitment	Interim - Senior Business Analyst	£231,725.00	19/05/2021	19/11/2021
24/05/2021	Lorien Resourcing Limited	Interim - Technical Platform Owners	£258,136.66	23/06/2021	24/12/2021
24/05/2021	Venesky-Brown Recruitment Ltd	Interim - Technical Platform Owner x 2	£67,340.00	23/06/2021	24/12/2021
24/05/2021	Venesky-Brown Recruitment Ltd	Interim - Technical Platform Owners	£258,136.66	30/06/2021	31/12/2021
24/05/2021	Venesky-Brown Recruitment Ltd	Interim - Technical Platform Owners	£258,136.66	07/07/2021	07/01/2022
11/06/2021	Venesky-Brown Recruitment Ltd	Interim - Test Lead	£197,301.66	19/07/2021	14/01/2022
17/06/2021	Scotland's Bravest Manufacturing Company	Wayfinding and Signage	£50,000.00	21/06/2021	01/10/2021
24/06/2021	Lorien Resourcing Limited	Interim - Technical Project Owner	£257,557.83	12/07/2021	07/01/2022
30/06/2021	Capita Resourcing Limited	HR Transformation Selection and Recruitment	£2,306,000.00	29/06/2021	28/06/2023

30/06/2021	linkedin Ireland	Specialist Recruitment Tool	£147,590.00	30/06/2021	29/06/2022
07/07/2021	Venesky-Brown Recruitment Ltd	Interim - Senior Portfolio Analyst	£234,500.00	26/07/2021	21/01/2022
09/07/2021	Venesky-Brown Recruitment Ltd	Interim - Finance Business Partner	£264,500.00	18/08/2021	17/02/2022
19/07/2021	Harvey Nash Group PLC	Interim Finance and Processes Lead	£249,500.00	16/08/2021	14/02/2022
22/07/2021	Harvey Nash Group PLC	Interim - JAMF Specilaist	£242,150.00	28/07/2021	21/01/2022
06/08/2021	Harvey Nash Group PLC	Interim - Infrastructure Test Engineer	£214,283.33	22/09/2021	22/03/2022
10/08/2021	Harvey Nash Group PLC	Interim - Organisational Design and Development Lead	£293,767.50	31/08/2021	30/11/2021
13/08/2021	Harvey Nash Group PLC	Site Reliability Engineer	£299,000.00	23/08/2021	23/02/2022
17/08/2021	Harvey Nash Group PLC	Interim - Solutions Architect	£298,616.66	15/09/2021	13/03/2022
17/08/2021	Harvey Nash Group PLC	Interim - Solutions Architect	£298,616.66	15/09/2021	13/03/2022
18/08/2021	Venesky-Brown Recruitment Ltd	Interim - Senior Finance Manager	£331,200.00	06/09/2021	04/03/2022
26/08/2021	Venesky-Brown Recruitment Ltd	Interim - Solutions Architect	£283,283.33	15/09/2021	13/03/2022
01/09/2021	Harvey Nash Group PLC	Interim - Solutions Architect	£298,616.66	03/09/2021	01/03/2022
08/09/2021	Venesky-Brown Recruitment Ltd	Interim - Solutions Architect	£298,233.33	29/09/2021	27/03/2022
16/09/2021	Venesky-Brown Recruitment Ltd	Creative Communications Manager	£134,051.66	14/10/2021	14/04/2022
28/09/2021	ASA Recruitment	Interim - Further development of CDO Digital offering and Capability	£314,333.33	25/10/2021	24/04/2022

29/09/2021	Pertemps Recruitment	Personal Assistant	£62,637.00	05/10/2021	04/04/2022
01/10/2021	ASA Recruitment	Interim - External Communications Manager	£168,544.00	04/10/2021	03/04/2022
01/10/2021	Venesky-Brown Recruitment Ltd	Interim - IT Service Desk Analyst	£79,488.00	27/10/2021	26/04/2022
01/10/2021	Venesky-Brown Recruitment Ltd	Interim - IT Service Desk Analyst	£79,488.00	27/10/2021	26/04/2022
01/10/2021	Lorien Resourcing Limited	Interim - IT Service Desk Analyst	£79,066.27	24/11/2021	23/05/2022
07/10/2021	Harvey Nash Group PLC	Interim - Finance Project Support Manager	£206,853.25	25/10/2021	24/09/2023
15/10/2021	Total People t/a MOL	Associate Diploma in People Management Training (CIPD Training)	£67,445.33	18/10/2021	17/04/2023
20/10/2021	Venesky-Brown Recruitment Ltd	Interim - Business Analyst x 2	£216,520.00	28/10/2021	24/04/2022
20/10/2021	Venesky-Brown Recruitment Ltd	Interim - Business Analyst x 2	£221,080.00	17/11/2021	15/05/2022
22/10/2021	Back Care Solutions	Provision of Specialist Office Equipment	£500,000.00	25/10/2021	24/10/2023
27/10/2021	Harvey Nash Group PLC	Interim - Infrastructure Architect	£360,793.33	17/11/2021	13/05/2022
29/10/2021	Softcat (UK) PLC	IT Service Management Tool	£141,841.62	08/11/2021	07/11/2024
03/11/2021	Harvey Nash Group PLC	Interim - Provision of 2 Interim Enterprise Architects	£360,793.33	29/11/2021	28/05/2022
05/11/2021	Harvey Nash Group PLC	Interim - 7 solution architects	£287,042.66	29/11/2021	28/05/2022
05/11/2021	Harvey Nash Group PLC	Interim - 7 solution architects	£287,042.66	29/11/2021	28/05/2022
05/11/2021	Venesky-Brown Recruitment Ltd	Interim - 7 solution architects	£286,541.66	29/11/2021	28/05/2022

23/11/2021	Harvey Nash Group PLC	Interim - Data Engineers	£261,848.69	12/01/2022	11/07/2022
25/11/2021	Softcat (UK) PLC	The Provision of Dell Boomi Software plus Professional Support Services	£731,065.27	01/01/2022	22/12/2022
02/12/2021	Clarus Networks Limited	Provision of Mobile Phone Signal Boosting	£274,000.00	01/12/2021	30/11/2023
02/12/2021	Lorien Resourcing Limited	Interim - Data Engineers	£243,550.83	12/01/2022	11/07/2022
02/12/2021	Lorien Resourcing Limited	Interim - Data Engineers	£261,848.69	12/01/2022	11/07/2022
02/12/2021	Venesky-Brown Recruitment Ltd	Interim - Technical Platform Owners	£249,505.00	12/01/2022	11/07/2022
17/12/2021	Scotland's Bravest Manufacturing Company	Provision of Signage and Wayfinding Services	£50,000.00	20/12/2021	19/12/2022
20/12/2021	Harvey Nash Group PLC	Interim - Data Engineers	£261,848.69	13/01/2022	12/07/2022
21/12/2021	Harvey Nash Group PLC	Interim Staff - Cloud Infrastructure Project Lead	£232,228.12	27/01/2022	26/07/2022
22/12/2021	Softcat (UK) PLC	IBM Social Programme Management (SPM) Licence Subscription and Annual Support Maintenance	£1,047,807.68	01/11/2021	31/12/2023
07/01/2022	Harvey Nash Group PLC	Interim - Elasticsearch Engineer	£324,505.00	27/01/2022	27/07/2022
17/01/2022	Harvey Nash Group PLC	Interim Cloud Infrastructure Engineer	£299,505.00	20/01/2022	20/07/2022
20/01/2022	Venesky-Brown Recruitment Ltd	Interim Business Architect	£309,000.00	27/01/2022	27/07/2022
11/02/2022	Antevorte Ltd	Surveillance Training Courses	£120,000.00	28/03/2022	27/03/2024
16/02/2022	Mphasis UK Limited	Social Security Scotland - Live Service Team - Lot 2	£4,800,000.00	06/01/2022	06/01/2024

28/02/2022	Harvey Nash Group PLC	Interim Solutions Architect	£299,505.00	02/03/2022	02/09/2022
11/03/2022	ASA Recruitment	Site Reliability Engineer	£275,000.00	07/03/2022	20/09/2022
29/03/2022	Amazon Web Services EMEA SARL	Cloud Hosting Services	£7,627,000.00	01/04/2022	31/03/2024

Appendix B – Future Regulated Procurements

The table below lists 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.

Requirement	New /Re let	Expected Start Date	Estimated Value
Smarter Working Booking Hardware	New	2022/23 Q3	£60,000
Smarter Working Booking Software	New	2022/23 Q3	£60,000
Platform Review	New	2022/23 Q3	£100,000
Security Monitoring Tool	New	2022/23 Q3	£130,000
Recruit, Train, Deploy	New	2022/23 Q3	£800,000
Development of Social Security Scotland Brand	New	2022/23 Q3	£150,000
OutSystems support contract	New	2022/23 Q3	£1,000,000
IAM (Identity and Access Management) Strategic Approach	New	2022/23 Q3	£450,000
Recruitment of Fixed Term Technology Talent	New	2022/23 Q3	£500,000
Early Career Academy (DevOps Resources)	New	2022/23 Q3	TBC
Early Career Academy (Cloud Engineers)	New	2022/23 Q3	TBC
Tricentis software (qtest & Neoload) renewal	Relet	2022/23 Q3	£300,000
Adobe AEM Licences	Relet	2022/23 Q3	£150,000
Secure Mail	New	2022/23 Q3	TBC
Creative services	Relet	2022/23 Q3	£900,000

Mail Services	Relet	2022/23 Q3	£2,400,000
Media Planning and Buying	Relet	2022/23 Q3	£2,000,000
Threat Intelligence platform Annual Renewal	Relet	2022/23 Q3	£180,000
Test Software (QA Symphony)	Relet	2022/23 Q3	£430,000
NeoLoad software licence and support	Relet	2022/23 Q3	£60,000
Catering facilities	New	2022/23 Q4	£1,000,000
Couriers	Relet	2022/23 Q4	£100,000
Integration Platform PaaS	Relet	2022/23 Q4	£700,000
Furniture and Associated Products - Lot 2 and 3	Relet	2022/23 Q4	£800,000
Furniture and Associated Products - Lot 1	Relet	2022/23 Q4	£1,200,000
OutSystems Platform	Relet	2022/23 Q4	£1,300,000
Electronic Health and Safety management system (Software)	New	2022/23 Q4	£90,000
Security Software & API Gateway	New	2022/23 Q4	£90,000
Hosting Support Renewal	Relet	2022/23 Q4	£1,000,000
Internal Knowledge Management hub	Relet	2022/23 Q4	£240,000
IT Health Check Renewal	Relet	2022/23 Q4	£810,000
Digital signage	New	2022/23 Q4	£100,000
Cloud Compliance Service Renewal	Relet	2022/23 Q4	£50,000
Component analysis Tool Renewal (Black Duck)	Relet	2022/23 Q4	£50,000
Gitlab licences	Relet	2022/23 Q4	£85,000
Corporate Website	Relet	2022/23 Q4	£150,000

Social Media Management	Relet	2022/23 Q4	£50,000
Furniture and Associated Products	Relet	2022/23 Q4	TBC
Recruitment - Digital academy	New	2023/24 Q1	TBC
Financial planning tool	New	2023/24 Q1	£500,000
Specialist Recruitment Tool	Relet	2023/24 Q1	£80,000
Document Management Enhanced Support	Relet	2023/24 Q1	TBC
HR Selection and Recruitment	Relet	2023/24 Q1	TBC
Fraud Case Management	relet	2023/24 Q2	£300,000
Logging Monitoring and Alerting Software Licence	Relet	2023/24 Q3	£75,000
Specialist Office Equipment	Relet	2023/24 Q3	TBC
Mobile Phone Signal Boosting	Relet	2023/24 Q3	£270,000
Threat Intelligence Platform	Relet	2023/24 Q3	£380,000
SPM Licence and Maintenance Renewal	Relet	2023/24 Q3	£1,000,000
Payment and Accounting Services Support	New	2023/24 Q3	£2,000,000
Hosting Support	Relet	2023/24 Q4	£10,000,000
Live Service team	Relet	2023/24 Q4	£4,800,000
Cloud Hosting	Relet	2023/24 Q4	£6,000,000
Kofax Subject Matter Expert Outsourcing	New	TBC	£60,000
SPM Dynamic Purchasing System	New	TBC	£0
Interim/temporary staff (Multiple Contracts for Various Roles)	New & Relet	Ongoing	TBC

Social Security Scotland takes the opportunity to utilise collaborative contracts set up by Scottish Government, Crown Commercial Services and other public bodies where contract requirements can be met by tendering through one of those collaborative contracts. Consequently, where some Social Security Scotland purchasing requirements/contracts listed above can be met via one of these sources it will not be advertised.

Interim Managers come under one heading in the table above, as not all anticipated requirements are known at this point in the year. Social Security Scotland expects to require a number of interim/temporary staff with specialist skills in ICT and other areas to support our business where we experience a skills shortage, or to supplement work on time critical projects, etc. These interim roles are procured mostly through the Scottish Government's Temporary and Interim Staff Services contracts.

Annex A – Annual Procurement Report template

[NOTE: reference to contract is also to be construed as meaning a framework agreement]

1. Organisation and report details	
a) Contracting Authority Name	Social Security Scotland
b) Period of the annual procurement report	01/04/2021 – 31/03/2022
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	62
b) Total value of regulated contracts awarded within the report period	£29,742,332.01
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	15
i) how many of these unique suppliers are SMEs	8
ii) how many of these unique suppliers how many are Third sector bodies	1
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	62
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.	2
b) Total Number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	1
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	2
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	2
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	Not reported
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	See Annual Procurement Report - Section 3

5. Fair Work and the real Living Wage	
a) Number of regulated contracts awarded during the period that included a Fair Work criterion.	50
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.	14
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	8
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.	4
6. Payment performance	
a) Number of valid invoices received during the reporting period.	10081
b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)	93% of invoices paid within 10 days.
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	62
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	2
b) Total spend with supported businesses during the period covered by the report, including:	£1,299,100.17
i) spend within the reporting year on regulated contracts	£1,299,100.17
ii) spend within the reporting year on non-regulated contracts	0
8. Spend and Savings Summary	
a) Total procurement spend for the period covered by the annual procurement report.	£33,870,153.39
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£7,181,432.48
c) Total procurement spend with Third sector bodies during the period covered by the report.	£729,087.29
d) Percentage of total procurement spend through collaborative contracts.	95.40%
e) Total targeted cash savings for the period covered by the annual procurement report	2% target
i) targeted cash savings for Cat A contracts	Covered in target above.
ii) targeted cash savings for Cat B contracts	Covered in target above.
iii) targeted cash savings for Cat C contracts	Covered in target above.
f) Total delivered cash savings for the period covered by the annual procurement report	£830,559.71
i) delivered cash savings for Cat A contracts	£660,017.92

ii) delivered cash savings for Cat B contracts	£22,763.00
iii) delivered cash savings for Cat C contracts	£147,778.79
g) Total non-cash savings value for the period covered by the annual procurement report	£354,000.00
9. Future regulated procurements	
a) Total number of regulated procurements expected to commence in the next two financial years	*55
b) Total estimated value of regulated procurements expected to commence in the next two financial years	**£42,950,000.00
	*not including temporary/ interim staff ** not including estimated value where the value is currently unknown.



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