



Social Security
Scotland

Tèarainteachd Shòisealta Alba

Annual Procurement Report

April 2024 - March 2025

Dignity,
fairness,
respect.

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Glossary

Accessibility - the design of services, supplies and environments that are accessible to people with disabilities. Accessibility issues are considered for all agreements.

BASE (British Association for Supported Employment) - promotes Supported Employment which is offering jobs to people who are out of the workforce due to disability, ill health or serving in the armed forces.

Business Plan - this explains our organisation's main focus for the next 12 months.

Chartered Institute of Procurement and Supply (CIPS) - a global professional body representing the procurement and supply profession.

Collaborative Frameworks - commercial agreements that are available for the whole of the Scottish public sector.

Community Benefits - requirements in a contract to positively improve the economic, social or environmental wellbeing of the local community. For example, a company could offer recruitment and/or training opportunities to people in their local area.

Community Wealth Building - designed to tackle long-standing economic challenges by encouraging the public sector, in partnership with the private, third and community sectors, to ensure more wealth is generated and retained in local and regional communities.

Competition - a competitive bidding process where the Contracting Authority receives and evaluates bids from companies before choosing a supplier.

Contingent Labour - refers to workers who are hired on a non-permanent basis to meet short-term or project-specific needs.

Contract - a legally enforceable agreement between a Contracting Authority and supplier that sets out the agreed goods and services to be provided.

Contracting Authority - means the state, a regional or local authority body governed by public law or an association formed by one or more such authorities or bodies.

Contractor - an individual or organisation providing goods, services or works according to the terms agreed in a contract.

Corporate Plan - explains our strategic goals over the next three years.

Corporate Procurement Strategy - the **Procurement Reform (Scotland) Act 2014** (the "Reform Act") requires Scottish public bodies to produce and publish a Corporate Procurement Strategy when the sum of its Regulated Procurements in a year are equal to or greater than £5 million.

Crown Commercial Service - is an Executive Agency of the Cabinet Office that provides support to the UK public sector to buy goods, services or works.

Delegated Purchasing Authority - is the authority to enter into a contract for goods, services or works.

Delegated Purchasing Officer - someone with authority to buy goods, services or works on behalf of Social Security Scotland.

Devolved benefits - where responsibility for delivering payments has passed from the UK Government to the Scottish Government.

Dynamic Purchasing System - an electronic method to buy services. It provides a buyer with a list of pre-qualified suppliers for commonly used services.

Executive Agency - Executive Agencies deliver public services on behalf of the Scottish Government.

Fair Work First - a policy for driving high quality and fair work across the labour market in Scotland.

Find A Tender - a website for the UK's public and utilities sectors to advertise their higher value contracts.

Framework Agreement - a commercial agreement between a Contracting Authority (e.g. Social Security Scotland) and one or more suppliers.

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

Just Transition - the Scottish Government approach toward a fairer economy that tackles climate issues.

Living Wage - an independently calculated rate of pay based on the cost of living.

Lotting - 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 supplier is limited.

MCIPS Accreditation - Member of the Chartered Institute of Procurement and Supply. Accreditation is achieved by completing a professional diploma.

Meet the Buyer Events - an opportunity for suppliers to meet public sector buyers and learn about opportunities to do business together.

National Performance Framework - this framework aims to create opportunities for everyone through sustainable and inclusive economic growth.

Prime Contractor - the main contractor responsible for delivering a project.

Prior Information Notice - a notice published on Public Contracts Scotland, setting out an intention to buy goods, services or works.

Procurement Centres of Expertise - there are four Procurement Centres of Expertise in Scotland which provide support and guidance to public sector bodies.

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

Procurement and Commercial Improvement Programme (PCIP) - PCIP assessments report on the procurement and commercial capability of organisations.

Procurement Journey - guidance for public sector buyers who buy goods, services or works.

Procurement Procedures - the workflow or process for public sector bodies to source third-party suppliers and award contracts for goods, services and works.

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

Public Procurement Strategy for Scotland - outlines the Scottish Government's plans for procurement and delivery expectations for all public sector bodies.

Public Sector Equality Duty - the public sector equality duty is a duty on public authorities to consider how their policies or decisions affect people who are protected under the Equality Act 2010.

Regulated Procurement - buying services and/or supplies where the total value over the term of the contract is more than £50,000, excluding VAT.

Scottish Government Social Security Directorate - is responsible for transferring benefits from the UK Government to Social Security Scotland and designing new benefits.

Scottish Government Sustainable Procurement Tools - tools designed to help public sector organisations identify best value for money and the environment in their procurement activity.

Scottish Index of Multiple Deprivation - is the Scottish Government's record of local areas where people experience poverty and other deprivation.

Scottish Model of Procurement - this promotes the power of public spending to provide value for public money.

Scottish Procurement Policy Notes - provide advice to Scottish public sector organisations and other relevant bodies on procurement policy.

Scottish Public Finance Manual - is issued by Scottish Ministers to provide guidance on the proper handling and reporting of public funds.

Services Contract - a public contract outlining the provision of Services.

Small to Medium-sized Enterprises (SMEs) - businesses that employ fewer than 250 people with a turnover of less than £44 million.

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 - asks public sector organisations across Scotland to commit to making three positive changes in their operations or policies that will benefit local areas.

Social Security Programme - the Scottish Government team that designs how payments are made in Scotland.

Social Security Scotland Digital and Technology Strategy - sets out our plan to develop digital services that will support the benefits being transferred from the UK Department for Work and Pensions and the new Social Security Scotland benefits.

Stakeholder(s) - any individual, group or organisation who works with or is interested in the operations of another organisation.

Statement of Requirements - a statement issued by the Contracting Authority detailing its requirements for goods, services and/or works.

Supplier - an entity, either a company or individual, that provides goods, materials or services to a Contracting Authority.

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.

Supplies Contract - means a public contract detailing the purchase, lease, rental or hire purchase of products.

Supply Chain - all activities, resources, products involved in creating and moving a product or service from the supplier to the Contracting Authority.

Supported Business - a business committed to employing a workforce with at least 30% of staff who are disabled or have suffered disadvantage.

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 a Contracting Authority has under the Procurement Reform (Scotland) Act 2014 to make sure that, before buying anything, consideration is given to improving the environmental and economic wellbeing of the local area and reduce inequalities.

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.

Third-sector Organisations - Charities or voluntary organisations.

Head of Procurement Introduction

I am pleased to present Social Security Scotland's Annual Procurement Report for the period April 2024 to March 2025. Like all public sector organisations in Scotland with an estimated regulated spend of £5 million or more, we publish this report every year to show how our commercial activities are in line with our Corporate Procurement Strategy.

The report highlights our achievements and challenges this year as well as the progress we have made adding value and sustainability across our organisation and the local economies we work in.

Despite significant pressure on public finances, our procurement and commercial activities have remained focused on delivering a quality service, promoting innovation and building strong partnerships with our suppliers and stakeholders.

A key theme during the past year has been collaboration - both within our internal teams and with our external partners. By working together, we have achieved cost savings and contributed meaningfully to our organisation's broader strategic goals.

I would like to extend my thanks to the Procurement team, business partners, and suppliers for their commitment and hard work throughout the year.

Natalie McCrindle
Head of Procurement & Commercial
September 2025



Introduction

This report has been prepared and published to meet our statutory obligations set out in Section 15 of the [Procurement Reform \(Scotland\) Act 2014](#).

It complies with the Procurement Reform (Scotland) Act 2014 by including a summary of:

- our regulated procurement activities and contract awards.
- the Community Benefit requirements fulfilled by our suppliers.
- our actions to involve Supported Businesses in regulated procurements.
- our actions to address climate change challenges and meet the Scottish Government's aims to achieve net zero carbon emissions.
- our actions to promote fair work, including payment of the real living wage and the procurement of fairly and ethically traded goods and services.
- the regulated procurements we expect to commence in the next two financial years.

The report also reflects on the commitments and priorities described in our [Corporate Procurement Strategy](#) and details how we have effectively and efficiently managed our procurement and commercial activities; built commercial capability; contributed to economic growth; and addressed climate challenges.

About us

Social Security Scotland is an Executive Agency of the Scottish Government, established in September 2018. We are responsible for delivering social security benefits to eligible people across Scotland.

During the reporting period we delivered 15 different benefits to disabled people, carers, people on low incomes, young people entering the workforce, and helped eligible clients to heat their homes.

Our head office is located in Dundee, with a secondary main site in Glasgow. Additionally, we have colleagues stationed across the country to support clients in local communities.

Our Procurement Team

Our Procurement and Commercial team is responsible for managing Social Security Scotland's procurement and contract management activities.

Our Head of Procurement reports to the Deputy Director of Finance and Corporate Services, who is a member of the Executive Team.

We award contracts based on value for money, 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.

We are committed to delivering efficient services that deliver value for money.

Our Corporate Procurement Strategy 2024-2027

Published in November 2024, our **Corporate Procurement Strategy** aligns with our **Corporate Plan** and **Performance Framework**. Our Corporate Procurement Strategy sets out six key priorities.

Priority 1 – to use our influence to achieve robust and prudent fiscal management and deliver best value for money (balance of cost, quality and sustainability). Also to make every penny count through legally compliant procurement and contract management activities.

Priority 2 - to continuously improve the procurement and contract management services that we deliver, building relationships with our stakeholders and driving efficiencies.

Priority 3 - to maintain and further develop our skilled, diverse and inclusive Procurement and Commercial team and consider our values in everything we do.

Priority 4 - to work with our suppliers and stakeholders to improve performance, identify further opportunities for working more sustainably, promote fair working and fair and ethically traded products, reduce inequality, increase transparency and simplicity in supply chains and promote innovation.

Priority 5 - to promote community wealth building in relation to national and local priorities and support immediate and longer-term resilience in critical supply chains. We ensure our procurement opportunities are easily accessible to small and medium-sized enterprises (SMEs), third-sector organisations and Supported Businesses operating in Scotland.

Priority 6 - to ensure that our procurement practices contribute to the Scottish Government Just Transition approach to addressing the climate emergency and decarbonising our economy.

Our Corporate Procurement Strategy is aligned with the Scottish Government's **Public Procurement Strategy: 2023 to 2028**, which puts public procurement at the heart of a sustainable economy to maximise value for the people of Scotland. It is also aligned with the **Scottish Model of Procurement**.

Furthermore, our Corporate Plan and Corporate Procurement Strategy are both aligned with the Scottish Government's:

- **Programme for Government 2024-25: Serving Scotland** which focuses on growing the economy, eradicating child poverty, tackling the climate emergency and ensuring high quality and sustainable public services.
- **Public Service Reform Strategy** which sets out a comprehensive plan to reshape public services to better meet the needs of people and communities across Scotland by focusing on:
 - **Prevention** – shifting focus from reactive services to proactive, preventative approaches.
 - **Joined-Up Services** – improving collaboration across sectors and agencies to deliver more coherent support.
 - **Efficiency** – making better use of resources without reducing service quality or moving services out of public provision

Our report provides evidence to demonstrate our commitment to the public service reform programme.

Procurement and Commercial Highlights in 2024/2025

Contract Awards

120 contracts awarded with a combined value of **£32 million**

Small and Medium Enterprises

85 contracts awarded to small and medium-sized enterprises with a combined value of **£2.3 million**

Corporate Procurement Strategy

In November 2024, we published our Corporate **Procurement** Strategy for 2024 to 2027

Management

We managed **118** contracts with a combined value of **£164 million**

Small and Medium Enterprises - Subcontractor Spend

We introduced new processes to identify small and medium enterprises subcontractor spend. which identified an additional **£796,978**.

Procurement and Commercial Improvement Programme Contract and Supplier

In May 2024, we successfully completed our first Procurement and Commercial Improvement Programme Assessment

Community Benefit Strategy

In January 2025, we published our corporate Community Benefit Strategy

Annual Procurement Report

In September 2024, we published our Annual Procurement Report for 2023/24

Prompt Payment of Suppliers

We paid **87%** of all valid invoices from third-party suppliers with 10 days

Savings

In 2024/25 we delivered savings of **£7,347,095** from our live contracts

Section 1 – Summary of Procurement Activity and Spend

In response to significant public finance pressures during the reporting period, we carefully reviewed all procurement expenditure.

Only business critical procurements were pursued during the reporting period. The majority of procurements focused on maintaining or improving the efficiency and effectiveness of our service delivery.

Our procurement spend for live contracts increased by **48%** compared to the previous financial year. However, the impact of budget constraints and tighter spending controls contributed to a reduction in regulated contract awards - down **42%** compared to the previous financial year.

During the reporting period:

- our total procurement spend was **£38,420,475**.
- of which **£4,974,757(13%)** was spent with SMEs.
- we received **138** requests for procurement assistance.
- we awarded **120** contracts.
- of which:
 - **30** were regulated procurement contracts with a combined value of **£30,147,649**.
 - **6** regulated procurement contracts were awarded to SMEs with a combined value of **£710,416**.
 - **90** were non-regulated procurements with a combined value of **£1,817,047**.
 - **79** of the non-regulated procurement contracts were awarded to SMEs with a combined value of **£1,650,171**.

Appendix A provides a list of regulated procurements completed during the reporting period.

Regulated Procurements

The majority, **19 (63%)** of our regulated procurements were IT related goods and services, including security and cyber resilience. The purchases were required to maintain our existing IT infrastructure and improve the efficiency and effectiveness of our IT systems. With a combined value of **£23,157,119**, our IT related contract awards equated to **77%** of the total value of contract awards.

29 (97%) of our regulated procurements were purchased via Scottish Government or Crown Commercial Services Frameworks. This approach aligns with our **Corporate Procurement Strategy** which encourages our procurement officers to consider the use

of existing contracts, framework agreements and dynamic purchasing systems for procuring goods and services. Our approach reflects a strong commitment to public service reform, demonstrated through close collaboration with the Scottish Government and other public sector bodies to develop and use collaborative procurement frameworks.

1 contract was purchased non-compliantly from a supplier during the financial year 2024/2025. This was when an automatic renewal payment was processed during the reporting period. Steps have been taken to ensure this is not repeated.

Non-Regulated Procurements

Our non-regulated procurements related to building modification, security, IT and HR services including staff training and contingent workers.

- **9 (10%)** of our non-regulated contract awards were for IT related goods and services, including security and cyber resilience. With a combined value of **£125,294**, our IT related contract awards equated to **7%** of the total value of contract awards.
- **63 (70%)** of non-regulated contract awards were for contingent labour to support the introduction of the Winter Heating Payment benefit. With a combined value of **£1,402,547**, contingent labour contracts equated to **77%** of the total value of contract awards.
- **85 (94%)** of our non-regulated contract awards were made using collaborative agreements.

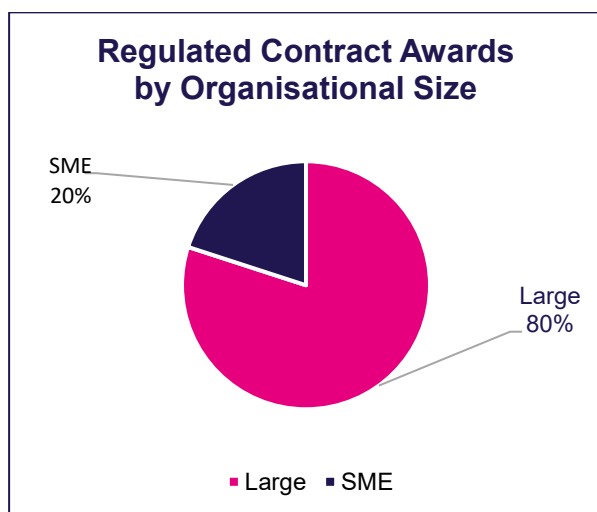
Supporting Economic Growth

Our procurement strategies for all regulated procurements required consideration of lotting and lot-limiting approaches to facilitate the involvement of SMEs, third-sector organisations and Supported Businesses.

In recognition of the contribution they make to economic growth, we proactively encouraged SMEs, third-sector organisations and Supported Businesses to consider our tender opportunities (both regulated and non-regulated contracts) through forums such as the 'Meet the Buyer' events and other local business events.

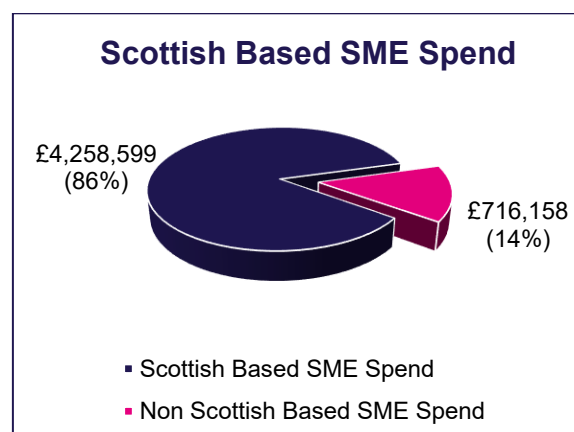
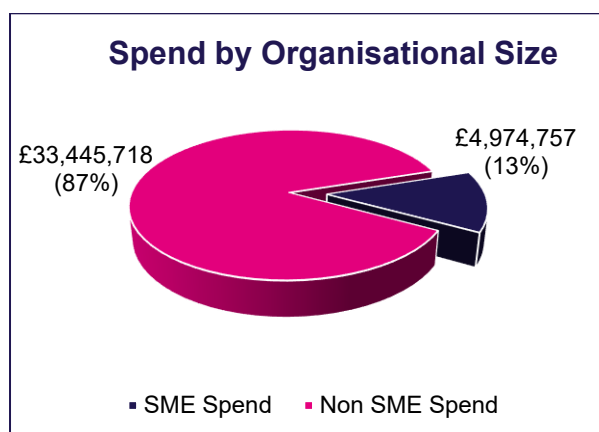
During the reporting period:

- **6 (20%)** of all regulated contracts were awarded to SME suppliers. Of which, **3 (50%)** contracts were awarded to SME suppliers with a postcode in Scotland.
- **79 (88%)** of all non-regulated contracts were awarded to SME suppliers. Of which **75 (95%)** were awarded to SME suppliers with a postcode in Scotland.
- **85 (71%)** of all regulated and non-regulated contracts were awarded to SME suppliers. Of which **78 (65%)** were awarded to SME suppliers with a postcode in Scotland.



Small to Medium-Sized Enterprise Spend

Our total direct SME supplier spend in the reporting period was **£4,974,757** (13% of our total spend). Of which **£4,258,599** (86%) was paid to Scottish-based SME suppliers.



During the reporting period, we introduced a new process for capturing sub-contractor spend via contracts awarded to Computacenter, the Scottish Government's Software Value Added Reseller Services (SVARS) Framework supplier.

Computacenter's sub-contracted spend with SME suppliers during the reporting period equated to **£796,978**. There was no sub-contractor spend under the SVARS to Scottish-based SME suppliers.

Contract Management and Savings

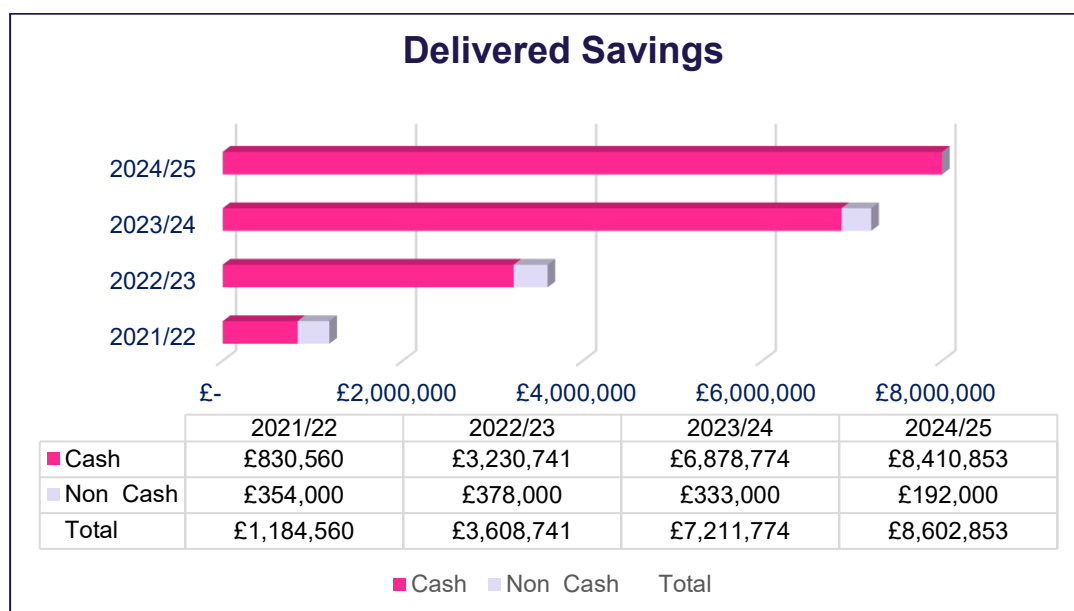
We actively monitored our contracts to identify savings at contract award and track delivered savings through the duration of the contract.

During the reporting period we delivered savings of **£8,602,853** from our live contracts:

- **£8,1410,853** were cash savings, of which **£2,204,867** were cash savings from collaborative frameworks. The cash savings achieved through our use of collaborative frameworks further reinforced our commitment to public service reform by delivering joined-up, efficient procurement services.

We also delivered non-cash savings of **£192,000** during the period covered by the report.

The chart below illustrates our delivered cash and non-cash savings from 2021 to 2025.



In 2024/25 financial year we delivered cumulative savings of **£8,602,853**, an increase of **£1,391,079 (19%)** compared to the previous financial year.

Since 2021 we have delivered cumulative savings of **£20,607,928** (£19,350,928 in cash savings and **£1,257,000** non-cash savings).

Section 2 – Review of Regulated Procurement Compliance

The Procurement Reform (Scotland) 2014 (the “Reform Act”) set out the statutory obligations for public sector organisations in Scotland.

Section 18 of the Reform Act requires public sector organisations to publish an Annual Procurement Report that includes “a review of whether those procurements complied with the authority’s procurement strategy”.

Our Corporate Procurement Strategy, published in December 2024, set out six key priorities for the three-year period covered by the Strategy.

This section of the report details the measures that we have taken during the reporting period.

Priority 1: Use our influence to achieve robust and prudent fiscal management and deliver best value for money (balance of cost, quality and sustainability), and make every penny count through legally compliant procurement and contract management activities.

- a) We contributed to robust business cases and ensured commercial cases delivered value for money and savings sustainably. Our Head of Procurement is a member of the Finance and Investment Forum. The Finance and Investment Forum forms part of the governance structure for Social Security Scotland. The Forum considers whether we are spending our money on activities that deliver the most value and makes sure we are complying with the Scottish Public Finance Manual. It scrutinises business cases over £100,000 prior to endorsement by our Executive Team.
- b) We adhered to the Scottish Public Finance Manual and ensured expenditure stands up to public scrutiny. During the current financial year, all procurement spend above £50,000 required a business case to be approved by the Finance and Investment Forum. Where appropriate, spend over £1 million also required an Accountable Officer template to be completed.
- c) When appropriate, we considered alternative options to procurement to achieve objectives which deliver better value for money. For example, responsibility for delivering our Corporate Website has been brought in-house and is currently managed by our Chief Digital Office.
- d) Our individual procurement strategies were designed, to ensure value for money, minimise environmental impact and maximise socio-economic benefits.
- e) We identified and monitored opportunities for savings and efficiencies through effective procurement and contract management. Potential savings were secured at contract award and delivered savings captured throughout the term of the contract. Our savings achieved during the reporting period are detailed in Section 1 of this report.

- f) We built in contractual provision to effectively manage price increases due to inflation and other market pressures. For the majority of our new contracts, we limited future price uplifts for contract extension option years to the lower of 3% or the Consumer Price Index.
- g) We ensured all policies, documents and processes took account of relevant legislation. We complied with relevant legislation and public sector procurement regulations. Our internal processes were developed in line with the [Procurement Reform \(Scotland\) Act 2014](#), the [Public Contracts \(Scotland\) Regulations 2015](#), the [Procurement \(Scotland\) Regulations 2016](#), the [Scottish Public Finance Manual](#) and the [Scottish Procurement Policy Handbook](#).
- h) We complied with all legislation including, but not limited to, equality, accessibility, climate change, data protection and health & safety in all procurement and contract management activities. All our procurement activities complied with Scottish public procurement legislation and the statutory obligations required by the World Trade Organisation Government Procurement Agreement.
- i) We continued to build a procurement function that is skilled, diverse and inclusive, and supported procurement staff to manage their own professional development and access learning opportunities.
- j) We adhered to the national procurement competency framework guidance. We used the [National Procurement Development Framework tool](#) to assess skills, identify training needs and support career planning to help develop the skills and capabilities of procurement officers. The guidance reflects the Scottish procurement context and aligns to the [Chartered Institute of Procurement and Supply \(CIPS\)](#) global standards.
- k) We ensured our procurement policies were available to stakeholders on our intranet, and guidance was shared with staff as part of our corporate induction.
- l) We improved guidance and templates in line with the Procurement Journey. During the reporting period our procurement officers developed a desk aid for procurement guidance and produced new Community Benefit operational guidance.
- m) We reported on our procurement activity and published annual procurement reports. This report provides a summary of our procurement activities that were committed to in our [Corporate Procurement Strategy](#).
- n) During the reporting period, we implemented and monitored a range of improvements in response to audits, project reviews, and external assessments. We successfully completed our first Procurement Continuous Improvement Programme (PCIP), and following a review by the Scottish Government's Audit team, we enhanced our processes for using electronic Purchasing Cards (ePC).

Priority 2: Continuously improve the procurement and contract management services that we deliver, building relationships with our stakeholders and driving efficiencies.

- a) We continued to provide support and guidance to key stakeholders to ensure the smooth transition of contracts from the Social Security Programme to Social Security Scotland. We were represented on both the 'Transition Senior Stakeholder Group' and the 'Contract and Supplier Management Workstream'.
- b) We supported the **Social Security Scotland Digital and Technology Strategy** and ensured that our contracts were designed to effectively manage continuous improvements and support investment in future technology to reach digital maturity.
- c) We improved by learning from experience, documenting and sharing lessons learned and actively seeking feedback from our stakeholders. Lessons learned sessions were a standing agenda item at our team meetings and informed refinements to our procurement processes.
- d) We actively planned and managed the way workloads were prioritised and resourced to ensure we provided an efficient and effective service to our stakeholders. New procurement requests were assigned to procurement officers at our weekly Triage meetings and sub team meetings were held weekly to review ongoing procurements and contract management activities.
- e) We engaged in early consultation with business owners to make sure business cases and procurement strategies explored all options and demonstrated the risks, benefits and value for money of contracts.
- f) We worked with stakeholders to carry out effective market engagement with suppliers. Where appropriate, we held supplier days to engage with the supplier market. See Section 1 'Summary of Procurement Activity and Spend' and Section 4 'Supported Business Summary' of this report for further information.
- g) We led the procurement process, supporting stakeholders to develop specifications and ensure organisational requirements and wider policy intent were considered at every stage, including sustainability, digital and technology requirements, data protection, security, health and safety, equality impact assessments and accessibility.
- h) We worked with stakeholders to further develop and continuously improve our proportionate, risk-based approach to contract management.
- i) We implemented and monitored improvements to address feedback from the **Procurement and Commercial Improvement Programme** assessment which took place in May 2024. Following the assessment, we increased the level of support available to our Delegated Procurement Officers and introduced improved processes to capture lessons learned from individual procurement exercises.

Priority 3: We will maintain and further develop our skilled, diverse and inclusive Procurement and Commercial Team and consider our values in everything we do.

- a) Our recruitment process is designed to attract talented and diverse individuals to join our Procurement and Commercial Team. We supported the ongoing development of our procurement staff through targeted, skills-based learning. To enhance their expertise, we actively encouraged participation in training sessions and webinars delivered by the Scottish Government, Scotland Excel, Crown Commercial Service, the Cabinet Office, the UK Government Commercial College, and the Chartered Institute of Procurement and Supply (CIPS).
- b) We continuously looked for professional development opportunities and delivered the commitments in our **Procurement People of Tomorrow pledge** to address the skills gap in the procurement profession and grow our own talent. During the reporting period, two of our procurement officers were promoted to a higher grade within our team.
- c) We worked as a successful, collaborative team, living our values of dignity, fairness and respect in all of our work.
- d) We used the **National Procurement Development Framework tool** to identify skills needed by our staff, invested time in personal development and supported our staff through coaching and mentoring.
- e) We supported procurement and commercial staff to gain professional qualifications and continue their professional development. **17 (63%)** of our procurement officers hold either a CIPS or other recognised procurement qualifications and a further **5 (19%)** procurement officers are working to achieve a CIPS Level 4 qualification.
- f) We provided appropriate training and guidance to all staff involved in the procurement process. During the reporting period we delivered commercial awareness sessions to staff and our procurement officers attended a 'legal refresher training' session we arranged with Morton Fraser MacRoberts LLP.
- g) We regularly reviewed procurement and wider professional environments to identify trends and changes in the profession and ensured that future recruitment and people skills development flexes to provide appropriately skilled and trained procurement staff. This included attending Crown Commercial Services' Cyber Buyers Group meetings, Cabinet Office's Commercial Standards Masterclass Programme and the Gartner Scotland event 'Public Sector Sourcing, Contract & Vendor Management'. We also attend the Cabinet Office's IT Sector Strategic Supplier Group meetings.
- h) We focused on collaboration with internal and external stakeholders to ensure we delivered procurement outcomes successfully. See Section 4 'Supported Business Summary' of this report for information about team-working with internal and external stakeholders.

- i) Our procurement officers attended training in inclusive communication that aligns with our organisation's Equality Impact Assessment (EQIA) guidance to help them meet the needs of staff, stakeholders and service users who communicate in different ways.
- j) Our procurement officers attended counter-fraud training within the first six months of their appointment and thereafter every three years.

Priority 4: We will work with our stakeholders and contractors to improve performance, identify further opportunities for working more sustainably, promote fair working and fair and ethically traded products, reduce inequality, increase transparency and simplicity in supply chains and promote innovation.

- a) We adopted **Fair Work and Procurement** guidance in our tender process, and worked with our suppliers to promote fair working practices and the **Real Living Wage**.
- b) We complied with the **Scottish Procurement Policy Note** on Fair Work First implementation. During the reporting period, we developed a Fair Work First questionnaire which has been issued to our suppliers from April 2025.
- c) We complied with the **Scottish Procurement Policy Note** to embed prompt payment performance in the supply chain through procurement and contract management processes. Our policy is to pay all purchase invoices within 10 days and for 2024/25 we paid 87% within this timeframe which represents 6,261 invoices out of 7,204. (In 2023/24 we paid 98% which represents 6,194 invoices out of 6,322). Payment performance decreased in 2024/25 as a result of the implementation of the Scottish Government Oracle Finance system which impacted on existing purchase to pay timescales and processes.
- d) We worked with our suppliers throughout the procurement and contract management lifecycle to ensure they met our expectations on ethical supply chains and sustainable development.
- e) We included in all contracts, where relevant, a set of Key Performance Indicators (KPIs) to measure supplier performance. We have developed guidance for procurement officers on the use of KPIs in our contracts.
- f) We actively pursued opportunities to enhance sustainability through the contracts we awarded, and we monitored progress through effective contract management. For example, our Specialist Office Equipment contract included provisions for reusing equipment no longer required by staff, reducing waste and extending product life. Further details on our sustainability initiatives can be found in Section 3 'Community Benefits Summary', Section 6 'Contract and Supplier Management', and Section 8 'Sustainability and Climate Change' of this report.
- g) We complied with **Scottish Procurement Policy Notes** on supporting innovation through procurement to ensure that we considered opportunities to promote innovation. See Section 7 'Innovation in Procurement' of this report for detailed information.

Priority 5: We will promote community wealth building in relation to national and local priorities and support immediate and longer-term resilience in critical supply chains. We will also ensure our procurement opportunities are easily accessible to small and medium-sized enterprises, third-sector organisations and supported businesses operating in Scotland.

- a) We advertised contract and supply-chain opportunities, such as our Specialist Office Equipment contracts through the Supplier Development Programme's marketing and social media channels. We also used targeted advertising methods designed to effectively reach SMEs and third-sector organisations.
- b) To support greater access for SMEs and third-sector organisations, we incorporated lotting and lot-limiting considerations into our procurement strategies. This approach enabled suppliers who may not have the capacity to deliver an entire contract to bid for specific portions of the service requirements.
- c) We award contracts to Supported Businesses where possible, using the Scottish Government Supported Business Dynamic Purchasing System or reserved procurements where appropriate. See Section 4 'Supported Business Summary' of this report for information about our engagement with Supported Businesses.
- d) We encouraged suppliers to engage SMEs, third-sector organisations and Supported Businesses as part of their supply chain.
- e) We worked with the British Association for Supported Employment to discuss possible contract opportunities for its members and also possible work placements, employment and employability support.
- f) We published our Forward Plan of contract opportunities on [Public Contracts Scotland](#).
- g) We developed and published our [Community Benefits Strategy](#) in January 2025 to provide guidance to suppliers tendering for our contract opportunities.
- h) Where appropriate, we used Community Benefit clauses within contracts with an estimated value of £50,000 and above to deliver subcontracting, training, recruitment and other opportunities. We aim to enhance economic, social, and environmental well-being by targeting support towards our priority groups: carers, disabled people, and individuals on low incomes. See Section 3 'Community Benefits' of this report for more information about our approach to community benefits.
- i) We adopted a Community Wealth Building approach in Dundee and Glasgow, where our main offices are located, to make contracting opportunities more accessible to local businesses. We also collaborated with our suppliers to deliver subcontracting opportunities and community benefits in these areas wherever possible. See Section 3 'Community Benefits' and Section 7 'Innovation in Procurement' of this report for further information.

- j) We collaborated with the Supplier Development Programme to support SMEs and Supported Businesses in bidding for contracts and supply chain opportunities. This included promoting tender opportunities, such as the Specialist Office Equipment contract on the Supplier Development Programme's website.
- k) We participated in the Supplier Development Programme's Meet the Buyer events and other events to advertise upcoming contracts, including encouraging our suppliers to open up supply chains and raise awareness of suppliers through the Supplier Development Programme's sustainable model. See Section 7 'Innovation in Procurement' of this report for further information.
- l) Our [Corporate website](#) included [Procurement and Commercial](#) guidance and advice for suppliers and potential suppliers on doing business with us that is inclusive, fair, ethical and transparent.
- m) We engaged with potential suppliers early in the procurement process to encourage participation and seek feedback to ensure that our specifications were deliverable. For example, our Courier Services procurement exercise included pre-market engagement with suppliers to inform our service requirements.

Priority 6: We will ensure that our procurement practices contribute to the Scottish Government Just Transition approach to addressing the climate emergency and decarbonising our economy.

- a) We complied with the sustainable procurement duty and applied it to our processes to make sure we fully considered costs, quality, environmental impact and social effects over the whole life of an item or service when assessing value for money. See Section 8 'Sustainability and Climate Change' of this report for further information.
- b) We used appropriate tools and the Supplier Development Programme to increase opportunities for our procurement activities to have positive social, economic and environmental outcomes. See Section 3 'Community Benefits Summary', Section 4 'Supported Businesses Summary', Section 7 'Innovation in Procurement' and Section 8 'Sustainability and Climate Change' of this report for further information.
- c) We complied with [Scottish Procurement Policy Notes](#) on taking account of climate and circular economy considerations and used relevant tools (e.g. the Scottish Government Sustainable Procurement Tools) to help develop action plans and strategies for awarding contracts and directing resources to where they are needed. See Section 8 'Sustainability and Climate Change' of this report for further information.
- d) We actively encouraged development activities that increased the knowledge, skills and capability of procurement officers and our stakeholders. This included making sure that all procurement officers and stakeholders became more aware of the effect they can have on climate change and know how to access e-learning that is available through the [Sustainable Procurement Tools](#) platform. See Section 8 'Sustainability and Climate Change' of this report for further information.

- e) We engaged with internal experts and the Scottish Government's Procurement Policy team to ensure our procurement practices aligned with the Just Transition approach to tackle the climate emergency and decarbonise the economy.
- f) We included sustainability considerations when carrying out market research. Our Courier Services procurement exercise included pre-market engagement with suppliers to inform sustainability and environmental issues for our service requirements.
- g) We used recognised standards in our specifications where these were available and relevant. See Section 8 'Sustainability and Climate Change' of this report for further information.
- h) We managed contracts and actively worked with our suppliers to make sure they provided the sustainable outcomes we wanted to achieve. See Section 8 'Sustainability and Climate Change' of this report for further information.
- i) We developed internal templates and guidance to help reduce demand for goods and services by cutting down on waste, encouraging people to re-use and recycle, and to use goods and services that do the least harm to the environment.
- j) We contributed to a Net Zero Strategy for Social Security Scotland and ensured that this is aligned with our procurement and contract management processes and activities. See Section 8 'Sustainability and Climate Change' of this report for further information.
- k) We actively encouraged our suppliers to set targets through our procurement activities for reducing indirect/supply chain emissions of greenhouse gases and monitored these through contract management activities See Section 8 'Sustainability and Climate Change' of this report for further information.
- l) We collaborated with the Accredited Provider of the Accessible Vehicle and Equipment (AVE) Scheme, and colleagues in Transport Scotland and other public bodies to find solutions to perceived barriers to Just Transition for AVE scheme users in alignment with Scotland's Electric Vehicle Infrastructure Plan.

Section 3 – Community Benefits 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”.

Community Benefits are an important requirement of our procurement process. Where it is appropriate to do so, Community Benefits were requested for all regulated procurement activity over £50,000. For 2024/25, our performance management process included an objective for procurement officers to consider community benefit requirements for all their assigned regulated procurements.

In January 2025, we published our **Community Benefits Strategy** on our website. We also produced operational guidance for our procurement officers. The guidance helped us develop Community Benefits strategies for individual procurements.

Our approach encouraged our suppliers to deliver initiatives that provide economic, social and environmental benefits to local communities across Scotland. In particular we encouraged our suppliers to deliver community initiatives that support Social Security Scotland's priority client groups:

- Carers – The Carers (Scotland) Act 2016 defines a carer as an individual who provides or intends to provide care for another individual ('the cared-for person').
- Disabled People – The Equality Act 2010 sets out when someone is considered to have a disability.
- People on Low Incomes – People in receipt of one or more of the low-income benefits administered by Social Security Scotland.

Community Benefits Requirements in Procurement during 2024/25

Total Number of Regulated Contracts Awarded	30
Total Number of Regulated Contracts Awarded for Interim Staff	7
Total Number of Regulated Contracts Awarded for requirements other than Interim Staff	23
Total Number of Contracts Awarded Over £4 million	2
Total Number of Contracts Awarded Over £4 million with Community Benefit Requirements	2
Total Number of Regulated Contracts Awarded with a value of less than £4 million with Community Benefit Requirements	9

Community Benefits Agreed in Regulated Contracts in excess of £4 million Awarded Between April 2024 and March 2025

Contract	Community Benefit Commitment
Social Program Management (SPM) related Software Licences and Subscription and Support	The Supplier (Computacenter Ltd) will deliver one STEM event to a School/College or University by the end of December 2024. The software vendor (Merative Ltd) will provide access to two (online) developer Cúram education packages.

Contract	Community Benefit Commitment
Low Code Technology Platform Licences	The Supplier (OutSystems Ltd) will deliver 'Jumpstart' events for at least 20 students attending Glasgow University.

Community Benefits Agreed for Regulated Contracts Below £4 million Awarded Between April 2024 and March 2025

Contract	Community Benefit Commitment
Debt Management System	The Supplier (Civic Computing Ltd) will support students to develop skills through the Powering Futures programme.
Security Information and Event Management. Logging Monitoring and Alerting Licences	The Supplier (Elastic Ltd) will undertake two further education visits within Dundee and Glasgow during the contract term.
IT Health Checks and Other Services (agreed as part of the option to extend the contract)	The Supplier (Commissum) will create graduate positions during 2025. The Supplier will partner with Abertay University to encourage applications. The Supplier will target recruitment and training for disadvantaged persons during 2025. The Supplier will partner with local High Schools in Edinburgh and Glasgow to offer work placements for 14-16 years old during 2025.
Stakeholder Engagement System	The Supplier (Tractivity) will provide virtual work experience opportunities tailored to students or jobseekers in Scotland.
Provision of Interpreting, Translation and Transcription Services	The Supplier (Global Connections Scotland Ltd) will: • make sub-contracting opportunities available to SMEs, the Third Sector and Supported Businesses. • offer work experience opportunities to schools, colleges and universities. The Supplier's staff planned to participate in a charity kilt walk in April 2025.

Contract	Community Benefit Commitment
High Street Ground Floor Mailroom and Physical Security Project	The Supplier (Mitie Technical Facilities Management Ltd) will: • donate to the Trussell Trust, a local foodbank in Glasgow. • engage with two local primary schools to discuss and promote working in the construction industry. • employ a Glasgow based labourer to work specifically on the project. • engage Scottish SMEs to support the project. • provide mental health training in partnership with Scottish Action for Mental Health (SAMH) for staff in our Glasgow office. • reuse and recycle all materials from the project in partnership with MPact.
Vehicle Hire	The Supplier (Enterprise Rent a Car Ltd) will: • support a volunteer day for their staff. • provide a financial donation toward repair/refurbishment works.

Community Benefits Delivered for Live Contracts Awarded Prior to April 2024

Contract	Community Benefits Delivered in 2024/25
Catering Services for Dundee and Glasgow Sites	The Supplier (BaxterStorey Scotland Ltd) has employed two full time equivalent trainees from disadvantaged/disabled backgrounds for the duration of the contract.
Creative Services	The Supplier (Stand UK Ltd) has: • engaged two paid student summer placements. • provided marketing services to a Care Home in Oban. The marketing and promotional activities allowed the care home to attract essential funding for building maintenance.

Contract	Community Benefits Delivered in 2024/25
Management of Cards to deliver Best Start Food	The Supplier (Allpay Ltd) has: • donated £3,000 to Turn to Us, a national charity that provide advice/support on financial insecurity. • donated £3,000 to Workers Education Association to enrol 30 people into an activity engaging them into further learning.
IT Health Checks and Other Services	The Supplier (Commissum Associates Ltd) has delivered: • one work placement for a school pupil. • three Graduate placements.
Social Security Scotland - Live Service Team - Lot 2	The Supplier (Mphasis UK Ltd) has engaged one Modern Apprentice from an area within the 10% most deprived of Glasgow.
Social Program Management (SPM) related Software Licences and Subscription and Support	The Supplier (Computacenter (UK) Ltd) has delivered a SmartSTEM event delivered in Abertay University, Dundee. 300 young people attended
Support of Applications on the OutSystems Platform	The Supplier (Fujitsu Services Ltd) has delivered: • interview support for an unemployed person. • an 'Introduction to the IT industry & Fujitsu' employability workshop virtually delivered via Teams to a live audience at a Dundee City Council location. • A CV feedback and support session to an unemployed person interested in Cyber Security. • eighty-eight signups to Fujitsu's 'WorkX' programme from Edinburgh, Glasgow and Dundee.
Internal Knowledge Management Hub	The Supplier (Invotra Ltd) had a member of staff volunteering with Dial OP - Morning Call.

Contract	Community Benefits Delivered in 2024/25
Provision of Interpreting, Translation and Transcription Services	The Supplier (Global Connections Scotland Ltd) has delivered: • four student placements from the University of Strathclyde. • a careers day at Williamwood High School involving interactive activities to help students understand more about language services and the world of work. • a Christmas drive for Sunshine Wishes Children's Charity with a Christmas Jumper Day.
Specialist Office Equipment	The Supplier (Back Care Solutions Ltd) has delivered: • 17.5 hours of work to SMEs through the contract. • fourteen days of vehicle/driver volunteering to food banks. • eighteen local hotel stays in Scotland in relation to the contract. • one work experience opportunity. • two trees planted.
High Street Ground Floor Mailroom and Physical Security Project	The Supplier (Mitie Technical Facilities Management Ltd) has delivered: • a community litter pick. • a donation to the Trussell Trust Foodbank in Govanhill. • a fundraising charity run, raising over £500 for a children's hospital charity in Glasgow. • a mental health training session for Social Security Scotland staff. • a 'Project and Sustainability in Construction' session to Primary 5 and 6 children at Garnetbank Primary School.

Contract	Community Benefits Delivered in 2024/25
	• one temporary Glasgow based labourer employed on the project. Now permanently employed on other Glasgow-based projects • one Young Pre-Apprentice Trainee employed on the project. Continuing to work on other Glasgow-based projects. • one Trainee Quantity Surveyor employed on a full-time basis for the project.
Facilities Management Services Contract	The Supplier (Mitie Technical Facilities Management Ltd) has delivered: • two Circle Group Facilities Management Activities and is currently working to deliver a further five. • a donation of period products to community groups. • two Christmas Card Drop-in events.
Engineering and Cloud Services - Hosting Platform and Operations	The Supplier (IBM UK Ltd) has delivered: • three apprenticeship positions. • arranged wider access to the IBM free to use Open P-Tech distance learning platform. • support with schools/colleges, support through the STEM Community, support through Youth Groups.
Multi-Channel Contact Centre & Telephony Services	The Supplier (Vodafone Ltd) has: • donated iPhone and AirPods to our corporate charity SAMH for fundraising purposes. These were raffled off at their Drag and Dine event in November 2024. • two Vodafone University Graduates recruited in Scotland currently remain in place. Content Guru (sub-contractor) have a University Graduate in place and have had other graduates in place throughout the duration of the contract. Additionally, Content Guru have recruited

Contract	Community Benefits Delivered in 2024/25
	approximately 6 FTE in Scotland since start of contract. - provided five employees for a full day of giving something back, through volunteering with a community organisation. - supported 'Developing Our Young Workforce' initiative by providing a minimum of four employees to support mock interviews for secondary school age pupils to help prepare them for the world of work.

Key contract information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the reporting period.

1  jobs filled by priority groups	2  apprenticeships filled by priority groups	5  work placements filled by priority groups	£489,823  value of contracts sub-contracted to SMEs
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Case Study – Helping Young People Understand Digital and Technology Careers

Our Digital team delivered workshops at Abertay University as part of a special careers event focusing on Science, Technology, Engineering and Maths (STEM) subjects.

Around 300 local children aged 10-14 years old attended the event that was organised by education charity SmartSTEMs and Computacenter UK Ltd, one of our major suppliers.

Computacenter facilitated the event as part of our published Community Benefit Strategy 2024 – 2027, which details economic, social and/or environmental benefits that are built into our procurement contracts.



The aim of the event was to encourage young people, whatever their background, to learn about the opportunities and careers open to them through studying science, technology, engineering or maths.

We also had an information stall where procurement officers highlighted STEM roles available at Social Security Scotland.

Section 4 – Supported Businesses Summary

We actively consider Supported Businesses for our contract opportunities and promote the integration of disabled and disadvantaged individuals into Scotland's mainstream workforce.

During the reporting period, no new contracts were awarded to Supported Businesses. However, two existing contracts continued supplying furniture and related products to our offices, with a total spend of **£147,004**.

Through our procurement and contract management activities, we encouraged suppliers to include Supported Businesses in their supply chains. Currently, one Supported Business is engaged through our primary suppliers.

Our facilities management supplier, Mitie, sourced period products from **Hey Girls**, a Scotland-based Supported Business, for our Dundee and Glasgow offices. Our total spend during the reporting period was **£1,379**.

Additionally, Royal Mail Group Limited sub-contracts elements of our Postal Services contract to Scottish Braille Press. The Scottish Braille Press, part of Sight Scotland, is a leading provider of high-quality alternative formats and offers a transcription service to create Braille, Large Print and Audio for all types of business. Scottish Braille Press as part of the supply chain provide employment opportunities for people with disabilities, including people with vision impairment. A significant proportion of our Postal Services' sub-contracted spend is paid to Scottish Braille Press.

We maintain ongoing engagement with the British Association for Supported Employment in Scotland to explore contract opportunities, work placements, and employability support for its members.

We also collaborate with the Supplier Development Programme, participating in 'Meet the Buyer' events and other forums to promote our contract opportunities and attract interest from Supported Businesses.

Where appropriate, our staff have engaged with Supported Businesses to share information about our organisation, contracting processes, and future contract opportunities.

Case Study – Future Catering Contract

In 2023, we conducted a procurement exercise for catering services, specifically reserved for Supported Businesses. The exercise failed to secure any bids from Supported Businesses.

As a result, our Executive Team approved the use of the Scottish Government's Catering Contract to deliver services in our Dundee and Glasgow offices until August 2026. This interim arrangement provides a two-year period during which our procurement officers will gather market intelligence and evaluate the feasibility of reserving the right to participate in a future procurement exercise exclusively for supported businesses.

Note: Under Regulation 21 of the Public Contracts (Scotland) Regulations 2015, public bodies may restrict participation in a procurement process to Supported Businesses. To qualify, an organisation must primarily aim to integrate disabled or disadvantaged individuals socially and professionally, and at least 30% of its workforce must consist of such individuals.

The timeframe also allowed for:

- the risks present in the 2023 procurement exercise, such as rising food costs and labour market shortages in the hospitality sector to ease.
- the collection of two years of service usage data to support accurate demand forecasting information in the invitation to tender documents.
- the consortia of Supported Businesses or social enterprises time to form and submit a bid.

During the reporting period, our procurement officers carried out:

- pre-market engagement to determine the level of interest from Supported Business and Social Enterprises to deliver catering services in our Dundee and Glasgow offices.
- held meetings with the suppliers who chose not to tender in 2023 to understand the reasons why the contract opportunity failed to attract any tenders from Supported Businesses and establish their interest in a future opportunity.
- engaged with the British Association for Supported Employment, Business Gateway and Scottish Procurement to promote the opportunity and seek their input to support interested suppliers.

We will continue to engage with the market during 2025 to allow informed decisions to be made about reserving the contract opportunity for Supported Businesses only.

Section 5 – Future Regulated Procurements

A forward plan of anticipated procurements projected to commence in the next two financial years (2025/26 and 2026/27) is provided at Appendix B.

Section 6 – Contract and Supplier Management

We recognise the importance of effective contract management to ensure our suppliers fulfil their contractual obligations through effective and efficient service delivery.

We also recognise that service delivery requirements can evolve throughout the lifetime of the contract. Our approach involves ongoing commercial and operational management of suppliers and continuous engagement with business owners and stakeholders. Our approach aims to keep them informed about service delivery developments and any potential changes to the financial arrangements of the contract.

Between April 2024 and March 2025, we managed **118** contracts with a combined value exceeding **£164 million**. Our total procurement spend during this period was **£38,420,475**, of which **£23,018,685 (60%)** was through Scottish Government collaborative frameworks.

Our spend through Scottish Government collaborative frameworks further reinforced our commitment to public service reform by delivering joined-up, efficient procurement services.

To prioritise our contract management activities, we used a risk-based tool that assessed each contract's value and complexity. Contracts were rated high, medium, or low risk, and each contract was assigned to a procurement contract manager to support the relevant business or technical lead.

Our Procurement team managed all contracts classified as high-risk contracts. Responsibilities included:

- facilitating monthly contract review meetings.
- monitoring service delivery and Key Performance Indicators.
- reviewing risk profiles and spend data.

Contract Risk Ratings and Values

Risk Rating	Number of Contracts	Combined Value (£)
High	14	107,414,827
Medium	35	46,433,188
Low	69	10,539,776
Total	118	164,387,791

Although our high-risk contracts (those of the highest value, highest risk and greatest complexity) accounted for only **12%** of the total number of contracts managed by the

team, the contracts represented **65%** of the total contract value. By contrast, **58%** of all contracts classified as low risk accounted for less than **6%** of the total contract value.

This proactive approach ensured value for money for Scottish taxpayers and supported our organisation's broader strategic goals.

In response to fiscal pressures, we issued a "Contract Efficiencies and Savings" letter to twenty-one suppliers during the reporting period, inviting proposals for cost savings and efficiency improvements. We received seven positive responses from suppliers. Six responses identified resource savings and efficiencies that would enhance our use of existing platforms and software within our IT infrastructure. The remaining proposal related to our Specialist Office Equipment contract and a proposal to offer alternative goods at a reduced price. The supplier suggestions are currently under review by procurement officers and business owners. Where relevant, the outcomes of the reviews will be included in our 2025/26 Annual Procurement Report.

Section 7 – Innovation in Procurement

We are a key partner in the Dundee Community Wealth Building initiative and are recognised as an organisation that can significantly influence our communities through their employment practices, procurement activities, and use of land and facilities.

The Community Wealth Building initiative aims to retain and grow wealth within local communities by:

- creating new fair work opportunities.
- supporting the growth of local and inclusive business models.
- transferring more assets into community ownership - ensuring that collective wealth benefits people, place, and planet.

We collaborated with other organisations to maximise the local impact of our procurement activities. This included increasing local spending, supporting a more diverse supplier base, and ensuring that economic benefits are retained within the community. These actions provide further evidence of our commitment to the Public Service Reform Programme.

Our Head of Procurement is an active member of the Dundee Community Wealth Building Procurement Working Group, which includes Dundee City Council, NHS Tayside, the University of Dundee, and the Tayside Procurement Consortium.

Sharing Opportunities with Tayside Businesses

In March 2025, members of our Procurement team attended the Meet the Buyer Tayside event to highlight upcoming opportunities and explain how our procurement process works.

The event was organised by Dundee City Council and the Supplier Development Programme and held at Michelin Scotland Innovation Parc in Dundee.



We are a member of the **Discover Work Dundee Partnership**, Dundee's Local Employability Partnership. This multi-agency initiative focuses on developing shared objectives, aligning efforts, and committing resources to improve employability across the region.

The Partnership members include Skills Development Scotland, Dundee and Angus College, Department for Work and Pensions, Dundee City Council, Dundee & Angus Chamber of Commerce, Dundee Volunteer & Voluntary Action (Third Sector Interface), Developing the Young Workforce, Dundee Health and Social Care Partnership, NHS Tayside and Business Gateway.

One of our suppliers has actively contributed to the Discover Work Partnership through its community benefits commitment. As part of this collaboration, our supplier developed a set of cyber security slides, which have been incorporated into Discover Work's core presentation materials for job seekers.

Section 8 – Sustainability and Climate Change

As an Executive Agency of the Scottish Government, we operate within the framework of its climate change policies and the national goal of achieving a Net Zero economy and society by 2045.

Our procurement practices are guided by the sustainable procurement duty outlined in Section 9 of the **Procurement Reform (Scotland) Act 2014**. We also apply the principles of **Scottish Procurement Policy Note 3/2022** which encourages consideration of climate and circular economy impacts in all procurement strategies.

We continuously assessed how our procurement activities enhance Scotland's economic, social, and environmental wellbeing. Our service specifications reflect our commitment to reducing environmental impact and contributing to a cleaner, greener, and healthier country.

Our Invitation to Tender documents included clear references to climate change and Net Zero objectives. We asked suppliers to demonstrate how they plan to reduce emissions and support our environmental goals.

We also collaborated closely with internal colleagues to ensure that the goods and services we procured support our climate change duties, reduce emissions, and promote efficient use of resources.

How our work contributes to environmental challenges

Catering Services

Our catering provider operation aims to minimise the impact on the environment, based on the principles of ‘reduce, reuse, recycle and recover’. Their operations include a range of environmentally friendly measures including:

- the efficient use of energy and water.
- the use of biodegradable cleaning materials.
- the avoidance of products containing ozone depleting substances.
- the reduction of packaging on foods, or replacement with environmentally friendly packaging.
- the separation of food waste.
- the recycling of waste including cans, bottles, glass and plastic cups.
- the purchase of recycled items, where available.
- the purchase of biodegradable or recyclable disposables.



Global Connections



Global Connections (Scotland) Ltd provides interpreting, translation, and transcription services for our clients. Global Connections actively encourage the use of telephone and video interpreting as alternatives to face-to-face appointments.

During the reporting period, interpreting appointments for our clients increased by 14.5% compared to 2023/24. Of these, 99% were completed remotely via telephone or video calls, significantly reducing travel and associated carbon emissions. This remote-first approach has been incorporated into Global Connections' carbon reduction plan.

Furniture Contracts

Our contracts require suppliers to:

- comply with the requirements of the [European Commission Green Public Procurement Criteria for Furniture](#) as currently published (the “Green Criteria”).
- procure and ensure that all timber wood derived products originate from an independently verifiable legal and sustainable source or Forest Law Enforcement, Governance and Trade (FLEGT) licensed timber.

- offer a waste management service to uplift furniture and allocate for repair, refurbishment, re-use, or breakdown the product appropriately for recycling or disposal in an environmentally friendly manner.
- provide appropriate evidence to confirm that the supply and disposal of goods comply with the specification requirements.

Telephony and Multi-Channel Contact Centre

As part of our Telephony and Multi-Channel Contact Centre procurement exercise, we included a technical question in the Invitation to Tender that required bidders to submit a Climate Change Plan. Bidders were asked to include the following in their Climate Change Plan:

- identified Scope 1, 2 and 3 greenhouse gas emissions sources.
- calculated Scope 1 and 2 greenhouse gas emissions.
- a timeline for planned emissions reduction.
- actions being taken to achieve emissions reduction.
- initiatives aimed at reducing emissions specifically in related to this contract.
- involvement of sub-contractors and the supply chain to reduce emissions related.

The plan will be monitored throughout the delivery of the contract.

Note: [Scottish Procurement Policy Note 3/2022](#) provides guidance on the terms Scope 1, Scope 2, and Scope 3 greenhouse gas emissions.

Fleet



We have six fully electric vehicles which provided our staff with a sustainable alternative if they are unable to use public transport.

Clean Zero

Clean Zero has been introduced by our facilities management provider, Mitie Facilities Management and we have adopted it as part of our commitment to the Scottish Government's transition to a [Net Zero economy and society by 2045](#).

Clean Zero is an environmentally friendly, non-toxic, chemical free cleaning system that uses filtered water rather than chemical-based cleaning solution to remove bacteria from hard surfaces.

As part of the implementation of Clean Zero practices we have removed packets of wipes from desk areas in our offices. Wet wipes are a major source of microplastic pollution on land and in waterways in Scotland. Reducing the use of wet wipes in our buildings will have a positive impact on the environment and wildlife population.

Clean Zero is an example of what our procurement officers consider when negotiating contracts and considering what services can improve the economic, social and environmental wellbeing of Scotland.

Our procurement officers actively work with our Place Services Team to support environmental sustainability and ensure that the goods and services we purchase reduce our emissions and are an efficient use of resources.

Mitie also supports biodiversity across our estate, taking a proactive approach to landscaping and recycling and minimising waste where possible.

Earth Day Events

In April 2024, Earth Day events were held in our Dundee and Glasgow offices. The events were used to share information about how everyone can take steps to reduce their carbon footprint, as well as showcase efforts being taken by some of our suppliers. Home Energy Scotland, Cycle Solutions, IBM, Vodafone, Enterprise Car Club and Campy Growers (Dundee only) came along and met over 300 colleagues across Dundee and Glasgow.

Supporting Charities

In August 2024, our Procurement team donated a range of essential products to Refuweegee, a community-led charity operating in Glasgow.

In December 2024, we participated in the **'Cards for Care'** initiative. 'Cards for Care' aims to share festive cheer by showing people they have not been forgotten at Christmas. Mitie, our facilities supplier, provided staff with blank Christmas cards and colleagues were encouraged to write a card to a care home resident. Mitie distributed the cards to Care Homes in Dundee and Glasgow before Christmas.

During the reporting period, we donated surplus furniture in the furniture contract to two local Dundee charities, who use at their facilities. Our approach also saved the organisation storage costs for the surplus furniture.



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 (including extension options)
02/04/2024	Lorien Resourcing Ltd	Enterprise Architect – Interim Worker	£361,775	08/04/2024	02/03/2026
15/04/2024	Harvey Nash Group PLC	Organisational Design Lead – Interim Worker	£159,250	01/05/2024	31/07/2025
18/04/2024	Computacenter (UK) Ltd	Provision of Lone Worker	£270,900	14/04/2024	13/04/2028
24/04/2024	Computacenter (UK) Ltd	Social Program Management (SPM) related Software Licences & Subscription and Support	£4,186,035	01/04/2024	31/03/2029
29/05/2024	Computacenter (UK) Ltd	Document Management – Document Repository Licences	£847,297	01/06/2024	31/05/2027
11/06/2024	ASA Recruitment Ltd	Business Change Project Manager – Interim Worker	£226,675	15/07/2024	15/06/2026
18/06/2024	Venesky-Brown Recruitment Ltd	Business Change Project Lead – Interim Worker	£184,023	08/07/2024	08/06/2026
18/06/2024	Lorien Resourcing Ltd	Business Planning Projects – Interim Worker	£193,200	15/07/2024	15/06/2026
18/06/2024	Harvey Nash Group PLC	Business Change Project Lead – Interim Worker	£194,587	08/07/2024	08/06/2026
27/06/2024	Computacenter (UK) Ltd	Integrated Design and Development Licence	£56,623	01/07/2024	30/06/2027
27/06/2024	Hackajob Ltd	Technical & Digital Resource Generation Licence	£140,916	01/07/2024	30/06/2026

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Contract Award Date	Supplier Name	Subject Matter	Estimated Contract Value	Contract Start Date	Contract End Date (including extension options)
01/07/2024	Global Connections (Scotland) Ltd	Interpreting, Translation and Transcription Services	£1,700,000	01/07/2024	31/12/2025
03/07/2024	Mitie Technical Facilities Management Ltd	Soft Facilities Management Services	£2,013,181	21/10/2024	30/09/2031
30/07/2024	Mitie Technical Facilities Management Ltd	Mailroom and Physical Security Projects	£558,339	26/08/2024	31/12/2024
13/08/2024	LexisNexis Risk Solutions UK Ltd	Identity Verification Solution	£1,658,000	01/04/2025	31/03/2029
06/09/2024	Computacenter (UK) Ltd	Vulnerability and Web App Scanning	£262,419	10/09/2024	09/09/2027
06/09/2024	Enterprise Rent A Car UK Ltd	Vehicle Hire	£1,200,000	06/09/2024	31/08/2028
21/10/2024	Phoenix Software Ltd	Adobe Manager Experience Licences	£483,675	01/11/2024	31/10/2027
05/11/2024	Civic Computing Ltd	Debt Management System	£248,484	20/11/2024	19/05/2027
05/11/2024	Harvey Nash Group PLC	IAM Specialist – Interim Worker	£199,500	11/11/2024	29/12/2025
07/11/2024	Ernst & Young LLP	Automation Centre of Excellence - Delivery (Phase 2)	£165,000	08/11/2024	30/05/2025
02/12/2024	Deloitte LLP	Digital Maturity Assessment & Investment Appraisal	£320,000	02/12/2024	31/03/2025
18/12/2024	Computacenter (UK) Ltd	Low Code Technology Platforms - Licences	£8,502,681	06/01/2025	05/01/2031

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Contract Award Date	Supplier Name	Subject Matter	Estimated Contract Value	Contract Start Date	Contract End Date (including extension options)
23/12/2024	Computacenter (UK) Ltd	Document Management – Inbound and Outbound platforms	£461,387	01/01/2025	30/06/2026
29/01/2025	Computacenter (UK) Ltd	Integration Platform Licences & Support	£3,635,051	01/01/2025	31/12/2027
03/02/2025	Udemy UK Ltd	Cloud Training Platform Licences	£59,000	03/02/2025	02/02/2027
20/02/2025	Computacenter (UK) Ltd	Security Information, Event Management, Logging Monitoring and Alerting Licences	£335,176	01/03/2025	28/02/2026
14/03/2025	Computacenter (UK) Ltd	Database Operational Running and Support	£1,232,223	28/02/2025	28/01/2030
18/03/2025	Computacenter (UK) Ltd	Stakeholder Engagement System	£47,239	31/03/2025	30/03/2028
20/03/2025	Computacenter (UK) Ltd	Source Code Management Licences	£245,015	01/04/2025	31/03/2027

Appendix B – Future Regulated Procurements

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

Requirement	New /Re-let	Expected Contract Start Date	Estimated Contract Value
Statistical Publishing platform with disclosure control	New	31/10/2025	£550,000
Mail Screening	Extension	10/12/2025	£72,000
Test Software	Re-let	11/12/2025	£850,000
Interpretation, Translation and Transcription Services	Re-Let	31/12/2025	£890,000
Software Analysis Tool	Re-let	28/02/2026	£77,667
Security Information and Event Management & Logging Monitoring and Alerting Licences	Re-let	01/03/2026	£335,175
Creative Services	Re-let	23/03/2026	£1,000,000
Data Stewardship training	New	31/03/2026	£50,000
Cloud Engineering Service	Extension	01/04/2026	£3,780,000
Cloud Hosting	Re-let	01/04/2026	£15,000,000
Best Start Foods Card Provider	Re-let	03/06/2026	£1,000,000
Postal Services	Extension	25/06/2026	£25,000,000

Requirement	New /Re-let	Expected Contract Start Date	Estimated Contract Value
Document Management	Extension	01/06/2026	£540,000
Furniture and Associated Products	Re-let	12/07/2026	£50,000
Catering Services for Dundee and Glasgow Sites	New	01/08/2026	£1,000,000
Threat Intelligence Platform	Re-let	13/12/2026	£380,000
Content Threat Removal Solution for Document Upload	Re-let	01/01/2027	£270,000
Integration Platform PAAS	Re-let	01/01/2027	£4,000,000
Low Code Technology Platform - Licences	Extension	05/01/2027	£1,388,107
Open-Source Intelligence Gathering Software	Re-let	17/04/2026	£75,000
Information Technology Training – Learning and Development Platform	Re-let	03/02/2027	£60,000
Internal Knowledge Management Hub	Extension	17/02/2027	£88,800
Provision of Cloud Compliance Software	Re-let	28/02/2027	£140,446
Information Technology Health Checks and Other Services	Extension	01/03/2026	£160,000
Source Code Management Licences	Re-let	01/04/2027	£260,000
Social Program Management (SPM) related Software Licences & Subscription and Support	Extension	01/04/2027	£860,000

Requirement	New /Re-let	Expected Contract Start Date	Estimated Contract Value
Debt Management System	Re-let	20/05/2027	£250.000
Document Management	Re-let	01/06/2027	£700,000

Annex A – Annual Procurement Report Management Information

[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	Financial Year 2024 -2025
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	30
b) Total value of regulated contracts awarded within the report period	£30,147,649
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	6
ii) how many of these unique suppliers are Third sector bodies	0
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	29
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	1
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.	2
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain Community Benefit Requirements	9
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)	1
e) Number of Apprenticeships Filled by Priority Groups	2
f) Number of Work Placements for Priority Groups	5
g) Number of Qualifications Achieved Through Training by Priority Groups	0
h) Total Value of contracts sub-contracted to SMEs	£489,823
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 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 First criterion.	5
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.	12
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract during the period.	7
6. Payment performance	
a) Number of valid invoices received during the reporting period.	7,204

b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms.)	87%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	12
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.	0
7. Supported Businesses Summary	
a) Total number of regulated contracts awarded to Supported Businesses during the period	0
b) Total spend with Supported Businesses during the period covered by the report, including:	£147,004
i) spend within the reporting year on regulated contracts	£147,004
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.	£38,420,475
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£4,974,757
c) Total procurement spend with third sector bodies during the period covered by the report.	£1,440
d) Percentage of total procurement spend through collaborative contracts.	60%
e) Total delivered cash savings for the period covered by the annual procurement report	£8,410,853
f) Total non-cash savings value for the period covered by the annual procurement report	£192,000
9. Future regulated procurements	
a) Total number of regulated procurements expected to commence in the next two financial years	28
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£58,577,445

