Social Security Scotland

Tèarainteachd Shòisealta Alba

Annual Procurement Report
April 2025 – March 2026

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.

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.

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.

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.

Finance and Investment Forum - part of Social Security Scotland's governance structure. Its role is to ensure that public funds are spent on activities that deliver the greatest value and comply with the Scottish Public Finance Manual.

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

Government Commercial Agency (GCA) – An executive agency of the Cabinet Office that supports the UK public sector in procuring goods, services, and works. Established on **1 April 2026**, the GCA replaced the **Crown Commercial Service (CCS)** and brings together CCS and central commercial teams from the Cabinet Office into a single, integrated organisation

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.

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

Performance Framework - a structured approach used by Social Security Scotland to define its performance outcomes and to organise the data and evidence used to assess how well those outcomes are being achieved.

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

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

Public Procurement Strategy: 2023 to 2028 - outlines the Scottish Government's plans for procurement and delivery expectations for all public sector bodies.

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

Scotland's Public Service Reform Strategy: Delivering for Scotland - The Public Service Reform Strategy sets out commitments to change the system of public services - to be preventative, to better join up and to be efficient - in order to better deliver for people.

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

Scottish Procurement Policy Notes (SPPN) - 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.

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.

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.

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 2025 to March 2026, setting out how our procurement and commercial activities have supported delivery of our Corporate Procurement Strategy and wider organisational priorities.

This has been a significant year of transition, marked by the successful closure of the Scottish Government Social Security Programme. Procurement played a central role in achieving a smooth transition, including the transfer of the 11 key remaining contracts with a combined value of £193 million. This ensured continuity of critical services while strengthening Social Security Scotland's long-term commercial capability.

During the year, we awarded 274 contracts with a total value of £35.6 million and delivered over £8.4 million in cash-releasing savings. These outcomes demonstrate a continued focus on achieving value for money and effective stewardship of public funds in a challenging financial environment.

Procurement activity has contributed to the Scotland's Public Service Reform Strategy. Through collaboration with the Scottish Government, wider public sector partners and suppliers, we have supported the delivery of more efficient, joined-up and outcomes-focused public services, while strengthening the resilience of our supply chains.

Collaborative activities during the reporting period have included joining the Glasgow City Region Community Benefits Hub with plans to join the Dundee City Council Community Wishes Portal underway as well as commencing collaborative procurements for Digital Testing Services and Postal Services with other contracting authorities.

I would like to thank our Procurement and Commercial team, colleagues across the organisation, and our suppliers and partners for their continued support and collaboration throughout the reporting period.

Natalie McCrindle
Head of Procurement & Commercial
September 2026

Introduction

This report has been prepared in accordance with Section 18 of the Procurement Reform (Scotland) Act 2014 and sets out Social Security Scotland's procurement activity for the period 1st April 2025 to 31st March 2026.

The report includes:

- a summary of the regulated procurements completed during the reporting year
- a review of whether those procurements complied with our Corporate Procurement Strategy.
- a summary of the Community Benefit requirements delivered through our regulated procurements.
- a summary of the steps taken to facilitate the involvement of supported businesses in our procurement activity.
- a summary of the regulated procurements expected to commence over the next two financial years.
- information on our wider procurement outcomes and priorities, including our approach to climate change, support for Scotland's net zero ambitions, and promotion of fair work practices, including payment of the real Living Wage.
- All regulated procurements undertaken during the reporting period complied with our Corporate Procurement Strategy and relevant legislative requirements.

This report also demonstrates how procurement has contributed to the delivery of our Corporate Plan and our Corporate Procurement Strategy, supporting economic growth, improving service delivery, strengthening commercial capability and contributing to Scotland's Public Service Reform Strategy.

It also reflects the ambitions of the Scottish Government's Public Procurement Strategy: 2023 to 2028, which sets out a national vision for procurement that supports businesses and their employees, strengthens places and communities, and contributes to a fairer and more sustainable society, while promoting openness, collaboration and sustainable outcomes.

In line with Scottish Government guidance, this report also acknowledges the introduction of the national Key Performance Indicators (KPIs) established to measure progress against the Public Procurement Strategy: 2023 to 2028. As these measures become embedded across the Scottish public sector, they will support the assessment and reporting of procurement outcomes and continuous improvement activities in future years.

About us

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

During the reporting period, we supported disabled people, carers, people on low incomes, young people entering the workforce, and eligible clients with heating costs through a range of benefits and support services. 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.

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.

- Scotland's 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 supporting the aims of public service reform.

Procurement and Commercial Highlights in 2025/2026

Contract Awards

274 contracts awarded with a combined value of **£35.628 million**

Small and Medium Enterprises

241 contracts awarded to small and medium-sized enterprises with a combined value of **£8.2 million**

Savings

In 2025/26 we delivered cash savings of **£8,493,414** from our live contracts

Community Benefits

Community Benefit requirements were included in **60%** of regulated contract awards in 2025/26 up from 48% in 2024/25

Small and Medium Enterprises - Subcontractor Spend

We identified **£1,033,834** in SME subcontractor spend.

Annual Procurement Report

In September 2025, we published our Annual Procurement Report for 2024/25

Spend with Supported Businesses

Total Spend of **£107,208.51** with supported businesses

Contract and Supplier Management

We managed **141** contracts with a combined value of **£385.4 million**

Prompt Payment of Suppliers

We paid **86.88%** of all valid invoices from third-party suppliers with 10 days

Scottish Government Social Security Programme Closure

We successfully transferred **11** key remaining contracts with a total estimated value of **£193 million**

Section 1 – Summary of Procurement Activity and Spend

In response to continued public finance pressures, procurement activity in 2025/26 prioritised essential and business-critical requirements. A strong focus was maintained on ensuring that all expenditure delivered demonstrable value for money and supported the effective delivery of services

Our procurement spend for live contracts increased by **26%** compared to the previous financial year. This can be attributed to a **128%** increase in the total number of contracts awarded this financial year.

Key Activity

During the reporting period:

- our total procurement spend was **£48,409,792.21**
    - of which **£7,319,376.70 (15%)** was spent with SMEs.
    - of which **£19,400,644.83 (40%)** was spent with suppliers based in Scotland
- **274 contracts** were awarded with a total value of **£35.6 million**
    - **31 regulated contracts** with a combined value of **£30.9 million**
    - **243 non-regulated contracts** with a combined value of **£4.7 million**
- **148 requests for procurement support** were received
- **18 colleagues (75%) held qualifications from the Chartered Institute of Procurement and Supply (CIPS)** and a further four are actively studying towards accreditation
- **100% of relevant procurements** included? **Fair Work First** criteria
- Procurement remained focused on maintaining and improving operational efficiency and service delivery

Programme Closure and Contract Transition

A significant area of activity during the year was supporting the planned closure of the Scottish Government Social Security Programme in March 2026. Procurement activity was critical to ensuring a smooth transition, including the transfer of **11 remaining key contracts with a combined estimated value of over £193 million** into Social Security Scotland.

This work ensured continuity of critical services while embedding contract management responsibilities and commercial capability within the organisation.

An overview of the remaining 11 key contracts transferred to Social Security Scotland including their titles and estimated values is set out in the table below.

Contract Title	**Total Estimated Contract Value**
Testing Services	£14,000,000.00
Customer Facing Online Platform (Digital Portal 2)	£5,700,000.00
Fintech Digital OS Support Contract	£600,000.00
SPM ENLR& SCP	£82,720,000.00
Carers & Winter Heating	£86,250,000.00
Data Sharing Portal 2	£2,460,000.00
Fraud Case Management Systems (CLUE)	£1,058,067.70
MIRO Licences	£336,374.00
Objective Connect Plus	£16,674.32
Multi-license Escrow Agreement	£5,000.00
Slack Business Plus	£110,987.50
	£193,257,103.52

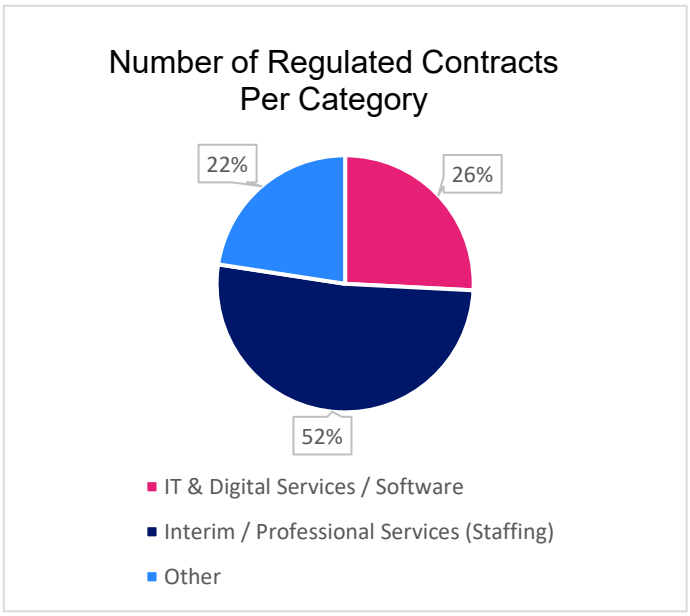
Regulated Procurement Activity

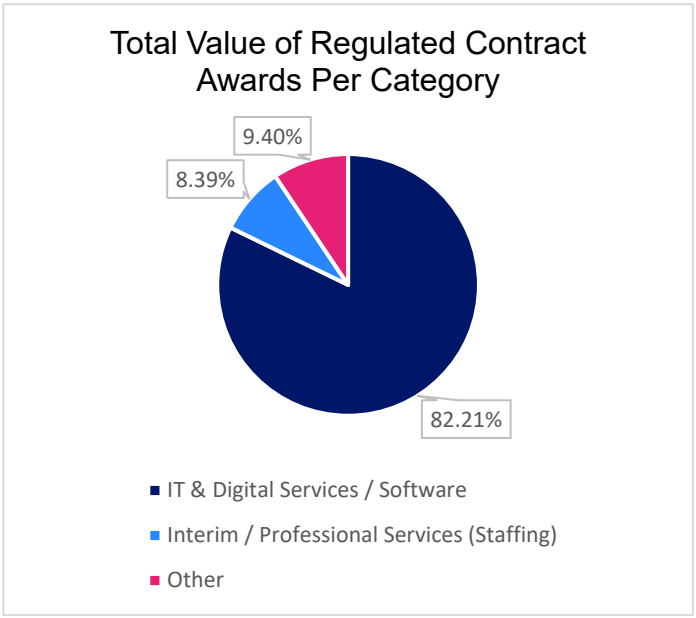
As detailed in **Appendix A – List of Regulated Procurements Completed During the Reporting Period**, regulated procurement activity was primarily concentrated in the following areas:

- IT and digital services
- professional and interim staffing services
- operational and facilities services
- accessibility and language services

A total of **8 regulated contracts (26%)** related to IT and digital services, representing **82.21% of total regulated contract value (£25.4 million).** Of these, **4 contracts were focused on cyber security, with a combined value of £663,702**, covering areas such as security monitoring, protection of devices and systems and application security. This reflects continued investment in digital capability, service resilience, and the strengthening of cyber security.

The majority of regulated procurements (**94%**) were delivered through Scottish Government and Crown Commercial Service frameworks. This approach ensured compliance, reduced duplication and delivered improved value for money through collaborative procurement.





Non-Regulated Procurements

Non-regulated procurement activity was largely focused on Interim or Professional Services (Staffing), accounting for **93% of the total number of all non-regulated contracts** and **94% of the total estimated contract value of all non-regulated contracts**.

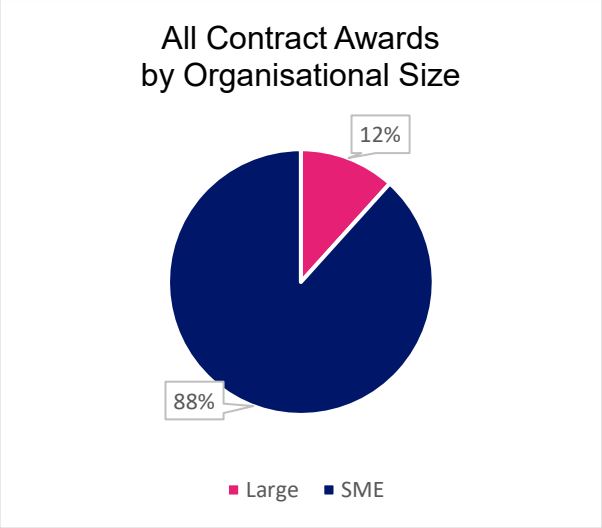
97.5% of our non-regulated contracts were awarded through collaborative agreements, demonstrating a consistent approach to leveraging existing frameworks.

SME Participation and Spend

Supporting Small and Medium-sized Enterprises (SMEs) remained a key priority:

- **241 contracts (88%)** were awarded to SMEs
- **98.8%** of contracts awarded to SMEs were Scottish based suppliers
- The **total estimated value** of these SME contracts with Scottish based suppliers is **£8.15 million,** which represents **22.9%** of the total estimated value of all contracts

This demonstrates a strong contribution to Community Wealth Building objectives by strengthening local supply chains and supporting inclusive economic growth.



During the reporting period, we continued to record subcontractor 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 **£1,033,834.** There was no sub-contractor spend under the SVARS framework to Scottish-based SME suppliers.

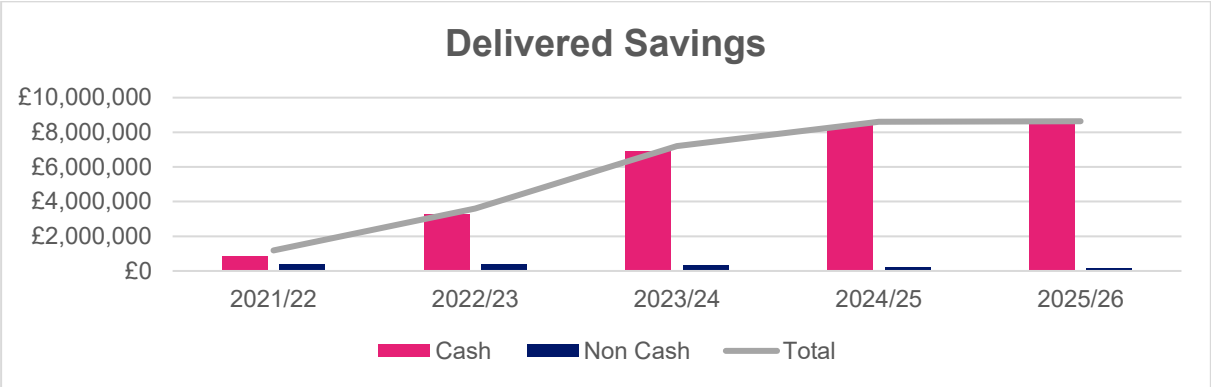
Contract Management and Savings

We actively managed our contracts to ensure that savings identified at contract award were tracked and delivered through the duration of the contract.

During the reporting period we delivered savings of **£ 8,637,414** from our live contracts:

- **£7,051,491** were cash savings, **£1,441,923** were cash savings from collaborative frameworks.
- We also delivered non-cash savings of **£144,000** during the period covered by the report.
- These savings were achieved through a combination of collaborative purchasing arrangements, competitive procurement activity, commercial negotiations and effective contract management. The savings realised through our use of collaborative frameworks particularly demonstrate the benefits of increased purchasing power, streamlined procurement activity and joined-up public sector procurement, reinforcing our commitment to public service reform.

The chart and the table below illustrates our delivered cash and non-cash savings from 2021 to 2026.



		Financial Year				
		2021/22	2022/23	2023/24	2024/25	2025/26
Savings	Cash	£830,560	£3,230,741	£6,878,774	£8,410,853	£8,493,414
	Non Cash	£354,000	£378,000	£333,000	£192,000	£144,000
	Total	£1,184,560	£3,608,741	£7,211,774	£8,602,853	£8,637,414

In 2025/26 financial year we delivered cumulative savings of **£8,637,414**, an increase of **£34,561 (0.4%)** compared to the previous financial year.

Since 2021 however we have delivered cumulative savings of **£29,245,342** (**£27,844,342** in cash savings and **£1,401,000** non-cash savings).

Contribution to Scotland's Public Service Reform Strategy

During 2025/26, procurement activity within Social Security Scotland has continued to evolve as a strategic enabler of Scotland's Public Service Reform Strategy supporting the delivery of public services that are efficient, joined up and focused on delivering improved outcomes for people and communities. Procurement has contributed to the ambitions of the Strategy by helping to maximise the impact of public spending, strengthen collaboration across the public sector and ensuring public resources are used effectively to deliver value for money for Scotland.

We have delivered a wide range of social benefits. Across the financial year**, 274 contracts were awarded**, with a combined value of **£35.6 million** contributing to a diverse range of operational and transformation priorities. This reflects a strong focus on value-driven sourcing and effective resource deployment, helping to deliver the wider ambitions of the Strategy. It is also consistent with the commitments set out in Our Charter and demonstrates how collaboration with other organisations helps to ensure that services and policies are joined up
We have contributed to the continuous improvement of the wider public procurement system through active engagement in national policy consultations. This has included participation in reviews of regulated procurement thresholds, Fair Work First guidance and the revised Procurement Guidance for Employment, Skills and Training (EST) – Community Benefits helping to shape a more proportionate, inclusive and outcomes focused procurement landscape.

Supporting Public Value and Inclusive Growth & Strengthening Economic Resilience and Capability

Procurement activity has continued to ensure that public expenditure delivers wider economic and social value alongside core service requirements**.** During the year, **241 contracts were awarded to Small and Medium Enterprises (SMEs)** representing **£8.2 million** in spend. This demonstrates a continued commitment to improving access to public sector opportunities, strengthening supply chains and contributing to sustainable economic growth across Scotland.

Social Security Scotland is currently engaging with the **Glasgow City Region Community Benefits Hub** and plans to expand this approach through **Dundee City Council Community Wishes Portal** in the reporting period. These locations have been prioritised as they are home to Social Security Scotland's main operational hubs, with the organisation's headquarters based in Dundee and a significant secondary site in Glasgow.

By engaging with these established community benefits platforms, Social Security Scotland is improving connections between suppliers, local community groups and third sector organisations, supporting a more coordinated and place-based approach to the delivery of social value and maximising the impact of public sector investment.

Procurement activity has also supported economic resilience by embedding Community Wealth Building principles into sourcing and contract management activities. By promoting SME participation, supporting fair work practices and encouraging opportunities within local supply chains, procurement activity is contributing to a more sustainable and inclusive economy.

Enabling Joined-up and Collaborative Public Services

Procurement activity has made a significant contribution to the Joined Up Services pillar of the Strategy by supporting collaboration across public bodies, reducing duplication and enabling more consistent approaches to the delivery of public services.

A key example is the **development of the Testing Services Framework Agreement**, a collaborative procurement established for use by Social Security Scotland and Scottish Government Directorates, including Corporate Operations. The framework provides a single, consistent commercial route for accessing digital testing services, enabling greater collaboration, standardisation and efficiency across participating organisations.

With an estimated value of **£54 million over four years**, the framework is expected to aggregate demand, strengthen purchasing power and deliver improved commercial outcomes while reducing duplication of procurement activity. It will support key programmes such as digital transformation, legacy system replacement, cloud adoption and data integration, helping to enhance digital maturity, service resilience and organisational capability across the public sector.

Delivering Efficient and Resilient Services

Procurement continues to support the Efficient Services pillar of the Strategy through strong contract and supplier management, ensuring services remain effective, resilient and deliver value for money.

During the reporting period, **141 contracts** were managed, representing a portfolio value of **£385.4 million**. Effective contract and supplier management has ensured the continued delivery of essential services, supported performance improvement and provided assurance on compliance, risk management and service continuity.

In addition, over **£8.4 million** in cash savings were delivered through procurement activity and the effective management of live contracts. These outcomes were achieved through robust commercial oversight, ongoing supplier engagement and a continued focus on value for money, supporting the wider reform ambition of maximising the impact of public expenditure.

Through business partnering we have supported our Place Services Team in meeting our corporate response to the Single Scottish Estate policy (Workstream 18 of the Strategy), driving efficiencies across our property holdings. As part of this ongoing initiative, we now share our estate with another four public sector organisations across Dundee and Glasgow, reducing overall costs and emissions.

Section 2 – Review of Regulated Procurement Compliance

The Procurement Reform (Scotland) Act 2014 (the "Reform Act") sets 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.

- We have actively used our commercial influence to support robust and prudent fiscal management ensuring procurement and contract management activities consistently deliver value for money through an appropriate balance of cost, quality and sustainability.

- Performance against this priority is evidenced through **£8,493,414 in cash-releasing savings and £144,000 in non-cash savings**, with procurement benefits systematically identified, monitored and recorded through a dedicated savings register. In line with Scottish Government Procurement Benefits Reporting Guidance, benefits are measured using a consistent methodology that supports transparent reporting and effective benefits realisation. This provides assurance that public funds are being used efficiently, supports financial oversight and demonstrates that expenditure represents best value in accordance with Scottish Public Finance Manual.

- We have contributed to robust business and commercial cases ensuring options appraisals consider alternatives to procurement where appropriate and that whole-life cost and quality considerations are embedded within procurement strategies. This includes balancing financial efficiency with environmental and socio-economic outcomes. For example **100% of our regulated contracts included fair work criteria** at either framework or contract level.

- Our approach to competition and commercial strategy continues to maximise value. For example, the Specialist Office Equipment procurement was redesigned to improve market engagement; while the overall number of bidders remained consistent with the previous procurement**, three of these**

suppliers were new to the process, demonstrating changes within the market and refreshed competition. In addition, **two suppliers were awarded contracts** compared to one previously, strengthening supply resilience and competitive tension. In terms of cost, **19 out of 53 products achieved a reduction against previous contract pricing**. The fact that the remaining 34 product prices increased was an anticipated outcome given that earlier rates were fixed at 2021 levels prior to significant increases in material and supply chain costs. Nonetheless, this still **delivered measurable savings of £4,042.05**.

- We have also leveraged collaborative procurement routes to drive efficiency and reduce duplication. Use of Scottish Government frameworks has enabled more efficient delivery and better pricing outcomes **with 264 contracts (96% of all contract awards) delivered via frameworks** avoiding the need for standalone exercises and reducing internal resource demands.

- Targeted active price management continues to deliver tangible benefits. The Interpretation, Translation and Transcription contract secured preferential rates and built-in contractual mechanisms to manage inflationary pressures, ensuring ongoing affordability which resulted in **cash savings of £99,005** over the reporting period.

- All procurement and contract management activity has been undertaken in full compliance with relevant legislation and policy including equality, accessibility, climate change, data protection and health & safety requirements. Governance processes including Finance and Investment Forum approval and Contract Award Recommendation Report (CARR) documentation provides assurance that decisions are transparent, proportionate and well-evidenced.

- We continue to invest in capability and continuous improvement aligning with the National Procurement Development Framework and ensuring staff maintain up-to-date knowledge through training and development. Policies and guidance are accessible and regularly updated in line with the Procurement Journey supporting consistent and compliant practice across the organisation. Procurement activity is reported annually with audit findings and reviews used to drive ongoing improvement.

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

- We have made strong progress against this priority by embedding a culture of continuous improvement, strengthening stakeholder engagement and enhancing the effectiveness of procurement and contract management activities.

- A maturity assessment covering Data and Information, People and Skills, Governance and Future State confirmed that our commercial and procurement

capabilities are operating effectively and efficiently. While reported in June 2026, the assessment reflects performance and capability maturity during the 2024/25 reporting period. It identified a strong level of maturity across all capability areas and associated levers, with an average score of **3.57 out of 4.0**, demonstrating the strength of our continuous improvement approach and the effectiveness of the services we deliver.

- A structured approach to capturing and sharing learning has been implemented through a centrally maintained Lessons Learned Log, which is actively used across the team. Insights captured through this process have directly informed procurement strategies, specification development, and risk management approaches, helping to embed continuous improvement and knowledge sharing across all activities.

- Stakeholder engagement has significantly improved through regular Business Partner meetings, contract management forums and targeted engagement activity. Early supplier engagement is now a key focus, **with 27% (4 out of 15) of regulated procurements (excluding interim contracts) incorporating pre-procurement market engagement activities, such as Requests for Information (RFIs).** This approach helps to improve understanding of market capability and capacity, inform procurement strategies, identify innovative solutions and support the delivery of value for money while ensuring business requirements are clearly defined at an early stage.

- The remaining procurements did not require early supplier engagement as they were undertaken through existing commercial arrangements, including framework call-offs, direct awards and awards made under existing contracts, where market capability and contractual terms had already been established. This ensured that procurement activity remained proportionate, efficient and aligned with operational requirements.

- We have supported the safe transition of contracts from the Scottish Government Social Security Programme into Social Security Scotland through close collaboration with stakeholders and an understanding of the target operating model and future service requirements. This has helped build a strong foundation to manage and evolve the contract portfolio effectively.

- In line with the Social Security Scotland Digital and Technology Strategy, procurement activity has been designed to support continuous improvement and future investment in digital capability ensuring contracts remain flexible and aligned to evolving technological needs.

- We have continued to lead procurement processes in partnership with stakeholders supporting the development of robust specifications and ensuring key organisational priorities including sustainability, equality, accessibility, data protection and security are embedded throughout.

- Market engagement activity has been strengthened through closer collaboration with stakeholders and suppliers improving the quality of procurements and encouraging innovation.

- A proportionate risk-based approach to contract management continues to be developed and refined improving contract oversight and ensuring resources are focused where they deliver the greatest value.

- We have also actively managed workloads and prioritised resources to maintain an efficient and effective service ensuring key procurement activity is delivered in line with organisational priorities.

- Commercial capability and awareness have been enhanced through the delivery of targeted learning sessions improving understanding of procurement processes and encouraging earlier engagement.

- Finally, we continue to implement and monitor improvements in response to the Procurement Commercial Improvement Programme assessment (May 2024) ensuring actions are embedded and progress is tracked.

- These improvements have delivered measurable outcomes including improved specifications, stronger cross-procurement learning, enhanced collaboration with stakeholders and increased commercial awareness across the organisation.

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.

- We have continued to invest in developing a skilled, diverse and inclusive Procurement and Commercial Team ensuring capability, professional standards and organisational values are embedded across all activity.

- Professional capability across the team remains strong with **18 colleagues (75%) holding CIPS qualifications** and **a further four actively studying towards accreditation**. This demonstrates sustained progress in building professional expertise and aligns with our commitment to the Procurement People of Tomorrow pledge supporting the ongoing development of procurement capability and addressing skills gaps within the profession.

- We have supported career progression and workforce development through a structured and proactive approach. One colleague achieved internal promotion within the team while two colleagues secured promotions within the wider Scottish Government and its Executive agencies demonstrating the strength, credibility and transferability of our capability. Three additional colleagues have been supported through temporary promotions enabling them to broaden their experience, develop leadership skills and contribute to service delivery at a higher level.

- Efforts to attract and develop talent have continued through inclusive recruitment and development activity. This includes the recruitment of a Trainee Procurement Officer from a non-procurement background supporting career transition and diversification of skills within the team. We also facilitated two student placements providing practical experience and supporting future talent pipelines into the profession.

- **Targeted recruitment activity aimed at care experienced individuals was undertaken as part of our commitment to widening access and promoting diversity. Whilst this approach was not progressed to completion learning has been captured to inform future approaches.**

- A structured approach to skills development continues to be applied through the National Procurement Development Framework supporting the identification of capability gaps and informing individual learning and development plans. This is complemented by opportunities for coaching, mentoring and experiential learning including temporary promotions and cross-team knowledge sharing.

- We continue to invest in training and development to ensure all staff involved in procurement activity are appropriately skilled and equipped. All team members have completed mandatory training and Scottish Government Contract Management modules providing a consistent baseline of knowledge and supporting compliant and effective delivery. Targeted legal training delivered by Morton Fraser MacRoberts has strengthened commercial awareness in key areas including insurance, intellectual property, liabilities and contract modifications. Further training is planned on Public Procurement Cross-Border Co-operation (UK SPPN 5/2026) to ensure continued alignment with emerging policy requirements.

- Collaboration and knowledge sharing have been strengthened through internal learning initiatives including the delivery of “Introduction to Finance and Procurement” sessions during Learning at Work Week 2025. Delivered jointly by Procurement and Finance colleagues these sessions have helped to build commercial awareness, promote early engagement and strengthen cross-functional working across our organisation.

- We have also continued to promote procurement as a career through external engagement including participation in the Stepping into STEM (Science, Technology, Engineering and Mathematics) event at Glasgow City College. This supports broader awareness of the profession and contributes to developing a diverse future talent pipeline.

- Inclusive practice remains a core focus with learning and development aligned to Equality Impact Assessment (EQIA) guidance to ensure procurement activity meets the needs of staff, stakeholders and service users who communicate in different ways. All team members also remain compliant with mandatory counter fraud training requirements ensuring awareness and adherence to organisational standards.

- We continue to monitor developments across the procurement and wider professional landscape ensuring workforce planning, recruitment and learning activity remain responsive to emerging trends and evolving requirements.

- These activities have delivered measurable outcomes, including an increase in the proportion of professionally qualified procurement staff from 63% to 75%, alongside continued investment in professional development, with four colleagues actively working towards accreditation. Enhanced career progression opportunities, successful internal and external promotions, targeted recruitment activity and support for student placements have further strengthened workforce capability and resilience, ensuring the Procurement and Commercial Team is well placed to support organisational priorities now and in the future.

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.

- We have worked collaboratively with stakeholders and contractors to improve performance, promote sustainability and fair working practices, reduce inequality and increase transparency across our supply chains. This has been enabled through structured procurement and contract management approaches supported by clearly defined Key Performance Indicators (KPIs) which evidence delivery and drive continuous improvement across the contract portfolio.

- Fair Work First (FWF) principles are consistently applied across all relevant procurements in line with Scottish Public Procurement Policy Notes. During the reporting period, a Fair Work First questionnaire was implemented and embedded within procurement processes. This was issued to suppliers at the ITT stage, completed by successful suppliers and recorded centrally within a Fair Work First Responses spreadsheet strengthening consistency, transparency and auditability of FWF commitments and demonstrates how our contracting strategy activities support the Scottish Government's Fair Work First policy. Supplier commitments are assessed at tender stage and actively monitored throughout the contract lifecycle. This is evidenced through **100% of relevant procurements including Fair Work First criteria** and ongoing supplier engagement ensuring fair working practices are embedded, transparent and measurable.

- Prompt payment performance has been strengthened in line with Scottish Public Procurement Policy Note guidance supporting fair and responsible supply chains. Our policy is to pay all purchase invoices within 10 days and, in 2025/26, **86.88% of invoices were paid within this timeframe**, representing **7,318 invoices out of 8,423**. This maintains performance broadly in line with 2024/25, when 87% of invoices (6,261 out of 7,204) were paid within 10 days, despite a 14.47% increase in invoice volumes.

- It should be noted that these figures may include invoices that were subject to dispute or query and therefore could not be paid within the target timescale. When measured against the broader statutory payment requirement, **8,060 invoices (96% of the total) were paid within 30 days during 2025/26**.

- Performance during the year continued to be affected by the implementation of the Scottish Government Oracle Finance system, which introduced changes to purchase-to-pay processes and required an adjustment period for staff. Despite these challenges, overall payment performance remained strong, with the vast majority of invoices settled within 30 days.

- Supplier engagement has been strengthened through the issuing of Contract Efficiencies and Savings letters to high and medium rated contracts, encouraging contractors to proactively identify opportunities for cost reduction, service improvements and innovation. This has supported a more collaborative and transparent approach to contract management, with nine positive supplier responses received demonstrating active engagement and willingness within the supply base to contribute to efficiency and value for money. **The responses are being reviewed and progressed through contract management and business governance arrangements, with one proposal already implemented delivering realised benefits, four under active review and a further initiative scheduled for implementation later in the year.**

- We have worked closely with contractors throughout the procurement and contract management lifecycle to promote ethical supply chains and sustainable development. Ethical and sustainability requirements are embedded within procurement exercises and actively monitored through contract management.

- A consistent and proportionate approach to KPI development has been embedded across contracts ensuring performance is effectively measured, managed and reported. Supplier commitments including those relating to fair work, sustainability and ethical sourcing are formally documented within Contract Award Recommendation Reports (CARRs) which ensures transparency, accountability and a clear audit trail.

- We have continued to identify opportunities to improve sustainability through the contracts we award, with suppliers required to demonstrate measurable progress against environmental and social objectives. Contract management processes ensure that supplier performance is regularly reviewed against agreed sustainability commitments and contractual environmental obligations, providing assurance that requirements are being met and aligned with organisational priorities.

- Innovation continues to be promoted in line with Scottish Public Procurement Policy guidance ensuring procurement supports service improvement and long-term value. Suppliers are encouraged to bring forward innovative

solutions that enhance sustainability, efficiency and service delivery contributing to continuous improvement across the supply base.

- Innovation continues to be promoted in line with the Scottish Government's Supporting Innovation through Procurement (SPPN 3/2023) guidance, ensuring procurement activity supports service improvement, innovation and long-term value. Suppliers are encouraged to bring forward innovative solutions that enhance sustainability, efficiency and service delivery, contributing to continuous improvement across the supply base. Further details of our approach and achievements can be found in Section 7 (Innovation in Procurement) and Section 8 (Sustainability and Climate Change) of this report, which demonstrate how innovation and sustainability considerations are embedded throughout our procurement activity.

- These activities demonstrate a strong and measurable contribution to Priority 4 ensuring procurement and contract management not only delivers compliance but also actively drives fair work, sustainability, transparency and innovation across our supply chains.

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.

- We have made strong progress in delivering this priority by embedding community wealth building principles across our procurement and contract management activity, improving accessibility to opportunities and strengthening engagement with SMEs, third-sector organisations and supported businesses.

- Our approach has focused on increasing visibility of opportunities, removing barriers to participation, and ensuring procurement processes are inclusive, proportionate, and aligned to national and local economic priorities. We actively promote forthcoming and live procurement opportunities through Public Contracts Scotland, including publication of our Forward Plan and advertising of contract opportunities, with further transparency provided through reporting in our Annual Report. This supports both immediate supply chain resilience and longer-term sustainable economic growth across Scotland, while helping suppliers engage with and access public sector opportunities more effectively.

- Performance against this priority is evidenced through the award of contracts to SMEs, including the Support and Supervision for Wellbeing Specialists contract, where SMEs and third-sector organisations were invited to quote, resulting in award to a Glasgow-based SME. This demonstrates the practical application of inclusive procurement and our contribution to local economic impact.

- Further evidence of inclusive and accessible procurement can be seen in the award of the Specialist Office Equipment contract. This **multi-lot (five lots) procurement was awarded to two suppliers**, demonstrating the use of lotting to enable broader market participation and support a diverse supplier base.

- We have strengthened our approach to market engagement and supplier outreach to improve accessibility and participation. Requests for Information (RFIs) have been used to engage the market, gather intelligence, and increase awareness of upcoming opportunities, **with three RFIs issued during the period in relation to regulated contract awards**. These activities support early supplier involvement, improve the quality of procurement outcomes and help ensure that opportunities are visible to a diverse supplier base.

- We have continued to promote opportunities using appropriate channels, including collaboration with the Supplier Development Programme, ensuring that advertising methods are tailored to reach SMEs and third-sector organisations effectively. This is supported by ongoing participation in supplier engagement activities, including Meet the Buyer events and other procurement-related engagement forums

- Consideration of lotting and lot-limiting remains embedded within our procurement strategies, ensuring that contracts are structured, where appropriate, to enable participation from SMEs and third-sector organisations that may not be able to deliver full contract requirements. This approach has been further demonstrated through the Specialist Office Equipment procurement and supports increased competition and improved accessibility.

- Community Benefit clauses continue to be applied to relevant contracts, supporting delivery of subcontracting, training, recruitment and wider socio-economic outcomes. Performance improved in 2025/26, with Community Benefit requirements included in **60% of regulated contract awards (excluding interim staff contracts), up 12 percentage points from 48% in 2024/25**. These activities contribute to improving economic, social and environmental wellbeing across Scotland, with a particular focus on priority groups including carers, disabled people and people on low incomes.

- We have also worked with contractors to encourage inclusive supply chains, promoting opportunities for SMEs, third-sector organisations and supported businesses to participate as part of contract delivery. This extends the impact of community wealth building beyond direct contract awards. During the reporting period, we achieved a **total spend of £99,763 with supported businesses**, demonstrating tangible support for this sector.

- Transparency and forward planning continue to support supplier engagement and readiness. Our Forward Plan of contract opportunities is published every six months on Public Contracts Scotland, with plans published in September

2025 and February 2026, ensuring suppliers have advance visibility of opportunities and can prepare to bid effectively.

- Collaboration with external partners remains a key enabler of delivery. In addition to our ongoing work with the Supplier Development Programme, we have strengthened partnerships with organisations including Glasgow City Council, Dundee City Council, Developing the Young Workforce and a number of community groups. Our Head of Procurement also represents Social Security Scotland on the Dundee Community Wealth Building Commercial Strand. These partnerships support supplier capability, improve engagement and help maximise community and economic outcomes.

- We also maintain accessible website guidance for suppliers, ensuring information on doing business with us is clear, inclusive, fair and transparent. Early engagement with potential contractors remains a core part of our approach, helping to ensure that specifications are deliverable, encourage participation and reflect market capability.

- These activities demonstrate a clear and consistent commitment to community wealth building, improving access to procurement opportunities, strengthening inclusive economic growth and supporting resilient and diverse supply chains across Scotland.

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.

- We have embedded environmental and sustainability considerations within our procurement and contract management activities to support the Scottish Government's Just Transition objectives. Our approach contributes to reducing carbon emissions and promoting a more sustainable and inclusive economy.

- Sustainable procurement principles are consistently applied across all activity, with environmental, social and economic considerations integrated into Invitations to Tender (ITTs) and evaluated alongside cost and quality to ensure **whole-life value for money** is achieved. This ensures compliance with the sustainable procurement duty and supports balanced decision-making in line with national policy expectations.

- Supplier engagement plays a key role in delivering sustainable outcomes. Through structured evaluation processes and ongoing contract management, suppliers are required to demonstrate their approach to reducing environmental impact, supporting decarbonisation and contributing to circular economy principles. These commitments are formally assessed at tender stage and actively monitored throughout the contract lifecycle to ensure delivery against agreed outcomes.

- Contract management arrangements ensure that sustainability remains an active and measurable component of delivery. For example, as part of the Multi-Channel Contact Centre and Telephony Service contract award, the supplier provided a comprehensive response to the Environmental and Sustainability technical question. This included detailed information on emissions and their sources, a defined timeline for achieving **net zero by 2040**, and a clear commitment through the **Renewable Energy Guarantees of Origin (REGO) scheme**. Additionally, evidence was provided of proactive engagement with the supply chain to support emissions reduction. These elements are formally documented within the Contract Award Recommendation Report (CARR), ensuring a transparent and auditable framework for the evaluation and ongoing management of environmental performance.

- Across operational contracts, sustainability performance is actively monitored through management information and ongoing contract management activity. Within the courier services contract, for example, there is a clear expectation that **electric vehicles (EVs) are utilised where possible**.

- Sustainability outcomes are embedded across a range of operational contracts through both procurement requirements and ongoing contract management arrangements. Within our Facilities Management contract, **energy consumption is monitored through quarterly energy reporting**, supported by access to supplier energy management systems and the monitoring of agreed energy management KPIs. The contract also supports environmental improvement through waste management reviews, increased recycling opportunities, water consumption reduction initiatives and the use of local subcontractors where possible to minimise transport-related emissions.. Regular contract management discussions provide opportunities to identify and implement innovative sustainability initiatives.

- Environmental and circular economy principles are also embedded within our Catering and Specialist Office Equipment contracts. Catering services support sustainability through the use of **locally sourced and seasonal ingredients**, certified products, waste reduction targets and the use of recyclable or reusable packaging. Within the Specialist Office Equipment contract, suppliers are required to meet minimum manufacturing standards, source timber from sustainable origins and support the **reuse, refurbishment and recycling of products wherever possible**. The contract promotes the extension of product lifecycles through refurbishment, aims to **eliminate waste sent to landfill**, and utilises **consolidated delivery arrangements** and reduced packaging to minimise transport emissions and waste generation. Suppliers are also required to demonstrate responsible sourcing practices, including ensuring materials are ethically sourced and that **conflict minerals are not used** within supplied products.

- We have also strengthened our approach to promoting circular economy principles. Greater emphasis has been placed on **reuse and refurbishment ahead of recycling or disposal**, reducing demand for new goods and minimising waste. This supports the wider Just Transition agenda by

encouraging more sustainable consumption patterns and reducing environmental harm.

Procurement activity is aligned with the Scottish Government's Climate and Circular Economy Considerations (SPPN 3/2022) guidance, ensuring procurement activity supports climate and circular economy objectives.

- Collaboration with suppliers is complemented by ongoing efforts to encourage the setting and monitoring of environmental targets, particularly in relation to **reducing supply chain emissions**. This ensures that sustainability outcomes extend beyond initial contract award and are embedded throughout contract delivery.

- We continue to align procurement activity with wider organisational ambitions, including **supporting progress towards Net Zero** and embedding sustainability into all aspects of commercial decision-making. Learning, guidance and emerging best practice continue to be integrated into our approach to strengthen capability and ensure alignment with evolving policy and strategic direction.

Ensuring Future Compliance

During the reporting period, all regulated procurements completed by Social Security Scotland were undertaken in accordance with **our Procurement Strategy** and relevant legislative requirements.

To ensure future regulated procurements continue to comply with our Procurement Strategy, we will:

- maintain appropriate procurement governance and oversight arrangements
- ensure procurement activity is planned and delivered in line with the principles and objectives set out in our Procurement Strategy
- provide ongoing procurement guidance and support to commissioning teams
- continue to develop procurement knowledge and capability through training and professional development
- monitor procurement activity and outcomes to identify opportunities for continuous improvement

We remain committed to ensuring that all future regulated procurements contribute to the delivery of **our Procurement Strategy objectives** and comply with all applicable procurement legislation and internal policies.

Section 3 – Community Benefits Summary

Section 18(2) of the Procurement Reform (Scotland) Act 2014 requires that an Annual Procurement Report includes “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the reporting period.”

Community Benefits remain a key component of our procurement approach. Where appropriate, Community Benefit requirements were included in all regulated procurements valued above £50,000. In 2025/26, our performance management framework also set a clear objective for procurement officers to actively consider Community Benefits across all assigned regulated procurements.

In January 2025, we published our Community Benefits Strategy on our website, supported by detailed operational guidance for procurement officers. This guidance has strengthened our ability to develop proportionate and effective Community Benefit approaches for individual procurements.

Our approach encourages suppliers to deliver initiatives that generate sustainable economic, social and environmental benefits across Scotland. In particular, suppliers are encouraged to support Social Security Scotland Priority Groups. Social Security Scotland aims to support the following client groups in Scotland as a priority:

- **Carers** – as defined by the Carers (Scotland) Act 2016 as individuals who provide or intend to provide care for another person.
- **Disabled People** – as defined under the Equality Act 2010.
- **People on Low Incomes** – including individuals in receipt of one or more benefits administered by Social Security Scotland.

Performance and Outcomes

Secured Community Benefits

Performance has improved during 2025/26, with Community Benefit requirements included in **60% (9 of 15)** regulated contract awards (excluding interim staff). This represents a **notable increase of 12% percentage points** compared to the previous year (48%, 11 of 23 contracts).

While Community Benefits were not included in every regulated procurement, their applicability was assessed on a contract-by-contract basis. Decisions not to include Community Benefits were supported by documented procurement rationale and reflected the individual circumstances of each procurement exercise.

Delivered Community Benefits

Delivery of Community Benefits has also strengthened over the reporting period. Outcomes were delivered under **18 contracts**, compared with **14 contracts in the previous year**, representing an **increase of approximately 29%**.

This improvement reflects enhanced contract management, clearer expectations set at tender stage, and stronger engagement with suppliers to ensure Community Benefit commitments are realised in practice.

Community Benefits Secured during 2025/26

Community Benefits Requirements in Procurement during 2025/26

Total Number of Regulated Contracts Awarded	**31**
Total Number of Regulated Contracts Awarded for Interim Staff	**16**
Total Number of Regulated Contracts Awarded for requirements other than Interim Staff	**15**
Total Number of Contracts Awarded Over £4 million	**1**
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	**8**

Community Benefits Agreed in Regulated Contracts in excess of £4 million Awarded Between April 2025 and March 2026

Contract	**Community Benefit Commitment**
Multi Channel Contact Centre and Telephony	The supplier (Vodafone Limited) will employ 4 Modern Apprentices within the first 4 years of the contract and employ a further 2 Modern Apprentices by the end of contract year 5. The supplier will work alongside QA Limited to engage candidates from Glasgow and Dundee in areas of the cities which are amongst the 10% most deprived in Scotland. The apprenticeships will be based in Glasgow or Dundee, however, they may offer remote support across Scotland. Ongoing support, assessment and long term job opportunities are provided and the apprentice will be paid the Real Living Wage. The supplier will also deliver additional Community Benefits over the duration of the contract. This includes career based sessions in schools in deprived areas, Supply Chain Briefings with Small and Medium-sized Enterprises, use of volunteer days to build capacity in community organisations and collaborating with Social Security Scotland to deliver initiatives on the Community Benefits Wishlist.

	larger families, minority ethnic backgrounds, families with children under one year old, or mothers under the age of 25. Recruitment will not be restricted by geographic location. Currently, 15% of the supplier's workforce is drawn from these priority groups, which demonstrates an ongoing commitment and capability to achieve this objective. When advertising roles via platforms such as Indeed and LinkedIn, the supplier will clearly state that applications from individuals within these priority groups are actively encouraged. **Work Experience Placements (Aged 16+)** The supplier will provide at least one work experience placement (minimum duration of four weeks) for an unemployed individual. This will be supported by a completion report from both Back Care Solutions Limited and the participant. Placements will be promoted through recruitment agencies, online job platforms (including Indeed and LinkedIn), and through local schools and colleges. Over the past 12 months, the supplier has successfully provided three such placements, demonstrating the capacity to deliver against this commitment. **Further Education Engagement** The supplier's Technical Executive regularly delivers training sessions across the UK. As part of this contract, the supplier will deliver at least one additional session within a further education establishment in either the Glasgow or Dundee area. These sessions will focus on raising awareness of the importance of correct workstation posture, helping to prevent long-term musculoskeletal issues and work-related disabilities. The supplier will also tailor sessions for students studying subjects such as musculoskeletal biomechanics, enhancing their understanding of ergonomic impacts on long-term health. **Supporting Social Security Scotland Community Benefit Social Impact Pledge** As part of its ongoing commitment, the supplier will continue to provide weekly collections and deliveries for a foodbank, utilising employees' time and

	company fleet. This supports the third social pledge commitment of assisting families on low incomes. The volume and frequency of foodbank contributions will continue to be monitored and reported within monthly management information (MI) reports. **Environmental Commitments** The supplier has recently installed 21 solar panels at premises. The supplier will report on the amount of renewable energy generated through these panels within monthly MI reporting. In addition, the supplier will continue its environmental initiative of planting one tree for every two desktops purchased under this contract. The number of trees planted will also be tracked and included in monthly MI reports.
Provision of Courier Services	The supplier (Citysprint (UK) Limited) will provide financial support for a community project.
Specialist Office Equipment - Lots 3 and 4	The supplier (Banner Group Limited) will deliver the following community benefits: ▪ Deliver 2 structured work placements for individuals furthest from the labour market (e.g. disabled people, long-term unemployed) at our Dundee and Glasgow locations. ▪ Deliver 4 employability skills sessions focused on CV writing, interview preparation, and introduction to roles in supply chain and customer service. ▪ Deliver 40 employee volunteering hours through local environmental projects or social care charities, supporting community resilience and wellbeing. ▪ Implement carbon-saving initiatives linked to contract delivery, such as consolidated deliveries, promotion of eco-certified products, and reuse of legacy equipment. • Deliver 2 engagement sessions with local schools or colleges promoting careers in sustainability, logistics and workplace design.
Workload Security Licences	The supplier (Trend Micro Inc) will to deliver 2 High School Visits and 2 School Visits.
Talent Acquisition Tool	The supplier (LinkedIn Talent Solutions) will deliver one further education visit and one careers event (or alternatively two events of either type) over the duration of the contract in Glasgow or online to a school, college, or community group.

	The supplier will work with Social Security Scotland to identify who these events should be delivered to. During these sessions, a LinkedIn representative will deliver a session from LinkedIn's extensive social impact/Rock Your Profile programme.

Community Benefits Agreed for Regulated Contracts Below £4 million Awarded Between April 2025 and March 2026

Contract	Community Benefit Commitment[1]
IT Service Desk suite relet	The supplier has offered to provide Laptops for one of our supported Charity Partners
Provision of Interpreting, Translation and Transcription Services	The supplier (Global Connections (Scotland) Ltd) will deliver Community Benefits in Financial Year 2025/26. In line with the value and duration of the contract, these will be secured and delivered as a core requirement of the agreement. • Potential Community Benefits may include (but are not limited to): • Generating employment opportunities for priority groups • Providing vocational training opportunities • Up-skilling the existing workforce • Creating sub-contracting opportunities for Small and Medium-sized Enterprises (SMEs), Third Sector organisations and Supported Businesses • Supporting supply chain development activity • Building capacity within community organisations • Delivering educational support initiatives • Working with schools, colleges and universities to offer work experience opportunities • Minimising negative environmental impacts Delivery will be subject to robust monitoring and reporting through enhanced contract management processes.
Security Information and Event Management & Logging Monitoring and Alerting	The supplier (Elastic) will deliver 2 Higher Education/Further Education Visits/Activities. The supplier will work with Social Security Scotland to identify when and in which format these will be delivered.
Specialist Office Equipment - Lots 1, 2 and 5	The supplier (Back Care Solutions Limited) will provide the following community benefits: **New Entrant Recruitment** The supplier will aim to recruit and employ one full-time member of staff from priority or underrepresented groups, including (but not limited to): lone parents, individuals with disabilities or caring responsibilities for disabled family members,

[1] Community Benefits may vary depending on contract scope and actual delivery

Community Benefits Delivered April 2025 - March 2026

Contract	Community Benefits Delivered in 2025/26

Multi Channel Contact Centre and Telephony	The Supplier (Vodafone Ltd) has:
	• Donated 80 Easter eggs (value of £240) to Glasgow Children's Hospital Charity.
	• Undertaken 2 school visits
	  ▪ Fintry Primary School, Dundee
	  ▪ Bankhead Primary School, Glasgow

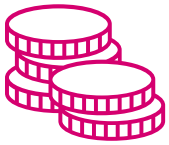
Cloud Engineering Service	The supplier (IBM UK Limited) has: • Attended the Earth Day event at Angus Husband House in April 2025. • Delivered two AI-focused engagement sessions introducing pupils to artificial intelligence. These sessions were delivered in Dundee secondary schools in partnership with Developing the Young Workforce (DYW) Dundee, with one session delivered in each of two schools during April and May 2025.
Security Information and Event Management and Logging, Monitoring and Alerting Licences	The supplier (Elastic) has delivered 2 further education visits: one to Dundee and Angus College and one to the University of Glasgow on 11–12 February 2026. During these visits, the supplier has delivered hands-on cyber security experience through structured "Capture the Flag" events, designed to bridge the gap between classroom learning and real-world practice. These sessions have engaged approximately 40–50 students from the University of Glasgow and the University of Strathclyde, as well as 40 students from Dundee and Angus College. The events have been well received, generating positive feedback from both students and academic staff, demonstrating the supplier's ability to deliver impactful, skills-based learning experiences aligned to industry needs.
Workload Security Review Licences	The supplier (Trend Micro Inc) delivered cyber safety sessions to 75 S1 students in Monifieth High School on 18th February 2026. The cyber safety sessions were aimed to enhance cyber security awareness among students through interactive learning experiences. Social Security Scotland coordinated the initiative with the supplier; Trend Micro and Developing the Young Workforce Tay Cities team who identified and organised the event with Monifieth High School.

Contract	Community Benefits Delivered in 2025/26
	Positive feedback was received from both the teachers and the students. The resources provided at the session will be reused by the school Guidance team as staff feel the modules will be a strong resource when teaching these topics. The community benefits were voluntary and agreed through contract management.
Internal Knowledge Management Hub	The supplier (Invotra Limited) provided DeafBlind Scotland with 3 pairs of Ray-Ban Meta Wayfarer (Gen 2) RW4012 Glasses.
Social Security Scotland - Live Service Team - Lot 2	The supplier (Mphasis UK Limited) delivered a STEM session on Artificial Intelligence (AI) to 27 young people at Baldragon Academy on 6 June 2025. Feedback from participants was very positive, with the session receiving an average rating of 4.2 out of 5. In terms of impact, 43.6% of attendees reported that the session improved their knowledge of the world of work, 30.7% said it helped them feel better prepared, and 25.6% highlighted increased confidence in relation to the world of work. The most frequently used word to describe the session was “fun.” Additional feedback included comments such as: • “Found it very interesting and helpful – 10 (they broke the scale!)” • “I liked creating my own AI” • “Interesting” The supplier (Mphasis UK Limited) also delivered a STEM session on Artificial Intelligence (AI) to around 20 S3 pupils at Rosshall Academy on 16th March 2026.
Support of Applications on the OutSystems Platform	The supplier (Fujitsu) developed Cyber Awareness training materials that have been incorporated into the Dundee Employability Team’s core slide pack for employability sessions. The quality of work was highly praised by Dundee City Council’s Employability Team. The supplier also delivered a two-day hackathon (10–11 June 2025) for 20 senior pupils (S4–S6) at Harris Academy, Dundee. Working in four teams and taking on professional roles, pupils designed an AI-powered invoicing app and presented their solutions to a panel of judges. Feedback from pupils and staff was extremely positive.
Digital Signage Solution	The supplier (Nuvideo) supported a volunteering day at Dawson Park Community Garden in Dundee, run by charity partner SAMH. One Nuvideo staff member

Contract	Community Benefits Delivered in 2025/26
	joined Social Security Scotland colleagues to plant a range of crops and bulbs and to help clear moss and weeds from paths in the Japanese garden.
Provision of Best Start Food	The supplier (Allpay Limited) has: • Supported 2,678 individuals with financial advice through a £3,000 annual donation to Turn2Us. • Enabled 7 individuals to enrol in and complete further learning through a £3,000 annual contribution to the Workers Education Association. • Contributed 229 volunteering hours from staff working on the Best Start Foods contract.
Interim Digital Resources Services (IDRS) - Lot 1, Lot 2 and Lot 3	The supplier (Harvey Nash Group PLC) organised a collection of gifts for Action for Children and participated in the Rob Roy Full Marathon Mighty Hike, raising over £2,000 for Macmillan Cancer Support.
Creative Services	The supplier (Stand UK Ltd) has: • Mentored a young carer at local high school through MCR Pathways helping improve their attendance, academic progress and future aspirations • Delivered a 2.5 hour lecture to approximately 100 Marketing Communications Honours students at Strathclyde Business School, exploring the role of agencies in client partnerships and introducing a live brief on Carer Support Payment. Students developed a comprehensive marketing communications plan, including messaging and creative concepts. One student will also be offered a two-week placement. • Partnered with Duncan of Jordanstone College of Art & Design to identify two interns for summer 2026 • Supported North Argyll House care home with brand, marketing, and engagement initiatives. This contributed to improved staff retention, enhanced community engagement, increased funding, improved Care Commission inspection results, and the introduction of volunteer and respite care programmes supporting local carers.
Interim Digital Resources Services (IDRS) - Lot 4	The supplier (BE-IT Resourcing) has supported the Career Ready programme in Glasgow, with the Managing Director on the local board and the team mentoring students and hosting Living Wage paid summer internships, promoting youth employability, skills development, and career insight.
Same Day and Next Day Courier Services	The supplier (Citysprint (UK) Limited) donated 89 Easter eggs to Glasgow Children's Hospital Charity.

Contract	Community Benefits Delivered in 2025/26
Specialist Office Equipment (S/21/006)	The supplier (Back Care Solutions Limited) has: • Delivered 41.63 hours of work to SMEs • Donated 22 days of vehicle and driver support to food banks • Planted 7 trees • Delivered 1 webinar/workshop
Specialist Office Equipment - Lots 1, 2 and 5 (S/24/097a)	The supplier (Back Care Solutions Limited) has: • Donated 10 days of vehicle and driver support to food banks • Planted 8 trees
Facilities Management	The supplier (Mitie Technical Facilities Management Ltd) has: • Delivered a volunteering day at The Maxwell Centre in Dundee completing garden and maintenance activities • Undertaken additional repair works for The Circle Group fixing a broken door at their Glasgow premises
Provision of Interpreting, Translation and Transcription Services (S/24/053)	The supplier (Global Connections (Scotland) Ltd) has: • Attended careers fairs at Eastwood High School (October 2025) and Williamwood High School (November 2025), with the latter fully attributable to Social Security Scotland spend • Supported a University of Strathclyde undergraduate through a 7-week placement, with two weeks attributable to Social Security Scotland spend • Raised £140 for the Beatson Oncology Centre through participation in the December 2025 Santa Dash (3 staff members)
Provision of Interpreting, Translation and Transcription Services (S/24/111)	The supplier (Global Connections (Scotland) Ltd) has: • Delivered a 7-week University of Strathclyde undergraduate placement (January 2025), with two weeks attributable to Social Security Scotland spend • Delivered two essay-writing workshops at Eastwood High School (February 2026), resulting in all essays being published in the University of Edinburgh Babble magazine (25% attributable) • Supported a 10-week University of Strathclyde postgraduate placement (March 2026), with 2.5 weeks attributable to Social Security Scotland spend

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

0	**12**	**2**	**£231,095.88**
			
jobs filled by priority groups	**apprenticeships filled by priority groups**	**work placements filled by priority groups**	**value of contracts sub-contracted to SMEs**

Community Benefit Case Studies

Case Study 1: Capture the Flag Events

University of Glasgow & Dundee and Angus College – February 2026

Supplier: Elastic
Contract: Security Information and Event Management & Logging Monitoring and Alerting

Overview

This activity was delivered by Elastic as a Community Benefit commitment under its contract with Social Security Scotland for the Security Information and Event Management & Logging Monitoring and Alerting service. A flagship series of cyber security engagement events delivered through collaboration between Social Security Scotland and Elastic. These sessions provided university and college students with hands-on, industry-standard cyber security experience.

Objectives
- Bridge the gap between academic learning and real-world cyber security practice
- Provide practical exposure to industry tools and methodologies
- Enhance employability and technical confidence

Delivery
- Two events delivered on consecutive days:
    - University of Glasgow (11 February 2026) – 40–50 students
    - Dundee and Angus College (12 February 2026) – approx. 40 students
- Interactive Capture the Flag (CTF) competitions
- Real-time support and mentoring from Elastic professionals
- Use of realistic cyber attack scenarios
- Incentives provided (food and prizes) to encourage engagement
- Learning Scenarios Included
    - Excel-based macro attack (Excel Extortion)
    - Credential theft via supply chain compromise
    - End-to-end ransomware attack investigation

Impact & Outcomes
- Over 80 students engaged across both events
- Delivered authentic SOC-style experiences aligned with industry practice
- Strengthened skills in:
    - Threat hunting
    - Incident response
    - Timeline analysis
- Increased student confidence in applying cyber security concepts in real-world contexts

Feedback
- Exceptionally high engagement levels at both institutions
- Strong positive feedback from staff and students
- Students highlighted the value of “learn-by-doing” and real-world simulation

Student Voice (Summary)
- Students praised realistic scenarios and hands-on learning
- Reported increased understanding of cyber investigations
- Shared positive experiences publicly via LinkedIn

Staff Testimonial
“We’ve rarely seen students so engaged and motivated… the energy afterwards was incredible. Students were already asking when we could run it again.”
— Sharon Phillips, Curriculum and Quality Lead (Cyber)

Case Study 2: Cyber Safety Sessions

Monifieth High School – Trend Micro

Supplier: Trend Micro
Contract: Workload Security Review Licences

Overview

This activity was delivered by Trend Micro as a Community Benefit commitment under its contract with Social Security Scotland for Workload Security Review Licences. A scalable cyber awareness initiative targeting early secondary school students through an engaging and interactive delivery model.

Objectives

- Improve cyber safety awareness among S1 students
- Promote safe online behaviours
- Provide reusable learning resources for schools

Delivery

- 3 sessions delivered to 75 students
- Covered: phishing, password security, and online safety
- Interactive Kahoot quiz used to maximise participation
- Delivered collaboratively with DYW Tay Cities

Impact & Outcomes

- High levels of student engagement and interaction
- Increased awareness of online risks and protections
- Teaching resources retained for future use by school staff
- Wider school engagement through student-led photography coverage

Feedback

- Positive feedback from both students and teachers
- Trend Micro expressed interest in scaling delivery

Case Study 3: Fujitsu Hackathon

Harris Academy

Supplier: Fujitsu
Contract: Support of Applications on the OutSystems Platform

Overview

This activity was delivered by Fujitsu as a Community Benefit commitment under its contract with Social Security Scotland for the Support of Applications on the OutSystems Platform service. An intensive STEM engagement programme providing students with real-world experience of digital innovation and teamwork.

Objectives

- Develop problem-solving and collaboration skills
- Introduce practical applications of AI
- Build confidence in presenting and pitching ideas

Delivery

- 2-day hackathon with 60 senior pupils (S4–S6)
- Teams designed an AI-powered invoicing application
- Final concepts presented to a judging panel

Impact & Outcomes

- Strengthened teamwork, creativity, and communication skills
- Exposure to real-world innovation processes
- Increased awareness of careers in technology

Case Study 4: STEM AI Sessions

Baldragon Academy – Mphasis

Supplier: Mphasis
Contract: Social Security Scotland - Live Service Team - Lot 2

Overview

This activity was delivered by Mphasis as a Community Benefit commitment under its contract with Social Security Scotland for Live Service Team – Lot 2. Introductory STEM engagement focused on Artificial Intelligence.

Delivery

- Sessions delivered to 20 students
- Covered key concepts and applications of AI

Impact & Outcomes

- Built foundational awareness of emerging technologies
- Encouraged interest in digital and STEM career pathways

Feedback

- Pupils rated the session highly, with an average score of 4.2 out of 5
- Strong indication of engagement and positive learning experience

Case Study 5: Glasgow Children's Hospital Charity

Easter Egg Initiative 2026

Suppliers: CitySprint, Vodafone and IBM
Contract(s): Same Day and Next Day Courier Services, Multi Channel Contact Centre and Telephony, Cloud Engineering Service

Overview

This initiative was delivered by CitySprint, Vodafone and IBM as Community Benefit commitments under their respective contracts with Social Security Scotland for Same Day and Next Day Courier Services, Multi Channel Contact Centre and Telephony, and Cloud Engineering Service. A collaborative charitable initiative supporting children in hospital during Easter.

Delivery

- City Sprint: 89 eggs
- Vodafone: 80 eggs

Impact & Outcomes

- Immediate positive impact on children and families
- Demonstrates strong supplier collaboration and community contribution

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.

Whilst no new contracts were awarded to Supported Businesses during the period covered by this report, we spent **£97,903 with a supported business** under an existing contract for furniture and related products to our offices.

Through our procurement and contract management activities, we encouraged suppliers to include Supported Businesses in their supply chains. Currently, one Supported Business is part of the supply chain.

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 **£1,860**.

Additionally, Royal Mail Group Limited sub-contracts elements of our Postal Services contract to the Scottish Braille Press. The Scottish Braille Press provides employment opportunities for people with disabilities, including people with visual impairments, as part of our supply chain. A significant proportion of our Postal Services subcontracted spend supports this organisation and its contribution to inclusive employment.

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.

Section 5 – Future Regulated Procurements

A forward plan of anticipated procurements projected to commence in the next two financial years (2026/27 and 2027/28) 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 2025 and March 2026, we managed **141** contracts with a combined value exceeding **£331 million**. This represents a significant increase since last year, with the **number of contracts managed increasing by around 20% and overall value of these contracts more than doubling** from the previous year.

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 and medium-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	15	£312,603,224.51
Medium	41	£52,979,968.99
Low	85	£19,824,794.69
Total	**141**	**£385,407,988.19**

Although our high-risk contracts (those of the highest value, highest risk and greatest complexity) accounted for only **10.64%** of the total number of contracts managed by the team, the contracts represented **81.11%** of the total contract value. By contrast, **60.28%** of all contracts classified as low risk accounted for only **5.14%** of the total contract value.

Supplier Collaboration and Cost Efficiencies

In response to continued fiscal pressures, we issued a "Contract Efficiencies and Savings" letter to a targeted group of suppliers during the reporting period, inviting proposals to deliver cost savings and operational efficiencies.

We received **nine positive responses**, with suppliers identifying opportunities to optimise resource utilisation and enhance the value derived from our existing IT platforms and software. **One proposal has been successfully implemented under the Internal Knowledge Management Hub contract, delivering a cost avoidance benefit of £43,931.44 through contract management engagement with the supplier.** A further **four proposals are currently under active review** by procurement and business stakeholders, with an additional initiative scheduled for implementation later in the year.

This proactive engagement reflects strong supplier collaboration and has established a positive pipeline of initiatives to drive efficiency and support ongoing financial sustainability.

Section 7 – Innovation in Procurement

As a key partner in the Dundee Community Wealth Building (CWB) initiative, we continue to contribute to collaborative approaches that strengthen the local economy and enhance the impact of public procurement. Our role within the CWB Procurement Working Group, alongside Dundee City Council, NHS Tayside, the University of Dundee and the Tayside Procurement Consortium enables shared learning and the development of innovative, place-based approaches to procurement.

Through this forum, we have supported the exploration of new ways to maximise community impact, including improving supplier engagement, strengthening local market participation, and enhancing the delivery of social benefits through procurement. This collaborative approach ensures procurement continues to evolve in line with broader economic and community priorities.

Supplier Innovation and Market Engagement

In March 2026, Social Security Scotland made plans to stage six half-day Supplier Innovation Days with some of our key digital and software suppliers. This extensive market engagement will enable us to share and exchange thoughts with suppliers on areas where we might consider exploring alternative technologies, best practices, and automation approaches that would assist us in becoming a more efficient and sustainable organisation.

We will be looking to tap into the suppliers' experience with other customers and sectors, as they will have seen similar organisational challenges where a combination of experience and technologies and tools can make a real difference. Social Security Scotland is particularly interested in discussing with suppliers examples from both public and private sector engagements where practical improvements have been delivered.

Whilst we recognise that artificial intelligence features prominently in many current technology conversations, we are not seeking proposals where AI is positioned as the answer to every challenge. Instead, in terms of outcomes from the Supplier Innovation Days, we are seeking proven best practices, practical automation enablers, and pragmatic innovations that can deliver real, meaningful, and measurable value. We are also keen to understand what has genuinely worked in practice, rather than what might theoretically be possible.

Student Engagement and Future Talent

Innovation within procurement also extends to developing future capability within the profession. During the year, the Procurement team **supported three student placements** (two from City of Glasgow College and one from Abertay University) as part of their work-based learning programmes.

These placements provided practical exposure to procurement processes, contract management, and organisational operations. The students brought fresh

perspectives and enthusiasm, contributing positively to the team while gaining valuable insight into careers in public procurement.

In addition, a dedicated **session was delivered to City of Glasgow College students** studying towards their Procurement and Supply Chain Higher National Diploma (HND). This session focused on promoting public procurement as a career pathway and increasing awareness of its strategic role within the public sector.

Sector Engagement and Knowledge Sharing

We also actively contributed to wider sector engagement through participation in Procurex Scotland 2025, Scotland's leading public procurement and supply chain event, within the Economic Empowerment and Social Equity Zone. This provided an opportunity to showcase our approach to delivering community benefits and to contribute to a live panel discussion on Procurement with Purpose: Strengthening Communities and Driving Social Impact.

Engagement at events such as Procurex supports the exchange of best practice, encourages innovation, and strengthens partnerships across the public, private and third sectors. These interactions create opportunities to further enhance our approaches and identify new areas for collaboration.

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.

In October 2025, we published our first Environmental Plan. Our Procurement team contributed to the section on supporting a sustainable economy and provided additional references to our processes which support environmental initiatives, throughout the Plan. This three year plan aligns with the foundation outcomes of the Sustainable Scotland Network's Leaders' Climate Emergency Checklist and Adaptation Scotland's Climate Adaptation Capability Framework and focuses on the following four workstreams:

- Organisational Culture
- How we work
- Supporting a sustainable economy
- Monitoring performance

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

Earth Day Events 2025

Key suppliers including IBM, Mitie and BaxterStorey supported Social Security Scotland's Earth Day events on 22 and 24 April 2025 in Dundee and Glasgow. The theme this year "Our Power, Our Planet" focused on how people working together can help protect and improve the environment.

At the sessions, suppliers explained the steps they are taking to deal with environmental issues and shared simple energy-saving tips. The events gave staff a chance to learn from others, share ideas and think about what we can all do (both as individuals and as an organisation) to support a more sustainable future.

Community Spaces and Environmental Improvement

We continued to support environmental sustainability and community wellbeing through targeted initiatives delivered in collaboration with our suppliers and partners. These activities contributed to improved local environments, enhanced biodiversity, and increased opportunities for staff and community engagement.

Sustainable Contract Delivery

Our contracts continue to support the delivery of environmental objectives through practical initiatives that reduce resource consumption, minimise waste and contribute towards Net Zero ambitions.

Facilities Management
Through our Facilities Management contract, sustainability performance is actively monitored and supported through a range of initiatives. Quarterly energy reports are provided to monitor consumption patterns and identify opportunities for improvement across our estate. Place Services colleagues also have access to the supplier's energy management portal, enabling continuous monitoring and analysis of energy performance data. Energy management Key Performance Indicators are routinely monitored through established governance arrangements.

The contract also provides specialist advice on water usage and opportunities to improve efficiency across our buildings. Waste management arrangements are regularly reviewed to ensure recycling facilities and waste collection services remain aligned to business requirements and support organisational sustainability objectives. Where possible, local subcontractors are utilised to reduce transport emissions associated with service delivery.

Catering Services
Our catering contract supports environmental sustainability through the use of locally sourced and seasonal ingredients, helping to reduce food miles and support local suppliers. Products supplied under the contract hold relevant certifications, providing assurance regarding sourcing and sustainability standards.

Waste reduction targets are included within the contract and are monitored through monthly contract management meetings. The supplier maintains records of waste generated across sites, enabling performance to be reviewed and opportunities for improvement identified. Recyclable and reusable packaging is utilised wherever possible to reduce waste and support circular economy objectives.

Specialist Office Equipment
Sustainability and circular economy principles are embedded throughout the Specialist Office Equipment contract. Minimum manufacturing standards apply to all products, with timber and wood-based products required to originate from sustainable sources.

The contract promotes the reuse, refurbishment and recycling of products wherever possible, extending product lifecycles and reducing demand for new materials. Suppliers are encouraged to refurbish products rather than replace them where appropriate and work towards eliminating waste sent to landfill.

Environmental impacts associated with transportation are reduced through consolidated delivery arrangements, enabling deliveries to be grouped geographically and reducing unnecessary journeys. Packaging is kept to a minimum and suppliers are responsible for removing and recycling packaging materials where appropriate. The contract also includes requirements relating to ethical sourcing and the avoidance of conflict minerals.

Maxwell Centre and Gardens (Facilities Management – Mitie)

Through our facilities management contract with Mitie, a programme of gardening, maintenance, and painting works was undertaken at the Maxwell Centre and surrounding gardens. These improvements enhanced the quality and usability of the space for local communities, supporting wellbeing and contributing to sustainable place-making.

Dawson Park Community Garden (Digital Signage Contract – Nuvideo)

As part of our Digital Signage contract with Nuvideo, a cross-agency volunteering activity was delivered at Dawson Park Community Garden. This included the planting of 975 spring bulbs and 53 vegetable seeds and bulbs, alongside the clearance of footpaths to improve accessibility.

These activities supported local biodiversity, improved green infrastructure, and provided opportunities for collaborative volunteering. They also reinforced our commitment to environmental stewardship and our wider climate change objectives.

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)
25/04/2025	Harvey Nash Group PLC	Interim/temporary resource	£200,100	02/06/2025	01/05/2027
25/04/2025	Computacenter (UK) Ltd	Mac OS EndPoint Security Licences	£107,433	27/04/2025	26/04/2028
05/06/2025	Citysprint (UK) Limited	Provision of Courier Services	£160,000	15/05/2025	14/05/2029
17/06/2025	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£277,435	07/07/2025	07/06/2027
20/06/2025	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£73,484	03/07/2025	19/12/2025
20/06/2025	Lorien Resourcing Limited	Interim/temporary resource	£72,440	03/07/2025	19/12/2025
27/06/2025	LinkedIn Ireland Unlimited Company	Talent Acquisition Tool	£130,800	01/07/2025	30/06/2027
14/08/2025	Mphasis UK Limited	The Provision of Social Programme Management (SPM) Main Release 4	£1,589,045	09/06/2025	09/09/2026
15/08/2025	Computacenter (UK) Ltd	Provision of Web Application Firewall	£265,428	01/09/2025	31/08/2028

25/08/2025	New Ricoh UK Limited	Provision for Multi Functional Devices	£182,000	01/09/2025	31/03/2029
03/09/2025	Harvey Nash Group PLC	Interim/temporary resource	£166,400	10/09/2025	10/09/2026
15/09/2025	Vodafone Limited	Multi Channel Contact Centre and Telephony	£22,517,000	15/09/2025	14/09/2033
22/09/2025	Back Care Solutions Limited	Specialist Office Equipment - Lots 1, 2 and 5	£240,000	27/10/2025	26/10/2029
30/09/2025	Banner Group Limited	Specialist Office Equipment - Lots 3 and 4	£160,000	27/10/2025	26/10/2029
10/11/2025	Global Connections (Scotland) Ltd	Provision of Interpreting, Translation and Transcription Services	£2,050,000	01/01/2026	31/12/2027
13/11/2025	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£72,000	17/11/2025	31/10/2027
11/12/2025	Harvey Nash Group PLC	Interim/temporary resource	£154,310	05/01/2026	03/01/2027
28/01/2026	Computacenter (UK) Ltd	Audio Visual Maintenance and Support and Purchase of Conference Room AV Equipment	£63,484	01/02/2026	31/01/2028
28/01/2026	Sight and Sound Technology	Assistive Technology Training	£50,000	29/01/2026	30/09/2027

16/02/2026	Computacenter (UK) Ltd	Security Information and Event Management & Logging Monitoring and Alerting	£290,841	01/03/2026	28/02/2027
13/03/2026	Trend Micro Inc	Workload Security Licences	£422,457	01/04/2026	02/04/2028
16/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£318,945	01/04/2026	31/10/2027
24/03/2026	Harvey Nash Group PLC	Interim/temporary resource	£339,796	30/03/2026	12/11/2027
24/03/2026	Harvey Nash Group PLC	Interim/temporary resource	£204,377	30/03/2026	14/11/2027
24/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£145,333	30/03/2026	02/02/2027
24/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£77,400	30/03/2026	12/06/2026
25/03/2026	Computacenter (UK) Ltd	IT Service Desk suite relet	£513,411	29/03/2026	28/03/2027
31/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£151,200	13/04/2026	04/09/2027
31/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£113,400	13/04/2026	04/09/2027
31/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£113,400	13/04/2026	04/09/2027
31/03/2026	Venesky-Brown Recruitment Ltd	Interim/temporary resource	£112,950	13/04/2026	04/09/2027

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	Status	Estimated Contract Start Date	Estimated Value
Software Analysis and Container Scanner	Re-let	2/28/2026	£116,667.32
Social Program Management Framework	New	8/14/2026	£80,000,000.00
Furniture and Associated Products	Re-let	9/1/2026	£50,000.00
Transcription Services - English - English	Re-let	9/14/2026	£126,678.68
IT Testing Services	New	9/14/2026	£30,000,000.00
Support of Applications on the OutSystems Platform	Extension	9/25/2026	£105,000.00
Assistive Technology Training	Extension	9/30/2026	£50,000.00
Testing Framework	New	12/1/2026	£70,000,000.00
AI Enabled Learning Management System	New	11/2/2026	£1,500,000.00
Customer Facing Online Platform	Extension	11/11/2026	£975,000.00
Collaborative Tool Licences	Extension	11/29/2026	£190,515.66
New Debt Case Management System	re-let	12/1/2026	£3,000,000.00
Test Software	Re-let	12/11/2026	£300,048.23
Threat Intelligence Platform	Re-let	12/13/2026	£380,000.00
Content Threat Removal Procurement	Re-let	1/1/2027	£207,290.08
Integration Platform extension 2027	Extension	1/1/2027	£1,249,815.11
All In One Security Platform	New	1/4/2027	£350,000.00
Low Code Technology Platforms - Licences	Extension	1/5/2027	£1,388,107.95
Outsystems Services Dynamic Purchasing System	Extension	1/19/2027	£8,000,000.00
Audio Visual Maintenance and Support and Purchase of Conference Room AV Equipment	Extension	1/31/2027	£63,483.75
Training Licences	Re-let	2/2/2027	£58,000.00

Internal Knowledge Management Hub	Extension	2/17/2027	£88,800.00
IT Health Check and Penetration Testing Services	New	2/28/2027	£390,000.00
Security Information and Event Management & Logging Monitoring and Alerting	Re-let	3/1/2027	£290,841.00
Source Code Management Licences	Re-let	4/1/2027	£250,000.00
SPM Related Licences Subscription and Support	Extension	4/1/2027	£1,192,454.81
Consolidated Client Portal Technology	New	4/1/2027	£4,000,000.00
Digital Signage Solution	Extension	5/1/2027	£212,160.00
Courier Services extension	Extension	5/15/2027	£80,000.00
Debt Management system 1.0	Re-let	5/19/2027	£250,000.00
Postal Services - Hybrid Mail	Re-let	6/24/2027	£50,000,000.00
Postal Services - Collection and Delivery of Letters, Large Letters and Parcels within UK	Re-let	6/24/2027	£250,000.00
Integrated Design and Development License	Re-let	6/30/2027	£56,623.08
Talent Acquisition Tool	Re-let	7/1/2027	£125,000.00
Web Application Firewall	Extension	8/31/2027	£176,952.13
Database Operational Running and Support	Extension	2/28/2028	£1,309,001.52
Identity Verification Solution	Extension	3/31/2028	£414,500.00
Workload Security Review Licences	Re-let	4/1/2028	£422,456.83
Cloud Hosting Services	Re-let	4/1/2028	£6,000,000.00
Lone Worker	Re-let	4/14/2028	£270,900.00
Open Source Intelligence Gathering Software	Extension	4/17/2028	£75,000.00
Mac OS EndPoint Security Licences	Re-let	4/27/2028	£107,433.00
Services for Deaf and Hard of Hearing Clients	Re-let	6/8/2028	£50,000.00
Support and Maintenance of Core Benefit Platform (SPM)	Extension	6/30/2028	£35,388,788.96

Annex A – Annual Procurement Report Management Information

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

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	Financial Year 2025 -2026
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	31
b) Total value of regulated contracts awarded within the report period	£30,912,412
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	5
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	31
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.	1
b) Total Number of regulated contracts awarded with a value of £4 million or greater that contain Community	1

Benefit Requirements.	
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain Community Benefit Requirements	8
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	12
f) Number of Work Placements for Priority Groups	2
g) Number of Qualifications Achieved Through Training by Priority Groups	0
h) Total Value of contracts sub-contracted to SMEs	£231,095.88
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 section 3 of the report for further information.
5. Fair Work and the real Living Wage	
a) Number of regulated contracts awarded during the period that included a Fair Work First criterion.	31
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 during the period.	7
6. Payment performance	
a) Number of valid invoices received during the reporting period.	8423
b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in	86.88%

the contract terms.)	
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	23
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:	£107, 208.51
i) spend within the reporting year on regulated contracts	£107, 208.51
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.	£48,409,792.21
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£7,319,376.70
c) Total procurement spend with third sector bodies during the period covered by the report.	0
d) Percentage of total procurement spend through collaborative contracts.	48.63%
e) Total delivered cash savings for the period covered by the annual procurement report	£8,493,414
f) Total non-cash savings value for the period covered by the annual procurement report	£144,000

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years	46
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£294,255,534.11