



**SPA Awards:**  
Delivering community  
benefits through  
intelligent procurement



## PAGE CONTENTS

01

Yearly  
Round Up

02

SPA Awards

04

The Frameworks  
in Action

05

Top Performing  
Frameworks

06

Case Study  
Schools and  
Community Buildings

08

Interview with  
Lesley Anderson

10

Company  
Performance

11

Total SPA Frameworks  
used in 2018/19

12

Founder  
Partners

13

Associate  
Partners

14

SPA Community  
Benefit Fund

18

Case Study  
Offsite  
Construction of  
New Homes

20

Information on  
Membership

21

Partner  
Profiling

22

SPA Award  
Winners

24

SPA Framework  
Suppliers

28

Interview with  
Graham Collie

30

Meet the Team

32

Upcoming and  
Recently Launched  
Frameworks

## YEARLY ROUND UP

The past year has been yet another period of significant growth for SPA and our Partners. During 2018/19 our frameworks were chosen by our Partners to deliver over £160 million worth of projects with over 200 projects registered throughout the year. As always, our Partners chose to utilise SPA frameworks for a wide range of projects from compliance contracts to refurbishment and improvement programmes all the way up to the design and build of new housing and schools.

It's been quite a year of firsts for the Scottish Procurement Alliance, we launched our consultancy framework in January, held our inaugural SPA Awards Ceremony and introduced our new Executive Committee.

I wanted to thank everyone who supported and attended the SPA Awards at the Grand Central Hotel in Glasgow. We've had so much positive feedback from our Partners and Appointed Companies. It was a packed event and all those in attendance really enjoyed the day and took advantage of the opportunity to network with colleagues and industry professionals. A special thank you to everyone who submitted nominations for the awards, we had a superb response, which made the evaluations particularly difficult for our expert judging panel.

Our eagerly awaited consultancy framework, launched in January 2019, provides comprehensive consultancy services to our Partners ranging from Architects to Principal Designers. Head to our website or talk to a member of the SPA team to find out more about this exciting new Framework.

At SPA we are proud of our collaborative approach in setting up our frameworks and we are currently in the midst of nationwide pre tender engagement for two upcoming frameworks. We are working on a new iteration of our highly successful Energy Efficiency framework (N7) which is due for renewal in spring 2020.

Our newest framework is for a Whole House Refurbishment and Improvements, to support our Partners with minor works contracts and larger scale refurbishment programmes (WH2). We have hosted five events so far and received a wealth of valuable feedback, allowing us to ensure we cover the requirements of all of our Partners regardless of size or location. Supplier engagement will follow this summer with the new frameworks available early 2020.

Last year we extended our team from three to seven and we will soon be adding two apprentices to the team. As we are now at 90 Partners throughout Scotland, we wanted to ensure we provided them with quality support and guidance, especially through our added value service. Graham Collie, Technical Support Manager, joined SPA in July and provides invaluable technical support to our Partners and Appointed Companies. Graham's interview, page 30, discusses how greater collaboration and innovation can help the sector deliver excellent quality at a lower cost.

Our Head of Procurement, Lesley Anderson, brings a wealth of procurement experience and expertise to her role at SPA. She is the main point of contact for everything procurement and helps demystify the regulations for our Partners and Appointed Companies alike. Read more about Lesley and her thoughts on getting best value through procurement on page 8.

Read more about the full SPA team on page 32.

Thank you to everyone who has contributed to SPA's continued progress and success over the past year. We look forward to a productive and collaborative year ahead!



**CLIVE FEENEY**  
Director

*C. Feeney*



## SPA AWARDS

On Wednesday 3rd October, over 200 representatives from the Scottish Public Sector gathered to celebrate procurement excellence within the housing sector at the first ever Scottish Procurement Alliance (SPA) Awards ceremony.

The inaugural awards event was held in the Grand Ballroom at the historic Grand Central Hotel in the centre of Glasgow, attendees included SPA Partners, Appointed Companies and strategic Partners from across Scotland.

Hosted by world record breaking cyclist, Mark Beaumont, the SPA Awards celebrated the excellent projects that have been delivered through SPA's frameworks since its inception in 2016.

SPA were delighted with the volume and quality of all the submissions, which were judged externally by a panel of sector experts. There were 25 organisations honoured as finalists in the 6 awards categories with 7 winning awards.

The SPA Awards recognised those organisations who have gone above and beyond to deliver projects that have made a real impact on local communities. The ceremony celebrated excellence with awards in the following categories:

- **Best Housing Project**
- **Most Sustainable Project**
- **Best Community Benefit Initiative**
- **Most Innovative Project**
- **Best Use of Rebate**
- **Gold Hat**

Nominations were welcome from Partners and suppliers in all the categories apart from the Gold Hat Award, which celebrates the work done by SPA suppliers and is voted for by Partner organisations.



The awards were judged by an expert panel, representing all areas of public procurement, housing and construction. The judges included:

- **Dr Robert Hairstans, Associate Professor, Edinburgh Napier University**
- **Sally Thomas, Chief Executive, SFHA**
- **John Skivington, Group Director, LHC**
- **Alice Thompson, Co-Founder of Social Bite**
- **Nile Istephan, Chief Executive of Eildon HA**
- **Mary Mitchell, SPA Chair**

Clive Feeney, Director of SPA, said:

"We've had so much positive feedback from our Partners and Appointed Companies. All those in attendance really enjoyed the day and took advantage of the opportunity to network with colleagues and industry professionals.

We were also delighted with the support we received from our sponsors who helped make this event so special."





THE FRAMEWORKS  
IN ACTION

As well as providing compliance, quality and best value to Partners, SPA frameworks support a streamlined process from the award of a contract (call-off) to completion of a project.

All SPA frameworks have been established in strict compliance with the Scottish public sector procurement rules for use by publicly funded organisations in Scotland as detailed in the SPA buyer profile ([www.scottishprocurement.scot/buyerprofile](http://www.scottishprocurement.scot/buyerprofile)). With all SPA frameworks, Partners have the option to either direct award or run a mini-competition between the companies that have declared an interest in the project. Award weighting criteria are established on each individual framework and can be flexed to Partners individual needs.



Confirmed competitive market prices

Prices in place at call-off stage maintaining best value as established in evaluation stages

Quick project starts

Enabled by pre tendered procurement that reduces the cost and time input by public sector organisations and speeds up their access to approved framework suppliers

Instant access to project data

We will provide continuous access to information throughout the procurement process through the SPA online portal

High quality standards

Standards of quality maintained throughout the project monitored in accordance with ISO 9001 Quality Management System

Delivery periods guarantee

Guaranteed delivery periods that ensure services and works are delivered to meet work schedules

Quick and efficient procurement

Speedy access to SPA framework suppliers and the options of a mini-competition or direct award to enable the final selection of a supplier(s) for a project

Service levels guarantee

Guaranteed service levels from inquiry to supply providing peace of mind that services and works will be conducted effectively

Advice on design and regulatory compliance

Guidance on interpretation and conformity to all statutory regulations and planning requirements

TOP PERFORMING  
FRAMEWORKS



**£1,426,111**  
MODULAR  
BUILDINGS (MB1)



**£3,916,854**  
KITCHEN AND BATHROOM  
REPLACEMENTS (KB3)



**£6,108,865**  
PVC-U WINDOWS  
AND DOORS (U9)



**£13, 584,091**  
OTHER FRAMEWORKS  
Including: Whole House Refurbishment, Supply of Kitchen Units and Associated Services, Communal Entrance Doorsets, Void Protection Services, Pitched Roofing and Asbestos Services



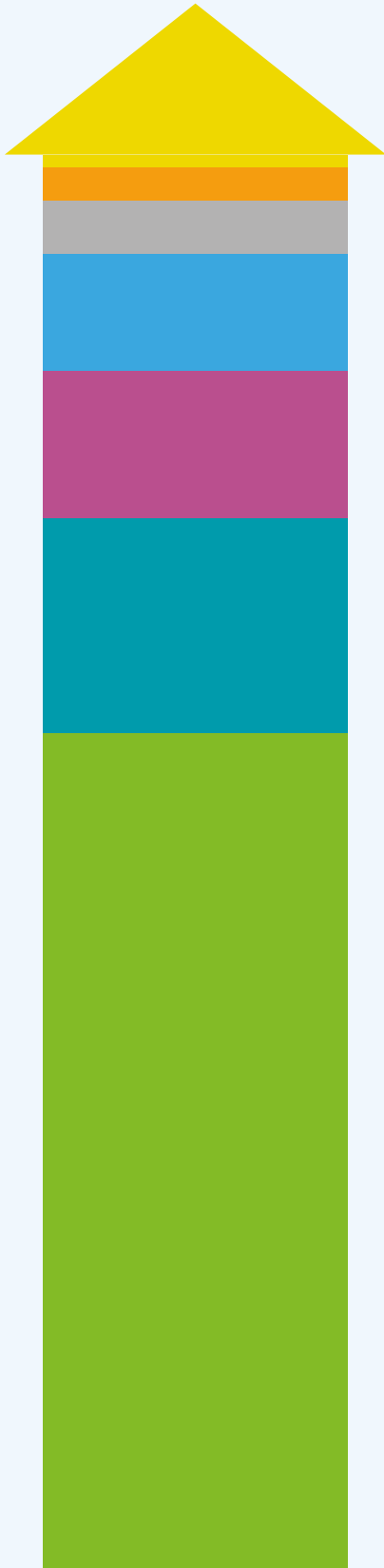
**£17,019,604**  
SCHOOLS AND COMMUNITY  
BUILDINGS (SCB2)



**£24,874,370**  
ENERGY EFFICIENCY AND  
CONSULTANCY SERVICES (N7)



**£96,770,416**  
OFFSITE CONSTRUCTION  
OF NEW HOMES (NH1)



# CASE STUDY

## SCHOOLS AND COMMUNITY BUILDINGS

MORAY COUNCIL  
DATE: SEPTEMBER 2015 – NOVEMBER 2017  
LOCATION: MORAY

The Moray Schools project is a £20m primary school improvement and phased refurbishment package involving four existing primary schools within Moray, funded through the Scottish Futures Trust and The Moray Council.

St Gerardine Primary in Lossiemouth, Applegrove Primary in Forres, Millbank Primary in Buckie and Seafeld Primary in Elgin all underwent extensive refurbishments as part of a four school contract awarded under the SPA Framework, to improve and extend the existing school buildings both internally and externally.

All the schools remained open and operational throughout the duration of the project and full height partitions with fire escape doors, where appropriate, were used to separate work areas from live areas.

The works were split into phases within each school, to minimise disruption and decrease potential safety concerns, requiring weekly meetings with the Head Teachers to ensure that all noisy or dusty works were undertaken out of school hours or during the school holidays.



## MORAY SCHOOLS

### St Gerardine Primary School, Lossiemouth

The £3.8m improvements in Lossiemouth included: a new modular extension to add two classrooms, demolition of the hatted accommodation for Ladybird Developmental Nursery, installation of new boilers, doors and windows, as well as full re-wiring and re-plumbing.

### Seafeld Primary School, Elgin

In Elgin, the £4.8m building project saw a complete overhaul of the electric and plumbing systems, improved insulation and a mixture of new and upgraded roofing with the addition of

new modular accommodation, creating a nursery and two classrooms.

### Millbank Primary School, Buckie

For Millbank Primary works were undertaken whilst the school remained open. Works consisted of: refurbishment of the SEN building, a new plant room, enabling works for a new modular unit extension, refurbishment of associated external areas and the main school. In addition to this, Morrison carried out upgrades to the u-values to improve energy and heating efficiency as well as a major upgrade to the mechanical and electrical systems.

### Applegrove Primary School, Forres

The £4.2m refit at Applegrove Primary included: installation of a new roof, wiring and LED lighting, Wi-Fi as well as new carpets. The works were carried out over a number of phases, which minimised disruption to the school. Morrison worked closely with the school throughout the works.

## Project benefits

Before the project began these four primary schools received some of the lowest building ratings in the area and were in need of urgent repair. The schools have benefited significantly by the vastly improved facilities providing current and future generations with modern school buildings fit for the 21st century.

Having a trusted contractor on-site, appointed through SPA, allowed additional works to be incorporated seamlessly, with significant time and cost benefits around procurement and programme.

Work within a live school is always challenging. Morrison Construction built good working relationships with the schools by working closely with them to agree phasing, service shut down times and site safety issues on a very pro-active basis. All projects were registered under the Considerate Constructors Scheme and stakeholders engaged throughout, with CCS mascot "Ivor Goodsite" visiting the pupils on a number of occasions.

## Why SPA?

The SCB2 framework was well suited to meet the needs of Morrison's client partners by providing flexibility in procurement routes and a "fast track" appointment. Using the framework allowed for significant time savings at the pre-construction stages.

## About Morrison Construction

Founded in the highlands of Scotland in 1948, Morrison Construction is one of the largest building contractors in the country. They work mainly in the public sector with particular experience in Education and Health. Morrison is part of Galliford Try, which is one of the UK's largest construction companies.

Morrison Construction provides extensive experience in public sector works and has long established relationships with many of their clients. They pride themselves on the openness and honesty with which they approach Partnering contracts and they have had a number of repeat project business through this framework.

Like all SPA Frameworks, SCB2 is fully OJEU compliant.



**“The scale of these four school projects – including the recently-opened Applegrove and Millbank primaries – was massive, and the improvements reach far beyond the immediate learning environment. Our children’s communities have benefited, and will continue to do so, as a result of this investment.”**

Vivienne Cross, Head of Schools and Curriculum Development, Moray Council



## INTELLIGENT PROCUREMENT SOLUTIONS FOR SCOTLAND'S HOUSING SECTOR

### INTERVIEW WITH **LESLEY ANDERSON** HEAD OF PROCUREMENT



Lesley Anderson, Head of Procurement for SPA, discusses the advantages of using frameworks and getting the best value through procurement.

**Q: How is SPA furthering intelligent procurement in Scotland?**

Although SPA is only a small team, we are made up of dedicated experts in our respective fields who champion best practice and ensure our Partners have access to high quality procurement solutions. SPA provides a quick and easy route to market, whilst ensuring our Partners are complying with the Procurement Regulations in Scotland. All of our frameworks are procured through a fully compliant OJEU tender process and provide our Partners with the option to direct award or mini comp through the call off procedures.

We work closely with our Partners and framework Appointed Companies throughout the procurement process and the duration of our frameworks. At pre tender stage, we invite Partners and companies to workshops to discuss our proposals for future frameworks. In conjunction with our Partners we look to determine future requirements to be procured through the frameworks, which companies would be best suited to apply for a place on the framework and which procurement options our Partners would like to see available.

We are currently in the middle of a significant pre tender engagement exercise for two of our frameworks. Whole House Refurbishment and Improvements (WH2) is a brand new framework encapsulating all types of minor works that may be required by our Partners. Whilst Energy Efficiency (N8) is a second generation framework which will replace our existing N7 framework offering with the addition of further innovative solutions.

**Q: How does SPA ensure regional coverage throughout Scotland?**

As part of our intelligent procurement strategy, we structure our frameworks into lots by NUTS code areas. These lots are then further broken down into local authorities within these regions. This allows all interested companies from SMEs to large scale organisations to apply for the regions where they are willing and capable to work in. It also eliminates the need for companies to submit for regions that they have no intention of covering at call off stages.

This is advantageous to our Partners as it ensures regional coverage for the whole of Scotland, whilst ensuring that the companies that have been awarded to these particular lots and regions all have the capability and the 'want' to deliver the service/products at the best possible value.

**Q: How can my organisation get best value through SPA's frameworks?**

SPA frameworks provide our Partners with a quick and easy route to market, saving our Partners time, resources and money. Our frameworks provide a collaborative approach with shared expertise and resources at the outset, helping to achieve economies of scale.

All of our Appointed Companies are pre-qualified through a fully compliant OJEU tender process, assessing each company's due diligence, and the mandatory/minimum requirements for each framework.

Through a rigorous evaluation process we ensure that the companies appointed to our frameworks are of the highest calibre and eager to work with our Partners. Our frameworks are generally evaluated on 70% quality ratio to ensure only the best value companies in the market are successfully awarded.

Once a project is registered by a Partner, SPA issue out an 'Expression of Interest' to the Appointed Companies to establish capacity to deliver the project specific requirements at that given time. Partners therefore are only required to invite the Appointed Companies that confirm interest in their project reducing time and effort on the part of the Partner and Appointed Companies accordingly.

The Partner has the option to decide which call off process suits their project specific requirements whilst complying with their internal governance procedures. All frameworks provide the option to direct award or carry out a mini-competition. Prior to the Partner formally awarding their call off contract, SPA offer the additional service of price validation to ensure the project specific rates are in line with the original terms of the framework ensuring best value is achieved at all times.

**Q: What is in the pipeline for SPA's frameworks over the next year?**

Having delivered the New Build Framework (H1 WS2), Off Site Construction (NH2) and Consultancy Frameworks (H1 WS1) to support the delivery of the Scottish Government's 50,000 houses target, SPA are now focussing on pre tender engagement for a brand new framework to support our Partner's ongoing maintenance of their housing and public building portfolios.



Our newest framework is Whole House refurbishment, which will cover all aspects of 'minor works' for our Partner's properties. We have already started pre tender engagement workshops with housing associations and RSLs. These workshops allow us to gather information, which will inform our procurement process, specification, regional lotting structure and timelines. Engagement with our Partners ensures that our frameworks are fit for purpose and meet their potential needs over the duration of the frameworks.

Supplier engagement will follow, where we engage with companies that have noted interest and those identified by our Partners through our workshops. Through supplier engagement we look to ensure that the companies are not only aware of the procurement opportunity but we provide an open forum enabling companies to ask questions and gain an insight in to our expectations in relation to the quality of submissions required.

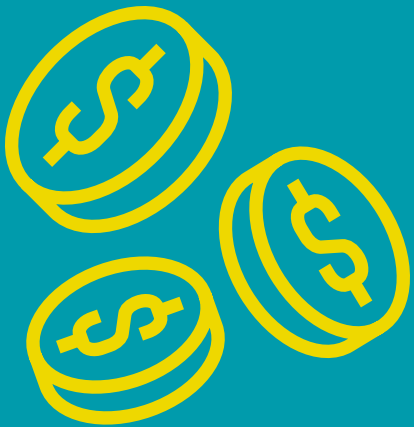
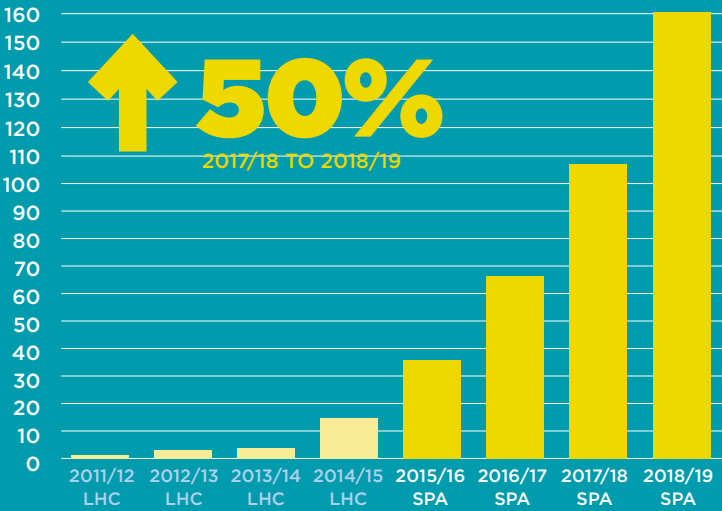
In addition to Whole House, we are working on renewing our highly successful Energy Efficiency framework which includes: Energy Consultants and Project Management, Specialist Individual Measures and Energy Efficiency Refurbishment. This will cover all aspects of the grant funding provided by Scottish Government to assist our Partners in meeting the new EESSH2 energy efficiency requirements.

Our pre tender engagement looks to incorporate all aspects of our Partners' future requirements taking into consideration any cutting-edge products introduced over the period of our existing framework and any innovative solutions that may be beneficial to be included in our new frameworks. If you are interested in contributing to our upcoming frameworks, please get in touch with the team via email at [info@scottishprocurement.scot](mailto:info@scottishprocurement.scot) or by calling 01506 894 395.



COMPANY PERFORMANCE

2018/19



VALUE OF WORKS UNDERTAKEN ON SPA PROJECTS

£160,892,733

NUMBER OF PARTNERS THAT USED OUR FRAMEWORKS

43

NUMBER OF PROJECTS

221

APPOINTED COMPANIES USED

52

REBATE FOR FOUNDING PARTNERS

£251,928

AVERAGE FOUNDING PARTNER SPEND

£6,741,233

REBATE FOR ASSOCIATE PARTNERS

£329,786

AVERAGE PARTNER SPEND

£2,767,405

COMMUNITY BENEFIT FUND (LINTEL TRUST)

£130,000

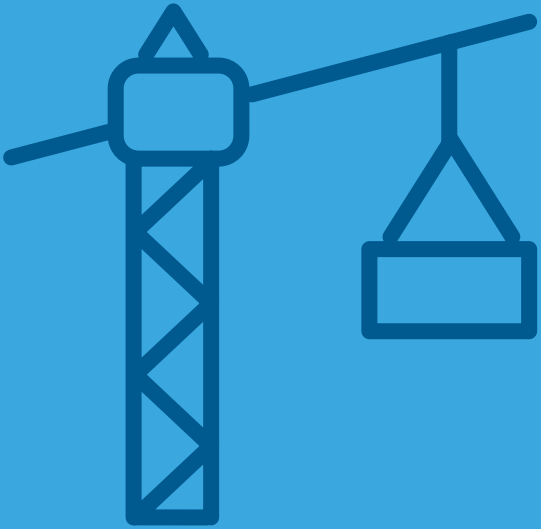
TOTAL REBATE FOR 2018/19

£581,714

TOTAL SPA FRAMEWORKS USED

IN 2018/19

158



VALUE OF WORKS PER FRAMEWORK

|      |             |      |             |
|------|-------------|------|-------------|
| AS1  | £51,935     | NH1  | £96,770,416 |
| C7   | £585,977    | PR3  | £686,049    |
| CED1 | £364,933    | SCB1 | £1,690,007  |
| FR2  | £114,052    | SCB2 | £15,329,597 |
| HS1  | £3,281,286  | TW3  | £413,911    |
| K4   | £362, 586   | U9   | £6,108,865  |
| K5   | £1,400,427  | V5   | £10,319     |
| KB3  | £3,916,854  | V6   | £679,975    |
| MB1  | £1,426,111  | WD1  | £266,258    |
| N7   | £24,874,370 | WH1  | £2,538,803  |

FOUNDER  
PARTNERS



ASSOCIATE  
PARTNERS

Aberdeen City Council  
Aberdeenshire Council  
Abron Hill Housing Association  
Almond Housing Association Ltd  
Ancho Ltd  
Ark Housing Association Ltd  
Atrium Group (The)  
Berwickshire Housing Association  
Bield Housing & Care  
Blackwood Homes & Care  
Burrelton & Woodside Village Hall  
Cadder Housing Association  
Clackmannanshire Council  
Cloch Housing Association  
Clydebank Housing Association  
Crossroads Community Hub  
Cunninghame Housing Association  
Dumfries & Galloway Housing  
East Dunbartonshire Council  
East Lothian Housing Association  
East Renfrewshire Council  
Eildon Housing Association  
Ferguslie Park Housing Association Ltd  
Forth Housing Association  
Gate Church International SC10  
Glasgow West Housing Association

Govan Housing Association  
Grampian Housing Association  
Hanover Housing Association  
Hillcrest Group (The)  
Hillhead Housing Association 2000  
Irvine Housing Association  
Kingdom Housing Association  
Kingsridge & Cleddans HA  
Link Group Ltd  
Linthouse Housing Association  
Lister Housing Co-operative Ltd  
Loreburn Housing Association  
Manor Estates Housing Association  
Maryhill Housing Association  
Muirhouse Housing Association  
NG Homes  
North Lanarkshire Council  
Oaktree Housing Association Ltd  
Ochil View Housing Association  
Opsrey Housing Moray  
Osprey Housing  
Paragon Housing Association  
Partick Housing Association  
Port of Leith Housing Association  
Reidvale Housing Association  
Rosehill Housing Co-operative Ltd

Rural Stirling Housing Association  
Sanctuary Scotland Housing Association  
Scottish & Borders Housing Association  
Scottish Border Council  
Scottish Legal Aid Board  
Shire Housing Association  
Stirling Council  
The City of Edinburgh Council  
The Highland Council  
The Moray Council  
The Scottish Police Authority  
Tollcross Housing Association  
Trust Housing Association  
Viewpoint Housing Association  
Waverley Housing Association  
West Dunbartonshire Council  
West Granton Housing Co-Operative  
West Lothian Council  
West of Scotland Housing Association  
West Whitlawburn Housing Co-Operative Ltd  
Whiteinch & Scotstoun Housing Association  
Weslo Housing Management



## SPA COMMUNITY BENEFIT FUND

As an organisation we are dedicated to improving and promoting social value in communities throughout the country. Our SPA Community Benefit Fund was developed to support and achieve this aim.

Our Community Benefit Fund has entered its second wave of projects being delivered by our Founder Partners with the support of the Lintel Trust. The Lintel Trust is the only charity in Scotland with a focus on the provision of small grants to help social housing and community based projects. With their support, our Founder Partners have been able to source match funding of over £75,000 so far in addition to the £130,000 from the SPA Fund.

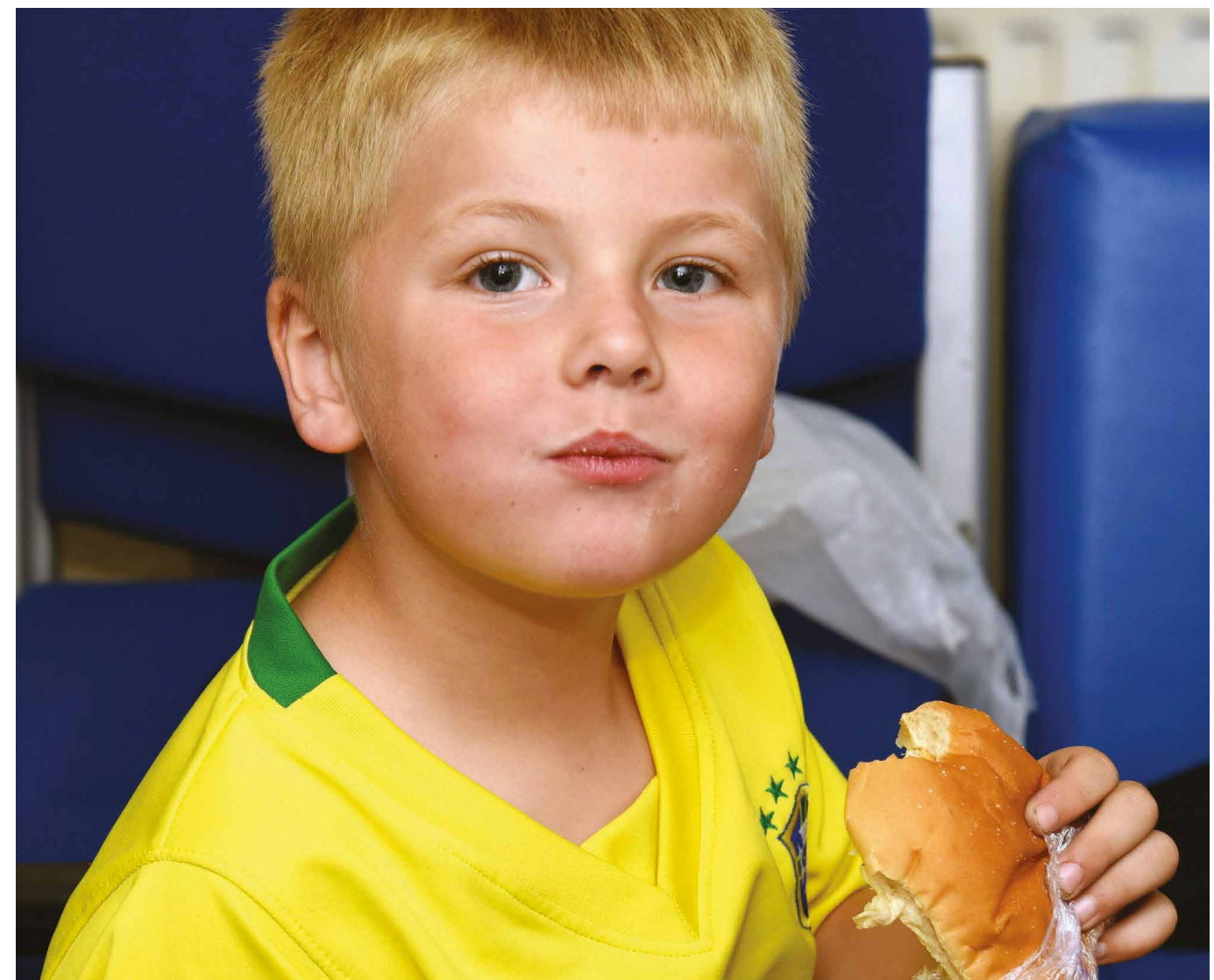
In Partnership with the Lintel Trust, the fund launched in April 2017. Each project delivered through the fund should have a general focus on one or more of the following areas to be eligible for the fund:

- Digital Participation
- Employability
- Social Inclusion
- Local Community Projects
- Financial Inclusion

Through the fund, our Founder Partners' have undertaken a wide range of superb, meaningful projects. The impact of the first wave of projects has been wide reaching and significant on communities throughout the country, more details can be found in our Annual Report 2017/18 on our website.

We are excited to announce the following projects are currently underway in the second wave:

- Welcome to Hawthorn
- Linstone Community Support
- Equal Voices
- Tackling Holiday Hunger
- Environmental Roots
- Gas Infill Project – Phase 2
- Switching on Digital Services
- Modern Apprentice – Gas Service Engineering, Carpentry & Joinery
- Click Zone
- Traveller Community Hub
- Crisis Fund for Shared Apprenticeship Scheme



### Welcome to Hawthorn – Hawthorn Housing Co-Operative

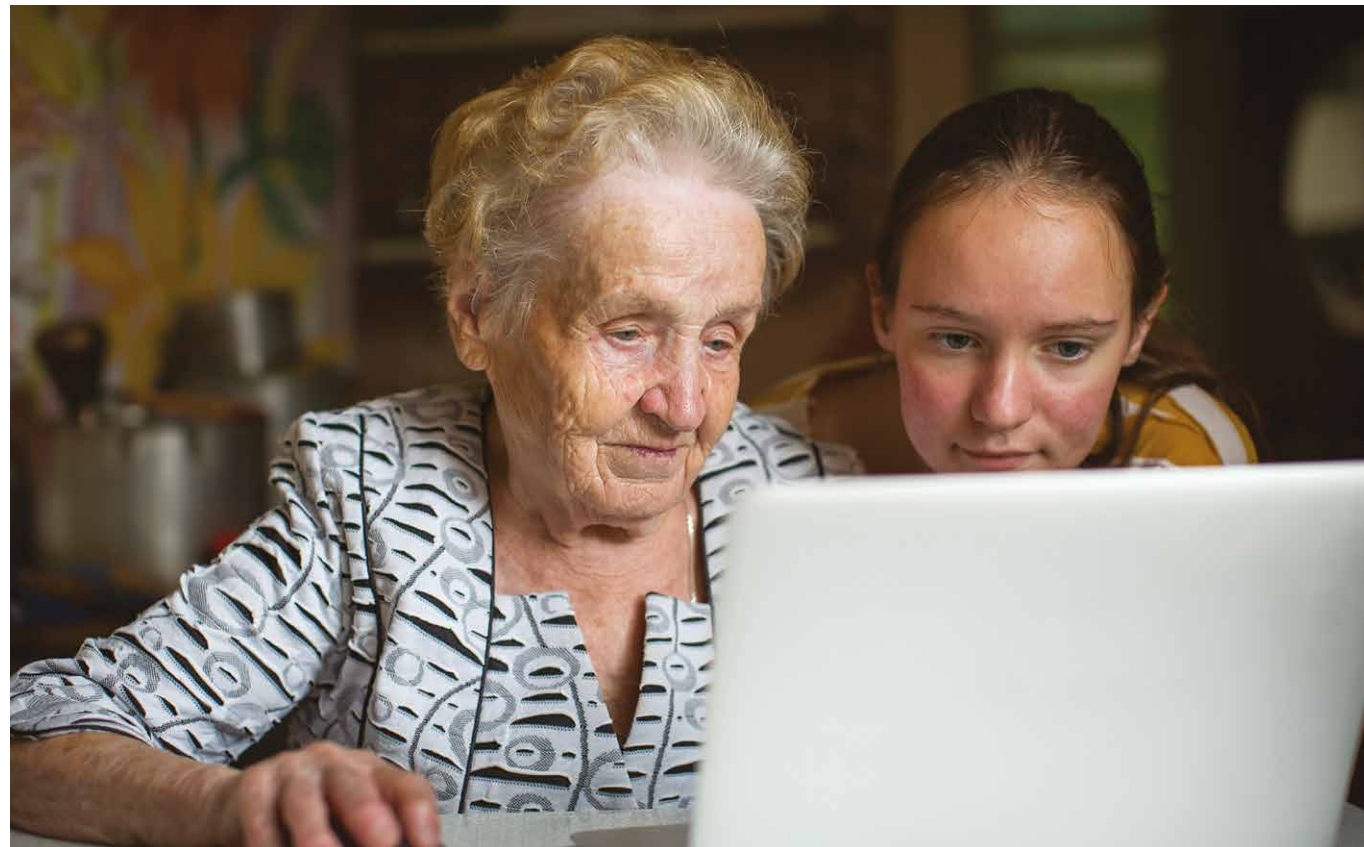
Hawthorn Housing Co-Operative accessed their funding in August 2018 to launch 'Welcome to Hawthorn'. Hawthorn Housing Co-Operative are welcoming their largest influx of new tenants to 48 new homes.

'Welcome to Hawthorn' aims to ensure the successful integration of these new families with plans including: welcome packs, digital skills sessions for each household, visits from existing tenants, welfare advice, a social event and translations services if needed. Hawthorn have sourced additional funds of £3,100 as well as the provision of the temporary Housing Officer for six months to assist.

### Linstone Community Support – Linstone Housing Association

Linstone Housing Association's Community Support programme is an overarching project to support a wide range of tenants including: paid work experience for those furthest from employment, tenant first aid training, intergenerational community video production and a community hub creative improvement programme to be undertaken by Impact Arts.





#### **Equal Voices – Perth & Kinross Council**

The Equal Voices project started in 2017 and due to its great success, Perth & Kinross Council have decided to expand it. Equal Voices aims to encourage different equality protected communities to work together to share digital learning, skills and knowledge and maximise intergenerational activities.

#### **Tackling Holiday Hunger – South Ayrshire Council**

First introduced as a pilot project through the SPA fund last year, South Ayrshire Council have continued the programme and are extending it to include additional areas. These areas have been identified as being in the worst 5% and 15% of deprivation in the whole of Scotland. In addition to nutritionally balanced packed lunches for each child, the project provides a number of holiday activities.

#### **Environmental Roots – Wheatley Group**

Environmental Roots is a 4 week pre-apprenticeship programme aimed at 16-19 year olds requiring additional support to successfully secure a Modern Apprenticeship opportunity. The programme includes recognised qualification and PPE, with the aim to have a 90% success rate.

#### **Gas Infill Project Phase 2 – River Clyde Homes**

Fuel poverty and financial exclusion is a significant problem in Inverclyde and River Clyde Homes aims to provide relief to these issues with their gas infill project in the area. This project is now in phase 2, the highly successful phase 1 was delivered through the first wave of SPA funded projects last year. Phase 2 includes impartial advice, digital support, budget planning, access to warm home discounts, hardship funds, referrals to support Partners to River Clyde Homes tenants.



#### **Modern Apprentice – Clyde Valley Housing Association**

Clyde Valley Housing Association is using the SPA Community Benefit fund to support a 3 year modern apprenticeship in Gas Service Engineering, Carpentry and Joinery. They are collaborating with the community through local schools and contractors to provide local employment opportunities.

#### **Click Zone – Paisley Housing Association**

Paisley Housing Association are focussing this year's project on digital participation and skills building for tenants and the wider community. These services are to be delivered through a digital unit.

#### **Traveller Community Hub – South Lanarkshire Council**

South Lanarkshire Council are using their portion of the SPA fund to drive digital participation and social inclusion for two traveller sites through a community hub. The project will provide: hardware, internet access, training opportunities, social event support and a modular unit for delivery.

#### **Crisis Fund for Shared Apprenticeship Scheme – Dundee City & Angus Council**

Through their first SPA community benefit fund project, Dundee City and Angus Council identified the need for a provision of a crisis fund for apprentices to ensure they can keep up with their programmes. They identified significant barriers to young people in continuing their apprenticeships, for example due to travel constraints in rural areas, which the Crisis Fund will help to combat.

#### **Switching on to Digital Services – Cairn**

Cairn has developed a number of online services for tenants over the past year, partially funded by last year's SPA Fund. This project has come about as a result of their commitment to 'Our Digital Futures' strategy. This year's funding will be used to produce a series of information videos signposting tenants to, and promoting, online services.



# CASE STUDY

## OFFSITE CONSTRUCTION OF NEW HOMES

EAST LoTHIAN COUNCIL  
DATE: APRIL 2016 – FEBRUARY 2018  
LOCATION: NORTH BERWICK

### Expanding affordable housing provision

In 2016, Hart Builders, a subsidiary of the Cruden Group, was appointed to build 13 two storey houses, a wheelchair bungalow, and four flats on Russell Walk, North Berwick, to help expand the provision of affordable housing across East Lothian.

Hart was appointed to the £2.17 million contract through SPA's Offsite Construction of New Homes (NH1) Framework. They put forward a timber toolkit solution that could support a quick start, overcome the challenge of constricted site access and reduce the impact of construction on neighbours. Hart's detailed understanding of the site and the Council's needs, ensured project efficiencies were achieved.



### Seamless design and build

Russell Walk was a windfall site which East Lothian Council secured through a S75 agreement with CALA Homes. CALA were responsible for obtaining planning consent, road construction consent and Scottish Water technical consent for the masterplan, including the 18 affordable units. This approach supported tenure blind design, with affordable housing blending seamlessly into executive housing for sale.

Hart worked closely with Timber Kit Manufacturers, Walker Timber, to ensure the timber toolkits were fully aligned with the overarching design. Hart knew the use of timber frames would be a significant factor in keeping the project tenure blind, allowing affordable housing to mirror the design of neighbouring properties. It is unlikely that consistency to such a level would have been possible with other forms of construction.

### Timescale benefits

East Lothian Council was keen to achieve a quick start on site to assist with spending commitments. Hart's Partnership with Walker Timber on the design of the timber toolkit, as well as the efficient manufacturing process, reduced the lead time from procurement to the factory made kit of parts being delivered on site.

### Location benefits

Russell Walk affordable housing was the last phase of a larger development for sale and had to be built on a constricted site with neighbours already in situ. The use of timber kit construction enabled efficient erection, minimising the impact of site noise, traffic and dust on neighbours.

### About the NH1 Framework

SPA's framework for offsite construction of new homes includes volumetric and panelised systems. It can be used for low, medium and high-rise homes.

The NH1 Framework enables a full turnkey solution with site installation available as a service.

Like all SPA Frameworks, NH1 is fully OJEU compliant.

**“Hart has significant experience of timber kit construction and works in close collaboration with manufacturing Partners. We selected the right level of offsite for this development to meet the quick start deadline, make sure design tenure remained blind, and to minimise the disruption for nearby neighbours.”**

Gill Henry, Hart Business Development Director





INFORMATION ON  
**MEMBERSHIP**

We don't believe in charging membership fees, which is why it's completely free to become a SPA Partner.

**Founder Partner**

- Access to industry leading frameworks
- Influence the Scotland framework programme
- Determine the range and level of procurement services and support to Partners
- Access to the Community Benefit Fund
- Annual rebate based on individual spend during the financial year

**Associate Partner**

- Access to industry leading frameworks
- Contribute to the development of future SPA frameworks
- Annual rebate based on individual spend during the financial year

Founder Partners are appointed periodically on a rotational basis.



PARTNER  
**PROFILING**

Our procurement frameworks can be used by all publicly funded organisations throughout Scotland. All contract notices are issued by LHC on behalf of SPA.

**SPA frameworks can be used by:**

- Scottish Unitary authorities
- Registered social landlords (RSLs)
- Scottish Federation of Housing Association members



**In addition to this, the following organisations that operate in the following areas are also eligible to use our services:**

- Tenant management organisations (TMOs)
- Education authorities
- Publicly funded schools
- Universities
- Colleges
- Further education establishments
- Emergency services

Some of our frameworks are designed for specific sectors, so only organisations within the specified sector can use them. If you have any questions about whether you are eligible to use the frameworks, please contact the SPA team on [info@scottishprocurement.scot](mailto:info@scottishprocurement.scot) or call 01506 894 395.

**Flexible Frameworks**

Our flexible frameworks are designed with Partners' interests in mind:

- Addressing local, financial, quality and sustainability objectives
- OJEU compliant
- Options on technical specifications

**A Beneficial Process**

- Our Partners can save around 350,000 hours every year by using frameworks
- Our Partners gain back this valuable time to focus on the needs of their communities
- Regional and local SMEs are actively encouraged to apply to service our frameworks giving our Partners a range of options

**Financial Rebate**

- Our Partners are eligible to receive a share of any LHC surplus achieved in a financial year
- Partners receive a pro-rata share based on their total spend during the qualifying period
- In the last year, we have given a rebate figure of over £583,101 back to Partners to improve Scottish communities





SPA

# AWARD WINNERS

We were delighted by the amazing response to our call for nominations for the SPA Awards. In total we received 40 entries from our Partners and Appointed Companies.

## Best Use of Rebate



Our Partners receive a rebate each year and a large number of them use the money received to support their local communities through significant projects. We wanted to celebrate these projects through our Best Use of Rebate Award. We shortlisted three of our Partners for the award: Berwickshire Housing Association, East Ayrshire Council and the Wheatley Group.

The winners were Wheatley Group for their Changing Lives Programme.

The Changing Lives programme was partly supported by the Wheatley Group's rebate from SPA. Changing Lives is an employability programme that provides people with a 12 month environmental based placement. By targeting disadvantaged residents, Wheatley aimed to break the cycle of unemployment that is prevalent within their communities.

## Best Community Benefit Initiative



Community Benefit Initiatives are integral to SPA, all of our Partners and Appointed Companies. This award was to showcase the significant social impact of these projects on their communities, no matter the size or scope.

We shortlisted the following Partnerships for the award: East Ayrshire Council and Engie, Eildon Housing Association and Hart Builders Ltd, and South Ayrshire Council and A.C. Whyte & Co.

The winners were Eildon Housing Association and Hart Builders Ltd for their joint Community Benefit Project Officer.

The Community Benefits Project Officer will work to generate benefits for their local communities for the present and the future. Focussing on community legacy, the Project Officer will lead on a wide range of initiatives including, but not limited to, training and employment, SME and local business development, educational and community projects.

## Gold Hat Award for Best Appointed Company



We only engage with the best companies in Scotland for our frameworks. This award was to recognise which of those companies demonstrated industry leading customer service for our Partners.

The following Appointed Companies were nominated by our Partners: CCG Scotland Ltd, Everwarm Ltd, Graham Roofing Ltd, Hart Builders Ltd and Sidey Solutions Ltd.

The winners were Hart Builders Ltd who were nominated by Eildon Housing Association for their collaborative, supportive and open partnership approach.

## Best Housing Project



Through SPA's offsite housing construction framework (NH1), Partners have committed to delivering in excess of 3,000 new homes throughout the country. While the projects being delivered through the framework vary in size, the recognition of excellence is being sought regardless of project size or scope.

We shortlisted the following housing projects for the award: Acredale Phase 2 (Berwickshire Housing Association and Hart Builders Ltd), Barbieston Road (East Ayrshire Council and CCG Scotland Ltd) and Craigmillar Phase 12-15 (The City of Edinburgh Council and CCG Scotland Ltd).

The winners were East Ayrshire Council and CCG (Scotland) Ltd for the Barbieston Road project in Dalrymple.

The Barbieston Road project delivered 11 residences in Dalrymple, East Ayrshire, including a number of specifically designed properties for older and ambulant residents. As part of their strategic Partnership, CCG (Scotland) Ltd sits on the Council's Future Homes Project Board, which allows them to take ownership of the process to deliver homes for East Ayrshire's residents that are future-proofed and fit for purpose with a focus on accessibility and specification. The collaborative approach to this project enabled the delivery of jointly developed housing, which was bespoke and inclusive, for the residents of East Ayrshire.

## Most Sustainable Project



We are committed to placing sustainable and socially responsible procurement at the heart of everything we do. In this Award we celebrated projects that supported this ethos.

We shortlisted the following projects for the award: External Render & Wall Insulation Project (East Ayrshire Council & Engie Ltd), Energy Agency Area Based Schemes (The Energy Agency) and Replacement Windows Project (Clackmannanshire Council & Sidey Solutions Ltd)

The winners were East Ayrshire Council and Engie for their work improving energy efficiency for over 400 homes.

Through their in-house Sustainability Team, Engie, ensure all their works are compliant with PAS2030 and all carbon is banked with OFGRM to ensure eligibility. Through the installation of high spec External Wall Insulation, East Ayrshire Council and Engie's project improved the energy efficiency rates of 430 properties from Bands E/F to Band D. This led to more energy efficient homes and saved tenants from £100-£500 on energy bills, which contributed to a reduction in fuel poverty.

## Most Innovative Project



With this award, SPA are looking to recognise projects that go over and above the norm, demonstrating a cutting edge and innovative approach to traditional problem solving.

We shortlisted the following projects for the award: Barratt Flats External Improvements (Rosehill Housing Co-Operative & Everwarm Limited), Heath Place Conversion and Upgrade (East Ayrshire Council & CCG Scotland Ltd) and Specialist Installation Measures (The Energy Agency & 3 SPA Partners).

The winners were East Ayrshire Council and CCG (Scotland) Ltd for Heath Place.

Heath Place properties were built as part of the UK government-led Temporary Housing Programme after WWII. These properties were designed to last for no more than 15 years and therefore desperately required to be demolished or upgraded. After consultation with residents – who did not want to be displaced from their homes – CCG (Scotland) Ltd innovatively retained the existing out-leaf of the building whilst utilising off-site manufacturing techniques to convert and upgrade inside of the properties. This project has transformed the once 'temporary' homes into modern, comfortable homes with an extended lifespan of another 30 years.

SPA

FRAMEWORK SUPPLIERS

Heating Systems (HS1)

- British Gas Social Housing t/a PH Jones
- Certsure
- CORGI Technical Services
- Dalex Systems
- Everwarm

Offsite Construction of New Homes (NH1)

- Caledonian Modular
- CCG (Scotland) Ltd
- Cruden
- F1 Modular
- Keepmoat
- Stewart Milne Group

Schools and Community Buildings (SCB2)

- CCG (Scotland) Ltd
- Galliford Try
- GHI Contracts
- Hadden Construction
- Kier Construction
- McLaughlin & Harvey
- Morgan Sindall
- Novus Property Solution
- Robertson Construction

Kitchen and Bathroom Replacements (KB3)

- CCG (Scotland) Ltd
- Esh Construction
- Keepmoat Property Services
- Keepmoat Regeneration
- L&D Plumbing Tiling Services
- Lakehouse Contracts
- McTear Contracts
- Mitie Property Services
- Wates Living Space

Modular Buildings (MB1)

- Extraspace Solutions (UK)
- MTX Contracts
- Portakabin
- The McAvoy Group
- Wernick Buildings
- Western Building Systems

Windows & Doors (WD1)

- Anglian Building Products
- CCG (Scotland) Ltd
- CMS Enviro Systems Ltd
- CR Smith Manufacturing Ltd
- Heron Bros
- Sidey Solutions Limited
- Specialist Building Products Limited
- Sovereign Group Ltd
- Walker Profiles Limited

New Build Construction Framework (H1)

- AS Homes (Scotland) Limited
- Andrew Shepherd Construction Ltd
- Ashleigh (Scotland) Limited
- Bancon Construction Ltd
- Campion Homes Ltd
- CCG (Scotland) Ltd
- Chap Group (Aberdeen) Ltd
- Cruden Building & Renewals Limited
- Engie
- Esh Construction Limited
- Hadden Group
- James MacQueen Building Contractors Limited
- JR Group
- Lovell Partnerships Limited
- McTaggart Construction Limited
- MM Miller (Wick) Ltd
- Morris & Spottiswood
- Pert Bruce Construction Limited
- Robertson Group Limited
- Stewart and Shields

Pitched Roofing (PR3)

- Avonside Roofing
- A .C. Whyte & Co.
- Contract Building Services
- Graham Roofing (Scotland)
- J R Scaffold Services
- Keepmoat Regeneration
- M & J Group
- Robertson Construction Group
- Skyform (Scotland)

General Refurbishment including Energy Efficiency and Project Management (N7)

- A.C Whyte & Co
- Absolute Solarand Wind
- BCA Insulation
- British Gas T/A PH Jones
- Campbell & Kennedy
- CCG (Scotland) Ltd
- E.ON Energy Solutions
- Everwarm
- FES Support Services
- Forster Group
- Gep Environmental
- Keepmoat Regeneration
- Lakehouse Contracts
- SERS Energy Solutions
- Skyform (Scotland)
- Sure Maintenance
- Sustainable Building Services
- Turner Facilities Management

Asbestos Works and Services (AS2)

- ACS Physical Risk Control Ltd
- Carymar Construction Services Ltd
- Chamic Industrial Services Ltd
- E.D.P. Health, Safety and Environment
- Enviraz (Scotland) Ltd
- Enivorntec Ltd
- Erith Contractors Ltd
- Life Environmental Services Ltd
- Lucion Environmental Ltd
- Northern Asbestos Services Ltd
- Resource & Environmental Consultants Ltd
- Vega Environmental Consultants Ltd

Vacant Property Security and Associated Services (V7)

- Orbis Protect Ltd
- SPS Doorguard Limited
- VPS (UK) Ltd

Supply of Kitchen Cabinets and Worktops (K6)

- City Building (Contracts) Ltd
- JTC Furniture Group
- Magnet Limited
- Moores Furniture Group Limited
- Rixonway Kitchen
- Richmond Cabinet Co Ltd
- The Symphony Group Ltd





SPA FRAMEWORK SUPPLIERS CONTINUED

Flat Roofing (FR2)

- Alumasc Exterior Building Products
- ICB (Waterproofing)
- IKO

Communal Entrance Doorsets (CED1)

- Martec Engineering

Water Management (WM1)

- Clearwater Technology Ltd
- Graham Environmental Services
- H2O Legionella Control Services
- HBE
- HSL Compliance
- Integrated Water Services
- SMS Environmental Ltd
- Socotec

Consultancy (H1 WS1)

- AECOM Ltd
- Aitken Turnbull Architects Ltd
- Allan & Hanel Limited
- Anderson Bell Christie
- Arch Henderson
- Assist Design Ltd
- Atelier Ten
- Baker Hicks Limited
- Baker Mallett LLP
- Brown + Wallace
- Brownriggs
- Camerons Ltd
- CDM Scotland Ltd
- Collective Architecture
- Cundall
- Currie & Brown UK Ltd
- David Adamson & Partners Ltd
- David R Murray and Associates
- ECD Architects Ltd
- Elder and Cannon Architects Ltd
- Ewing Somerville Partnership (Scotland) Ltd

- Fairhurst
- Faithful + Gould Ltd
- FG Burnett Limited
- G3 Consulting Engineers
- GHPC Group Ltd
- Grant Murray Architects Ltd
- Halliday Fraser Munro
- Hardies LLP T/A Hardies Property & Construction Consultants
- Harley Haddow (Edinburgh) Ltd
- Hawthorne Boyle Limited
- Hickton Consultants Ltd
- Holmes Miller Limited
- Hulley & Kirkwood Consulting Engineers Limited
- Hypostyle Architects
- IMG Quality Control
- J M Architects
- John Gilbert Architects
- Mace Limited
- Mackie Ramsay Taylor Architect
- Martin Aitken Associates Ltd
- Mastarch T/A Mast Architects
- McCue & Porter LLP
- McGowan Miller Construction Consultants
- McGregor McMahon (Scotland) Ltd
- NORR Consultants Limited
- Ove Arup & Partners Ltd
- Peter Brett Associates LLP
- Price & Myers LLP
- Ramage Young Design Ltd
- Reid Associates
- Renewable Energy Consultants (Scotland) Ltd
- Robert Potter & Partners LLP
- Robinson Low Francis LLP
- Ross Quality Control Limited
- Ryden LLP
- Sentinel Clerk of Works Limited
- Thomson Gray Ltd
- Turner & Townsend Project Management Limited
- TUV SUD Ltd
- Wardell Armstrong LLP
- Waterman Structures Ltd



PROJECTS REGISTERED THROUGH SPA



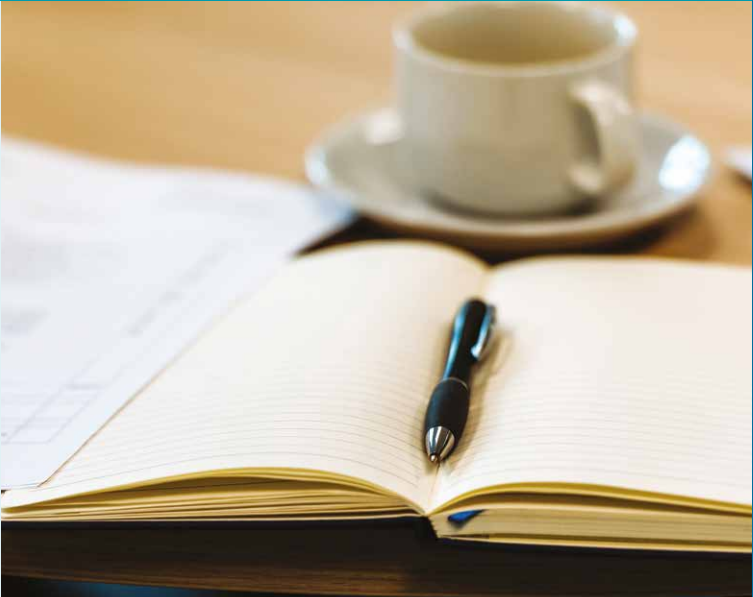
2018/19

NH1 FRAMEWORK



£96,770,416M

2018/19



SPA AWARDS



40

ENTRIES

## INTERVIEW WITH GRAHAM COLLIE TECHNICAL SUPPORT MANAGER



**Graham Collie recently sat down with Inside Housing to discuss how greater collaboration and innovation could help the sector deliver excellent quality at reduced cost. Graham forms part of our SPA's Added Value service, offered to all Partners free of charge.**

### **What are the main challenges facing the Scottish housing sector when it comes to delivering value for money?**

There are three main issues. Firstly, the ongoing skills shortage means labour costs across the country are escalating. This is now being compounded by the uncertainty surrounding Brexit. Bricklayers, in particular, are in high demand and can practically name their price.

Secondly, tight deadlines. The Scottish government's ambitious target of 50,000 affordable homes by 2021 – 35,000 of them for social rent – is one we are all striving to meet. In some cases, if there are not spades in the ground by a certain date then the grant can be lost.

This, along with internal targets, means organisations are rushing projects. Many contractors are provided with designs late and, to keep the project on target, are expected to cost the project unreasonably quickly. But this leaves them unable to fully evaluate the requirements and inflated tenders are the result.

Finally, efficiency within the sector is still not where it needs to be. Scotland has at least made a start on factory based off-site construction but much more could be done.

### **How might individual housing associations begin to drive better value?**

Collaboration is key. Many smaller registered social landlords and councils have lost expertise through reduction in grants, the financial crash, budget cuts and retirements. There is often a reliance on external consultants. But teaming up with another association or council can increase expertise, purchasing power and drive economies of scale.

An example of this sort of setup is the Partnership between Ochil View Housing Association – of which I'm a board member – and Kingdom Housing Association. Kingdom acts as a development lead for Ochil View, managing the full project lifecycle in return for a reasonable fee.

Combining this approach with procurement through our SPA frameworks really does help. We now have 90 Partners throughout Scotland so the purchasing power with us together is huge.

**SPA HAVE DELIVERED THE BUILD OF 3,500 HOMES IN SCOTLAND, 10% OF THE GOVERNMENT'S 2021 TARGET**



### **What bigger shifts need to happen in the Scottish housing sector if value for money is to be consistently achieved?**

We need innovation within the sector from the contractor side and client side. All public procurement contracts should be at BIM Level 2 but many are not. Utilising virtual reality software with BIM (Building Information Modelling) practices allows deeper collaboration by showing a 3D model of the building.

It means contractors can accurately cost the project as the software will instantly produce reliable bills of quantities. If the design changes, all drawings and bills are automatically updated.

We also need a change of thinking at government level. The Scottish government recently published the Construction Manual which relaxes Quick Quote requirements. But we fear going back to this approach will result in the old 'Approved List' scenario which stifles SMEs and discourages innovation.

And it is clear we need innovation, including in the form of off-site construction. Many companies in Scotland are now capable of this through various timber methods. It is possible to have the structural walls of a house fitted out in a factory with the windows, doors, external and roof cladding preinstalled. This vastly increases the quality of the product as it's fitted in a warm, dry environment.

Some companies can even supply apartments or a whole house that's craned into place fully fitted out and ready for connection to services. All of these innovations will drive value for money if we focus on them.

### **Are there examples of Scottish projects or organisations which are already making progress on embracing innovation and so delivering improved value for money?**

A recently completed project in Weirston Road, Kilwinning is a great example. This was one of the first projects procured through our off-site construction NHI framework. CCG (Scotland) Ltd constructed the site using their own panellised timber frame system. The 64-property development, which was for Cunninghame Housing Association, was wind and watertight in 115 days.

Another good example is a project the Construction Scotland Innovation Centre recently supported in Queen Street, Alva with Link Group. The aim was to prove that a gold standard project could be completed off-site with a 20% reduction in site time. It easily achieved 50%.

The possible impact of off-site on value for money in the Scottish housing sector is colossal. Automation from machinery means minimal waste as well as efficiency gains. Meanwhile the reduction of site time means a reduction in preliminaries – which occur on every construction contact and can vary from 10-20% – and therefore the cost associated with these. The social landlord is then able to move in tenants quicker, start the return on their investment earlier and benefit from a higher quality product.



### **What is the most important step housing sector leaders in Scotland can take to ensure value for money in the sector?**

I've mentioned it many times but it bears repeating: collaborate. The only way the sector will improve is to work better with one another. Share your resources to ensure that your communities will thrive and you will be rewarded with better value for money as a bonus.

Collaborate with us, too. Our free to access framework service thrives on achieving best value for the Scottish housing sector. We currently have 90 members consisting of housing associations and local authorities. Any organisation that is partly or fully funded by public funds is eligible to use us. We are driven by our sector and would love nothing more than for all involved to influence our offering.

Through this approach with our housing frameworks we have now delivered 3,500 home in Scotland 10% of the government's 2021 target for social rent housing. It's something we're immensely proud of and we hope you'll join us to deliver even more.



MEET THE  
SPA TEAM



**CLIVE FEENEY**

DIRECTOR  
**E: [clive@scottishprocurement.scot](mailto:clive@scottishprocurement.scot)**  
**T: 01506 894 388**

As the Director of SPA, I oversee the operational responsibility for the business and I am the main point of contact for all strategic Partners, Scottish Government and the LHC Group Board.

Hobbies: An avid football fan and Newcastle United season ticket holder for over 26 years and is a member of the Board of Trustees at Berwickshire Housing Association.



**LESLEY ANDERSON**

HEAD OF PROCUREMENT  
**E: [lesley@scottishprocurement.scot](mailto:lesley@scottishprocurement.scot)**  
**T: 01506 894 389**

I provide procurement support, advice and guidance, to clients and contractors from project identification through to award of contract.

Hobbies: Hot Yoga, Running, Cycling, Gym Exercise classes.



**ANGELA BANNER**

OFFICE MANAGER  
**E: [angela@scottishprocurement.scot](mailto:angela@scottishprocurement.scot)**  
**T: 01506 894 386**

I work as part of the team to provide project administration and client support from registration to completion, monitoring budgets and spend values.

Hobbies: Gardening, Arts/Crafts and Cookery. I enjoy shopping, eating out and a nice glass of wine!



**GRAHAM COLLIE**

TECHNICAL SUPPORT MANAGER  
**E: [graham@scottishprocurement.scot](mailto:graham@scottishprocurement.scot)**  
**T: 07786 994 028**

My role is to ensure that the frameworks are delivered to our specification along with adding value by attending meetings throughout the project life cycle.

Hobbies: My Dalmatian, keeping fit and travelling the world with my Partner.



**CORINNE KEMP**

MARKETING AND COMMUNICATIONS OFFICER  
**E: [corinne@scottishprocurement.scot](mailto:corinne@scottishprocurement.scot)**  
**T: 01506 894 390**

I support and promote the great work being undertaken by SPA, our Partners and Appointed Companies.

Hobbies: In my spare time, I review comedy and theatre for the Wee Review, cycle and enjoy travelling to new places.



**PATRICIA WARD**

CLIENT SUPPORT MANAGER  
**E: [patricia@scottishprocurement.scot](mailto:patricia@scottishprocurement.scot)**  
**T: 07398 637 750**

I am the link between Partners, Appointed Companies, and business management, to administer delivery of services. I provide support to business development, Partner management and service delivery teams.

Hobbies: Photography student, who loves to travel, and talks a good game of football.



**CHRIS MCGINN**

SENIOR CLIENT SUPPORT MANAGER  
**E: [chris@scottishprocurement.scot](mailto:chris@scottishprocurement.scot)**  
**T: 07818 616 590**

I have spent the last four years assisting with the set-up and growth of SPA, and now deals with the requirements of Partners and Appointed Companies on a daily basis.

Hobbies: Spending quality time with my three daughters, competitive bodybuilding, socialising.



UPCOMING  
FRAMEWORKS

- Whole House Refurbishment and Improvements (WH2)
- Energy Efficiency, General Refurbishment and Consultancy (N8)
- Entrance Doorsets and Associated Products (C8)
- Pitched Roofing (PR4)

RECENTLY LAUNCHED  
FRAMEWORKS

- Consultancy (H1 WS1)
- Offsite Construction of New Homes (NH2)
- Fire Safety and Compliance (FR1)



**£24,874,370**  
ENERGY EFFICIENCY AND  
CONSULTANCY SERVICES (N7)

“Our free to access  
framework service  
thrives on achieving  
best value for the  
Scottish housing sector.”

Graham Collie



**£15,329,597**  
SCHOOLS AND COMMUNITY  
BUILDINGS (SCB2)



**£205,000**  
DELIVERED THROUGH SPA  
COMMUNITY BENEFIT FUND







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6 Deer Park, Fairways Business Park, Livingston EH54 8AF

**T** 01506 894 395     @ScottishProcure     SPA Scottish Procurement Alliance

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