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DIRECTOR STATEMENT

The last year has seen SPA continue to grow and support our partners, despite the continued impact of Covid. With Scotland being one of the last parts of the UK to fully remove restrictions, our activities have focused on ensuring our partners had access to all procurement and technical information to make informed decisions for their procurement needs and supporting those projects that were able to continue on-site.



Our focus on delivering these added value services, which remain free of charge to all, has seen our impact grow further and I am delighted to report, that despite the challenges, we have recorded another record year. Turnover grew to £246m with over 90 of our 108 partners having live, on-site projects during the year. This continued commitment from our partners has increased our current level of projects under management to over 600, valued at over £1bn.

Whilst these figures are very pleasing, SPA remains a not-for-profit organisation focused on delivering community benefit and measurable Social Value through our procurement activities. Working with our charitable partner; Lintel Trust, we distributed £169,528 in rebates to our partners, awarded £120,000 through our Community Benefit Fund and achieved match funding of £110,524

for local community projects. This funding has supported essential projects from providing digital skills workshops, and upgrading community kitchens, to setting up food pantries and giving tenants access to mental health support. All of these projects are equally vital to the communities and we are in a very privileged position to see the results of the funding and to continue supporting them.

I'm extremely proud of our team and I would like to take this opportunity to thank them for their continued hard work and dedication during this very challenging and turbulent time. In addition, our partners and stakeholders I would like to thank you for your support, loyalty and above all trusting us as your technical procurement partner of choice.

Lesley.

LESLEY ANDERSON
Interim Regional Director

COMPANY PERFORMANCE



LOOKING BACK ON 2021/22

At SPA we build our procurement solutions around the priorities identified by our partners to help them meet their future needs. We have worked closely with our Executive Board, who meet on a quarterly basis to discuss our existing frameworks, review our future plans and bridge any gaps.

All our procurement solutions are developed with our Scottish partners in mind ensuring we offer a comprehensive solution to fulfill their tight schedules in relation to Government policies and legislation such as Net Zero, Decarbonisation, the Housing to 2040 Strategy and many other policies currently in place.

It is imperative that we are au fait with the achievement of these targets, as well as have a good understanding of the current market pressures, to allow us to support our partners and appointed companies. Working towards the Scottish Government's targets and timelines whilst continuing to achieve best value for the public pound is no mean feat. Considering these grave challenges, through our extensive pre-tender engagement process, we have successfully developed a procurement solution that helps to deliver future pipeline projects to support the achievement of these targets.

The Sustainable Procurement Duty encourages the enhancement of communities through providing sustainable solutions. Whilst this is all extremely positive it places further requirements and considerations on procurement professionals to consider throughout the procurement process. Bidders not only need to comply with legislative requirements but to commit to, reviewing their supply chains, community wealth building, providing social value commitments to communities, promoting innovation and fair work first practice. We strive to collaborate with the market through early engagement, embedding sustainability in all we do whilst guiding our partners to do the same.

At SPA we have continued to work throughout the pandemic, ensuring continuity of service for both our partners and appointed companies. We have seen a rise in the level of service required due to homeworking and people working in isolation, therefore, requiring further support and guidance.



“Over the past year, we have increased our resources in Scotland and extended our ‘added value’ services. We officially launched our Call Off Service. In collaboration with our partners, following the registration of a project, we work with the partner advising the most appropriate route to market, develop the Call Off documentation and run the mini competition, via PCS, on their behalf freeing up invaluable resources and thus allowing them to work on more complex projects. The service is completely free of charge to our partners.

We enhanced our technical support offering via the Technical Support Manager and Project Support Officer who is involved in pre-registration of a project right through to completion. Providing technical expertise on areas such as specifications, price validations, attendance at pre-start meetings and acting as a conduit supporting our partners and appointed companies alike which has been invaluable during this particularly challenging period.

Early in the pandemic, most works were halted, with projects being drastically delayed and some even cancelled. Furlough has delayed procurement processes due to reduced resources available in both our partner organisations and appointed companies. Where required, we have extended existing frameworks to allow the procurement process of our next-generation frameworks to be completed thus ensuring a compliant route to market was always maintained.

We have seen the financial viability of contractors diminish with understandable changes to credit ratings resulting from the impact of Covid. Thankfully, the majority of these businesses have successfully recovered and the few contractors that we had to remove from the frameworks allowed us to offer a place to suitable reserve companies.

Current costs for material and labour have gone through the roof, with increased costs affecting viability - if contractors are unable to fix their material prices as part of a bid, then the value of the risk allowance is much higher too. Shortages, allocations, and delivery problems threaten delays as well as inevitable price increases. Key materials are suffering from production difficulties, Covid disruption and even political upheaval. Again our

technical support has been invaluable in providing support and guidance, offering price validation and market insight across the frameworks.

Rising energy costs are causing further price uncertainty for construction materials and continues to be the main driver of high inflation into 2022.

Contractor capacity has caused concern, there has been an abundance of projects for contractors to pick and choose which suits their business needs meaning procuring authorities are having to change the way they are going out to the market. This is naturally a positive for SPA as there has been a big shift towards utilising readily available frameworks from various sources. Contractors do not have the capacity to spend time and resources on competitions that they may not win. We have seen an increase in the use of Direct Award through the frameworks. The added comfort that we have already put our appointed companies through their paces to get a place on the framework and the price validation service means our partners are confident that they can evidence achievement of best value when selecting this route. An additional benefit of using a framework is that we know in advance where our appointed companies are reaching capacity and can advise our partners early in the process.

For our partners, the lack of being able to plan, as much as would have been conducted previously, means that projects are being tendered in shorter, sometimes unrealistic timescales, not allowing the contractors to bid on full knowledge. Therefore, resulting in increased pricing due to risk. We have supported partners and encouraged them to consider the timing of the tender issued – the responses they are likely to receive will be dependent on the timescales provided for the process and the capacity of the market at that time. Allowing sufficient time for bidders to plan is essential.

“It is vital for us to ensure that the procurement solutions that we are providing not only meet the requirements of our partners but to ensure that the requirements are also in line with what the market can deliver. Extensive pre-tender engagement and collaborative working ensure that the procurement process has been clearly defined, removing all speculation from the process.

Collaborating with contractors through our market engagement encourages innovation to be brought to the table, they are the experts in their fields and therefore best placed to bring innovation to the table. We use pre-tender engagement to optimise competition, improve market health and capability, explore emerging technologies and innovations and identify relevant opportunities and limitations in the market.

We realise that contractors spend significant time, resources and money on tendering for public sector contracts, in order to optimise competitive bids and strategic commitments from prospective suppliers it is beneficial for us, as framework providers and clients to make clear the pipelines of work to which they commit and the preconditions to implementing those commitments. Again, we do this via our PTE and continual communications with our partners.

All our procurement solutions are developed with the Sustainable Procurement Duty in mind, the use of appropriate lotting structures and regional breakdowns opening up opportunities to all interested bidders. We are working in Partnership with the Supplier Development Programme, running Talking Tender sessions, to engage as far and as wide as possible with the market, in particular SMEs and local supply chains.

As an organisation, we are continually looking to improve the procurement solutions that we are procuring & providing to benefit our partners and appointed companies.

We were recently involved in 'Constructing the Gold Standards' an independent review calling for a new Gold Standard in the procurement of public sector developments, by Prof. David Mosely and published

by the Cabinet Office. A review of construction frameworks and what could be done better. Prof. Mosely advised twenty-four key points for framework providers to enhance the procurement solutions currently offered. One of the main points was in relation to the requirement to share pipelines of work.

It is not enough to simply publish pipelines but also to ensure that you build in planning time before putting any pen to paper.

Another area identified was the use of standard forms of contract such as a Framework Alliance Contract encouraging collaboration with clients and contractors to develop and nurture longer-term strategic relationships with better outcomes for all parties rather than delivering short-term gains on every contract.

All our solutions are covered by a framework alliance contract to encourage transparent performance measurement and work allocation procedures, working collaboratively to improve value and reduce risks, providing objectives with clear timescales and outcomes.

Throughout the procurement process we encourage a collaborative approach, we are all looking to achieve the same goals ie best value for the public pound, good quality contractors and services and successful contracts/projects that our wider communities are benefitting from.

Partners, framework providers and contractors working collaboratively can drive significant economies of scale and operational efficiencies, giving the additional time and resources needed to jointly deliver everything the Government and our local communities are calling for.

Through the continual improvement and our Intelligent Procurement process, extensive collaboration with stakeholders, engaging regularly with our appointed companies and our strategic partners. We have many examples of not only our successes but also lessons learned which we use to improve the procurement solutions that we are offering to our partners.



Lintel Trust is proud to be the charity partner of SPA, managing their Community Benefit Fund, and enabling them to make meaningful change in the communities they serve. As a non-profit organisation, SPA invests business surpluses into support for Scottish communities. This has resulted in the delivery of some incredible projects.



IN 2021-2022 OUR WORK HAS HELPED:

- upgrade a community kitchen
- provide healthy and nutritious home-delivered meals to hospice outpatients
- make improvements to a neglected community garden by re engaging with local young people
- provide a community with a financial and benefit advice worker
- support sheltered housing residents to get online and become digitally connected
- develop a new community growing garden with an inclusive community area
- deliver sporting and activity sessions for different generations within families
- set up the South Ayrshire Food Pantry
- support a specialist mental health tenancy support pilot project
- enable a complete sheltered housing service review to make modernisation and refurbishments and ensure residents benefit from digital services and communications
- ensure that over 20 rural community organisations are supported through the Borders Regional Food Hub

Since its launch in 2017, the CBF has awarded £660,000 in grant funding. Combined with the £534k in match funding achieved, this has resulted in almost £1.2million being spent in Scottish communities.

In addition to this, the evidenced social value of projects delivered between 2017-2020 is over £3.5million with over 15 thousand beneficiaries. This is a very proud achievement for both SPA and Lintel Trust and we look forward to delivering even more in the coming years.

PROCUREMENT SOLUTIONS

CONSTRUCTION

NEW BUILD HOUSING CONSTRUCTION



Development of new build housing projects and associated works including refurbishment, demolition, conversions, extensions, adaptations, development agreements and land purchases. The framework covers all forms of tenure and is split into unit bands.

- Houses, bungalows, flats, apartments, student accommodation, temporary accommodation, care homes, sheltered housing, assisted living, net zero carbon and low energy housing and mixed use sites
- Refurbishment, extensions, upgrades, adaptations of existing buildings separations and conversion of commercial properties to residential use
- Site set up, demolition, groundworks, retaining walls, drainage and services, utility provisions, temporary service to site, site hoarding, clearance, decontamination, diversion and/or disconnection of existing site services
- Geotechnical and exploratory ground investigation and surveys. Development agreements and land purchases
- Creation of access routes, ramps, security provisions and signage. Ground improvement and/or compaction
- Adoptable roadways, street lighting, main foul and surface water drainage, civils work and ground stabilisation

CONSULTANCY SERVICES



Consultancy services for housing, residential and community buildings. The consultancy services can be available individually or can be supplied under a combined consultancy service.

- Building energy certificates
- Quantity surveying
- Project management
- Structural/ Civil engineer services
- Employers agent
- Clerk of Works services
- Contract administrator
- Principle Designer duties
- Health & Safety advisor
- Architect
- Building Services engineer

Combined consultancy must be able to provide all the services above and may offer the following additional services as listed below:

- Tree surveys
- Archaeological service
- Bat surveys
- Geotechnical surveys/ investigations
- Planning and development
- Highway and drainage design
- Acoustic Consultancy
- Archaeologist
- Fire engineering
- Ecological surveys



OFFSITE CONSTRUCTION OF NEW HOMES



The provision of both main contracting services or supply and installation of offsite/ modern methods of construction (MMC) systems for residential and mixed-use projects. Each workstream is split into additional options.

- Volumetric systems
- Panelised systems
- Highrise systems
- Turnkey delivery of offsite systems

PUBLIC BUILDINGS AND INFRASTRUCTURE



Design and construction of new buildings, extensions and refurbishments of existing public and social buildings and infrastructure works. Typical building types include (but are not limited to):

- Educational buildings
- Healthcare buildings
- Emergency service buildings such as fire stations, ambulance stations and police stations
- Offices and other buildings for social infrastructure
- Residential properties (when part of a mixed-use development)
- Conversion of commercial buildings for residential use
- Delivery of student accommodation to education clients

Infrastructure works can be delivered where they are necessary on certain lots for example bridges, retaining walls etc. or can be associated with the main project.

MODULAR BUILDINGS



Design, supply, and installation of a range of permanent, temporary and refurbished modular buildings with companies able to offer a full turnkey solution.

- Permanent Buildings
- Hire of Temporary Buildings
- Refurbished Buildings
- For the use in Education Buildings, Healthcare, Emergency Services & Offices
- Community-related buildings including sports facilities, theatres & other types of community buildings
- Residential projects where they are part of a mixed-use development or for student accommodation for schools and universities

OFFSITE PROJECT INTEGRATOR



Project integration services for offsite solutions for housing, residential and non-residential projects. Property types include housing, bungalows, flats, apartments, sheltered accommodation, care homes and student, NHS and 'Blue Light' accommodation.

- Initiation and development
- Land assembly services (if required)
- Strategic definition (if not previously addressed by the client)
- Preparation and brief
- Concept design management
- Developed design management
- Technical design management
- Construction stage management
- Handover and close out management
- In use reviews



ELEMENTAL

WHOLE HOUSE REFURBISHMENT AND ASSOCIATED WORKS



Providing a range of whole house refurbishment services and associated works. We have split into various specialisms and offer a multi-disciplinary lot for organisations that can undertake a wide range of whole house refurbishment works in addition to the specialist works listed.

- Kitchens & bathrooms
- Painting & Decorating
- Electrical Works
- Landscaping
- Heating
- Multi-Disciplinary Works

WHOLE HOUSE REFURBISHMENT AND ASSOCIATED WORKS



To complement the whole house framework, SPA's compliant DPS is an open market solution designed to provide buyers with access to a pool of pre-qualified suppliers in respect of building works, goods and services for use in public sector refurbishment and maintenance. This can be used for public sector works up to the value of £250k within the central belt of Scotland and unlimited throughout the remaining areas of Scotland.

- Kitchens, Bathrooms and Associated Works
- Landscaping
- Electrical Works
- Heating Services
- Painting and Decorating
- Multi-Disciplinary Works

ENERGY EFFICIENCY MEASURES & ASSOCIATED WORKS



Covering 21 energy efficiency measures for both domestic and commercial properties to assist with carbon reduction strategies.

- External wall insulation
- Cavity wall insulation
- Internal wall insulation
- Insulation materials (loft)
- Biomass
- Solar PV with battery storage
- Air to water heat pumps
- District heating interface units
- Traditional boilers
- Rainscreen & cladding
- CHP or CCHP
- Gas absorption heat pumps
- Boiler optimisation technologies
- Lighting controls
- EV charging infrastructure
- Solar thermal systems
- Building energy management systems
- Floor insulation
- Ground source heat pumps
- Commercial Boilers
- Electric heaters

ENERGY EFFICIENCY CONSULTANCY SERVICES



Complementing our Energy Efficiency Measures and Associated Works framework all consultants require to have the capability and experience to provide consultancy services for the 21 energy efficiency measures which form our Energy Efficiency framework. The core services within our consultancy framework are noted below:

- Building Energy Management
- Building Energy Certificates
- Asset Management, Project Specification
- Project Management

COMMUNAL DOORS, ENTRANCE DOORS AND ASSOCIATED PRODUCTS



Entrance doors, communal entrance and exit doors and associated products for multi-occupancy residential buildings (low/medium/high rise) and public buildings such as education establishments, local government buildings, blue light services.

- Composite doors
- Composite fire doors
- Timber doors
- Timber fire doors
- Communal entrance & exit doors
- Access control installation



ROOFING AND ASSOCIATED WORKS



Design, supply and installation of both flat and pitched roofing systems and associated products in all types of public sector refurbishment and new build projects.

- Traditional flat roofing
- Liquid flat roofing
- Profiled metal roofing
- Mixed roofing projects

WINDOWS, DOORSETS AND ASSOCIATED PRODUCTS



Supply and installation of windows, external doorsets and associated products required covering both domestic and commercial properties.

- Timber windows, doorsets & associated products
- PVC-U windows, doorsets & associated products

KITCHEN CABINETS, WORKTOPS AND ASSOCIATED PRODUCTS



Supply and manufacture of kitchen cabinets, worktops and associated products for both domestic and commercial properties

- Cabinets
- Worktops
- Services

VACANT PROPERTY PROTECTION, CLEARANCE, CLEANING AND MAINTENANCE



The framework provides a full scope of services associated with vacant property protection, clearance and cleaning services, garden maintenance for end-of-tenancy or communal areas, specialist cleaning required due to hazardous materials etc and out of hours call centres.

- Specialist void protection
- Clearance and cleaning
- Specialist cleaning
- Out-of-hours call centre

COMPLIANCE

ASBESTOS SERVICES



An array of asbestos services to assist our partners maintain compliance within their building portfolio in both domestic and non-domestic premises.

- Consultancy
- Surveying
- Analytical
- Removal

FIRE CONSULTANCY AND RISK ASSESSORS



The framework provides the service of fire consultancy and risk assessors to manage the risk of fire in buildings and surrounding areas. This also complements our existing Passive Fire Protection framework.

- Fire engineering and safety managers for any fire safety requirements and events
- Domestic fire risk assessors
- Non-domestic fire risk assessors

PASSIVE FIRE PROTECTION



Management of buildings/ environments as occupiers or landlords through the provision of fire safety, property, environment and asset protection.

- Inspection, installation, repairing and maintaining fire and security doors, doorsets, shutters and active smoke/ fire barriers
- Escape route signage



COMMUNITY BENEFITS



MATCH FUNDING IDENTIFIED & RECEIVED

£534k

COMMUNITY BENEFIT GRANT FUNDING AWARD

£660k

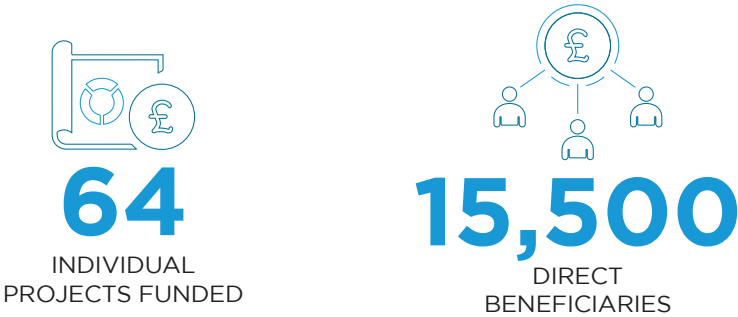
£1.2m

TOTAL FUNDING INVESTED IN SCOTTISH COMMUNITIES

WHAT ARE COMMUNITY BENEFITS?



HOW HAS SPA SUPPORTED SCOTTISH COMMUNITIES THROUGH THEIR COMMUNITY BENEFIT FUND?



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