



SCOTTISH  
PROCUREMENT  
ALLIANCE

# ANNUAL REVIEW

2020/21



PAGE

# CONTENTS



- 
- 02** | DIRECTORS ROUNDUP
  - 03** | INTRODUCTORY VIDEO
  - 04** | COMPANY PERFORMANCE
  - 05** | WELCOME LINTEL TRUST
  - 06** | BLACKWOOD CASE STUDY
  - 08** | TOP PERFORMING FRAMEWORKS
  - 10** | KEY PRIORITIES
  - 12** | SOUTH AYRSHIRE CASE STUDY
  - 15** | COMMUNITY BENEFIT FUND
  - 18** | MEET THE TEAM
-

SPA'S ANNUAL REVIEW 2021

## DIRECTORS ROUNDUP

2020-2021 has been a landmark year for SPA in numerous ways, including our 5th year in operation marked at the start of this current financial year. Since 2016, our organisation has been committed to supporting our Partners to deliver better homes, buildings, and communities.



Over the past year we have found new challenges and opportunities that we never thought we would face from complete shutdown of construction across Scotland to setting up our staff to work remotely fulltime from March. The COVID-19 pandemic has presented a fundamental shift in all of our lives both personal and professional. We worked hard to ensure the team were safe, healthy and supported working from home and able to continue to deliver the highest levels of support and guidance to our Partners and stakeholders throughout Scotland.

As the world adapted to the new ways of working, we continued to support our Partners with the registration of almost 150 new projects

with a collective value of almost £200M. We are now supporting Partners with over £1bn worth of contracts registered through our frameworks, a remarkable achievement in such a short time and testament to the commitment and professionalism of the whole SPA team. Discover more about SPA's challenges and successes over the past year in our Annual Review, including the great strides we have made in driving social value for communities throughout Scotland.

I would like to take this opportunity to thank the team for their hard work and dedication during this very challenging time and you, our Partners and Stakeholders, for continuing to chose SPA as your technical procurement partner of choice.

**CLIVE FEENEY**  
DIRECTOR

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SPA'S ANNUAL REVIEW 2021

## A MESSAGE FROM THE TEAM

COMPANY

## PERFORMANCE

**£198,420,683**

Value of works undertaken on SPA Projects

**83** Number of Partners  
who've used our frameworks**146** Number of  
Projects registered**65** Number of Appointed  
Companies Used**£140,000** Community  
Benefit Fund**£131,814** Rebate for  
Executive Board**£6,296,214** Average Executive  
Board Spend**£71,129** Rebate for  
Associate Partners**£1,598,169** Average Associate  
Partner Spend**£202,943** Total Rebate  
for 2020/21



SPA WELCOME

## LINTEL TRUST



Driving social value for Scottish communities is central to our ethos at SPA. After our launch in 2016, we set up our innovative Community Benefit Fund to provide an avenue for essential funding for Partners to deliver social value projects for their communities.

Since its creation, the Community Benefit Fund has distributed over £520,000 for projects, which has benefited over 23,000 individuals. Further funding support for Scotland's communities – which will continue to help to improve lives of thousands of people – will be delivered following a shake-up of one of the country's most respected charities.

Lintel Trust – who manage the Community Benefit Fund on our behalf – has been transferred into the LHC Group. The move will fundamentally allow Lintel Trust to continue to drive forward support for Scottish communities through our partnership.

Lintel Trust has operated for more than 40 years, mainly to deliver vital projects in Scotland's housing sector. The inclusion of Lintel Trust into the LHC group provides a strong base for our collective ambitions to drive our social value impact throughout the UK, whilst allowing Lintel to continue its valuable work across Scotland.

Previously known as The Scottish Housing Associations Charitable Trust, Lintel Trust provide fund management services, the management of grant applications and the delivery of community

benefit and social value projects on behalf of the Scottish social housing sector.

Although it will remain autonomous and independent, the charity will be able to share and benefit from SPA's resources and services. Additionally, SPA will now be able to dramatically increase our social value impact with our Partners and their communities throughout Scotland. The partnership represents a unique opportunity to contribute in a significant way to the lives of those most in need.

Lintel Trust joining SPA marks the start of a new era for Lintel Trust. The Trustees are all really excited about this new phase in their 41-year history and look forward to the opportunity to make an even greater difference to the wide range of community projects we support throughout Scotland.

# CASE STUDY

CASTLEGATE HOUSE

## ROOFING PROJECT

**Blackwood**  
homes | care | support

SPA PARTNER: BLACKWOOD GROUP

SPA APPOINTED COMPANY: GRAHAM ROOFING

LOCATION: DINGWALL, ROSS & CROMARTY

### Overview of the Project

Castlegate House, originally a church, was converted into modern housing in 1993. The property is run by the specialist housing and care provider, Blackwood Group. Castlegate House is made up of 11 flats designed for those with housing needs and wheelchair users to maintain their independence. Through the SPA Pitched Roofing Framework (PR3), Blackwood Group

appointed Graham Roofing to undertake extensive repairs to the property's roof. These works were a proactive response to problems arising from the age of the roof and the discontinuation of the existing roof tiles. The works ensure the residents can continue living in safe and comfortable surroundings.

### Project Benefits

For the project, Graham Roofing stripped the existing roof covering down to the plywood, carried out repairs and installed a new breather membrane, counter and tile battens and a new lead to the skews and valleys. As well as this,

they tiled the roof with Russell Grampian Tiles and fitted a new dry vented ridge system. Current and future residents of Castlegate House will benefit from these roofing upgrades for many years to come.



The roof at Castlegate House had numerous leaks which affected our tenants, and due to its age and condition the roof covering was no longer repairable.

Graham Roofing were not only able to help organise a large roofing project during the current pandemic, but they also managed to ensure the roof works were

completed prior to the winter months and the incoming bad weather.

This made sure our tenants didn't have to experience the troublesome leaks anymore and helped alleviate the stress that this brought.

**Richard Dingwall**  
**Assets Officer, Blackwood Group**





**Specialist roofing solution ensuring comfort for residents of 11 flats.**

## Why SPA?

Dingwall is remote in location so Blackwood Group have often struggled to find the specialised contractors they need locally. They needed a solution that offered reasonable costs, a quick route to market and specialised contractors. They found this through SPA and our appointed company, Graham Roofing.

Through the PR3 framework, Blackwood had access to a quick and compliant route to market as well as access to our technical and procurement experts throughout the project duration. Our intelligent procurement solutions and great variety of appointed companies mean that we can assist projects across Scotland no matter the geographical location or project size.

## About Appco

Established in 1990, Graham Roofing have been providing quality roofing and façade solutions for over 25 years. Experienced in servicing schools, commercial and residential buildings Graham Roofing are able to offer technical support, install a wide range of products and deliver waterproofing excellence on every project.

## PR3 Framework

Like all SPA Frameworks, PR3 is fully OJEU compliant and is currently under renewal to form a new combined roofing framework solution RS4, which will be available for use in Summer 2021.

## TOP PERFORMING FRAMEWORKS



**31** **A**

WHOLE HOUSE  
REFURBISHMENTS (WH2)



**27**

CONSULTANCY  
(H1C)



**14**

WINDOWS &  
DOORS (WD1)



**13**

SCHOOLS &  
COMMUNITY  
BUILDINGS (SCB2)



**11**

ASBESTOS WORKS (AS2S)



**50**

OTHER  
FRAMEWORKS

## KEY PRIORITIES FROM

**SCOTTISH GOVERNMENT'S HOUSING TO 2040 VISION**

Following the recent publication of the Housing to 2040 strategy, I thought it would be pertinent to talk about what the key priorities are, the challenges presented to date and how procurement can support our Partners in combatting these challenges.



**LESLEY ANDERSON**  
HEAD OF SPA PROCUREMENT

Housing plays a vital role in meeting Scottish Government's ambitions for Scotland; eradicating child poverty and homelessness, ending fuel poverty, tackling the effects of climate change, and promoting inclusive growth. The vision for housing is for all people in Scotland to live in high quality sustainable homes that they can afford and that meet their needs.

It is a person-centred vision considering people, place, environment, and communities and where our homes, old and new, are located. Regeneration is prioritised and the aim is to ensure our most disadvantaged communities are supported in a sustainable way that promotes wellbeing.

The challenges over the past year have shone a spotlight on how important housing is to everyone. The 'Stay at Home' order, to suppress the virus and protect lives, was experienced differently throughout society. The order was much easier to follow and its impact on your daily life was much more manageable if you had access to good quality outdoor greenspace and a reliable internet connection. Scottish Government's ambition is for everyone to have access to a warm, safe,

affordable, and energy-efficient home that meets their needs, in a community they feel part of and proud of.

An additional 100,000 affordable homes are to be delivered by 2032, with at least 70% of these to be for social rent. By supporting the delivery of homes in town centres and at the heart of communities with access to close by facilities and amenities, Scottish Government want to enhance and strengthen communities throughout Scotland. More details on the Housing to 2040 vision and strategy can be found here.

There are various challenges that have and continue to hinder the housing sector in delivering these targets such as the Coronavirus pandemic, which meant that the March 2021 targets of 50,000 homes could not be met. COVID-19 has shown us we must always remain agile so we can respond to new challenges and new priorities.

At SPA we continued to support our Partners throughout the pandemic, working remotely ensuring the safety of our personnel. We noticed an increase in the requirement to support our Partners due to remote working and the

whole team have worked together to meet this need. This has led us to bring forward our recruitment plans to ensure we can continue to deliver our added value services to all our Partners.

As we recover from the COVID-19 pandemic, housing will be important for economic growth. By investing in high quality, energy efficient and zero emissions housing, the construction sector will see growth and an increase in job opportunities over the lifespan of the housing strategy.

Procurement can support the delivery of the Housing to 2040 strategy by helping to alleviate some of the challenges we are facing as a sector. SPA work to promote best practice procurement and assist in guiding contracting authorities in the compliant routes to market to support the delivery of the Housing to 2040 Vision.

Procurement provides options for contracting authorities to consider in their options appraisals. It supports the achievement of the targets whilst ensuring best value for money is achieved for all public monies spent.



You can be assured that we procure all our solutions with the Sustainable Procurement Duty in mind, ensuring we are supporting local economies by targeting the right contractor, right size, and right location. All opportunities are required to be developed in a manner that encourages all levels of businesses to apply from SMEs and local supply chain to national organisations. We support this by ensuring that all our tendering opportunities are appropriately lotted by region, value bands, and disciplines where appropriate. Further, we have developed a dynamic purchasing system to encourage localised supply chains and to support SMEs with a quicker, easier, and

less onerous method to access public sector opportunities, particularly with lower value contracts.

To support the new build requirements, SPA have several framework options available providing a quick and easy route to market for development projects. By procuring through SPA you can save a substantial amount of time and expertise as the hard work of the procurement process has already been undertaken. We provide flexible call off options through our Offsite New Homes (NH2) and Housing Construction (H1) frameworks providing a compliant route to market. We are

delighted to say that over 10% of the initial 35,000 affordable homes target has been delivered via these frameworks to date.

If you would like further information on anything provided here please do not hesitate to contact me.

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**LESLEY ANDERSON**  
HEAD OF SPA PROCUREMENT  
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# CASE STUDY

## SPA FRAMEWORK: NEW BUILD HOUSING CONSTRUCTION (H1) TRAVELLING PERSON'S SITE



SPA PARTNER: SOUTH AYRSHIRE COUNCIL  
SPA APPOINTED COMPANY: MCTAGGART CONSTRUCTION  
LOCATION: COALPOTS ROAD, GIRVAN

### Overview of the Project

In December 2015, the Houdston Travelling Persons Site in Girvan was hit by Storm Frank. It caused irreparable damage to six of the eight caravans on the site and most families lost much of their personal belongings. To repair the site would have cost over £1M with no guarantee the flooding wouldn't happen again. South Ayrshire Council sought to find a replacement site for the community to live safely and permanently in. Narrowed down from 111 potential sites and with much input from both the Travelling and wider community, Coalpots Road was finally chosen as the new site.

At Coalpots Road, the children could continue to attend the same schools and there was an air of familiarity as it had been used by the Travelling Community

before in 1998 while improvement works were carried out at the Houdston Site.

At Coalpots Road, South Ayrshire Council and McTaggart Construction – through SPA's New Build Housing Construction (H1) Framework – built 7 homes. One of which was a larger unit to accommodate a family whose child has additional needs. The overall cost to build the site was £1.6M.

This project won the Excellence in Development for Affordable Housing Award at the Chartered Institute of Housing's 2020 Housing Awards.



“

**Through SPA's framework we were able to get this project on site quickly and ensure that the homes built for the Travelling community were not only safe but reflected their culture and needs. With a direct award to McTaggart we got a quality contractor who went above and beyond for the proposed residents, involving them every step of the way.**

”

**Councillor Philip Saxton,**  
Housing and Community Wellbeing Portfolio  
Holder for South Ayrshire Council

## Project Benefits

Communication has been central to this project. The Travelling Community have specific needs. South Ayrshire Council & McTaggart Construction wanted to be sensitive to this throughout the project. The community lived close to the site to facilitate this and discussions regarding timelines and processes were completely transparent. The Travelling Community had the ability to voice concerns and discuss their needs which helped inform the end result of the project. They communicated things like a need for the housing to reflect their culture and a desire to feel close to the local community.

The result implemented the needs of the community with seven chalet-like buildings that upheld their culture. A crucial feature in the homes was the separation of the living and sleeping area to the kitchen and bathroom by a through and through corridor which reflects the division between the Chalet and Shed in Traveller terms. Open space was created to the front of the units forming a large open communal space.

## Why SPA?

Through our New Build Housing Construction Framework (H1), South Ayrshire Council could direct award to McTaggart Construction thus allowing a quick and easy route to market whilst being able to evidence the achievement of best value through a compliant procurement route.

Over and above this, utilising the framework enabled South Ayrshire Council and McTaggart Construction to work collaboratively allowing them to achieve a speedy site start. The time saved utilising our framework reflected the urgency of the situation to give the Travelling community a new and stable home for generations to come.



## ADAPTING THE **COMMUNITY BENEFIT FUND**

As the pandemic hit in early 2020, we recognised immediately that Local Authorities and Housing Associations/Co-operatives were working hard to support communities that were disproportionately affected by the situation. The last year has been a tough one for everyone but in areas already badly affected by poverty and unemployment, the pandemic made a bad situation much worse.

Working in partnership, SPA and Lintel Trust were able to move quickly to simplify and expand the remit of the Community Benefit Fund application process. Through this adaptation, we were able to give our Executive Board access to funding that they could repurpose, if necessary, for covid relief projects. Once the new year of funding was made available on 1st April, our Executive Board member organisations worked quickly to ensure projects could start asap.

Over the past year our Executive Board have provided the following projects through full or split funding from the Community Benefit Fund.



## PROJECTS

## FUNDED

ECM	Project	CB/Covid19 Aim
Cairn HA	Simplicity in Connectivity	Digital participation
Clyde Valley HA	Foodbank Support	Covid 19
Wheatley Group	Boredom Busters	Covid 19
River Clyde Homes	Covid-19 Support	Covid 19
East Ayrshire Council	Let's Get Digital East Ayrshire	Digital and Covid-19
Berwickshire HA	Tenancy Support and Wellbeing	Financial, Social and Covid 19
Perth and Kinross Council	Westbank Employability Project	Employability
Perth and Kinross Council	Perth Autism Support	Covid-19
Perth and Kinross Council	CAP Debt Advice and Befriending Scheme	Financial/Social inclusion
Perth and Kinross Council	The Workshop, Aberfeldy	Employability
Paisley HA	Digital Engagement Project	Digital participation
South Ayrshire Council	Holiday meals adaptation South Ayrshire 2020	Covid 19, social, financial inclusion
West Lothian Council	Procurement Capability Building Support	Financial inclusion
Hawthorn Housing Co-operative	Bardowie Street Development by Hawthorn Community Action Group	Social inclusion, community project, environment
Eildon HA	Scottish Borders Regional Food Hub	Financial inclusion
South Lanarkshire Council	Bring IT Home	Digital inclusion/Covid-19

## SUPPORTING THE COMMUNITY

Projects varied across each organisation as they recognised the individual needs of their community and tenants. Some organisations addressed urgent needs, such as donations to local foodbanks and providing support to communities. Food poverty has continued to rise due to the pandemic and food bank usage has reportedly risen by up to 45% since last March.

**Eildon Housing Association** are collaborating with **FareShare** and community groups across the Borders to support their tenants. This project enables collection and delivery of food from an Edinburgh depot to 15 local hubs to distribute food in the Borders. Eildon HA are now working towards achieving a sustainable solution to tackle the increase in food poverty in Borders rural areas.

**Wheatley Group** and **River Clyde Homes** identified the issue of isolation being faced by those who were told to shield. Each organisation created individualised activity packs to keep people busy and highlight that they were cared for. Family activity packs were also distributed to families living in flats with children to provide entertainment whilst they had to stay at home.

The **South Ayrshire Council** adapted their usual summer programme of activities as they couldn't go ahead due to lockdown restrictions. The programme was developed to support the delivery of free meals to those who usually receive free school meals during term time but could go without during holidays. Instead, the Council provided a weekly food box providing produce to make a healthy breakfast and nutritious lunch to those families who would usually get free school meals for their children.

It's undeniable that we all spent a lot more time on screen over the past year, connecting with friends and family that we would normally see in person. As such, digital participation projects have become essential. Those without basic digital skills were even more isolated as their access to education, supplies, support, and communication tools were limited. The gap between those with digital skills/access and those without broadened. It was encouraging to see that **Cairn Housing Association, South Lanarkshire Council,**

**East Ayrshire Council,** and **Paisley Housing Association** have continued their journeys into digital participation.

Driving employability was another issue that was highlighted by the last year of applications. Over the past year the pandemic, along with Brexit and global financial uncertainty, have driven up rates of unemployment especially for the holiday and service industries. By providing training and support to long term and newly unemployed, these projects help boost their skills and confidence when applying for new jobs.

Small and Medium Enterprises (SMEs) have been hard hit by the inability to trade through the pandemic. **West Lothian Council** decided to use their funding to support SMEs to compete for tenders to give them the opportunity to explore new revenue options. The Council are committed to supporting their local economy by increasing locality spend by identifying potential contracting opportunities and providing training/support to targeted local businesses.

Lockdown highlighted a lack of outdoor facilities for **Hawthorn Housing Co-operative** tenants, so they sprang into action. Their community action group identified a safe outdoor area for people to mix, exercise, and play as a key priority as the local area had nothing suitable. Collaborative work has been difficult during lockdown but thanks to the passion of those involved, plans are now in place to develop an inclusive playpark and outdoor social space. This will include equipment suitable for wheelchair users, a picnic area, and an outdoor gym. There is so much scope for environmental improvement and social inclusion in Possilpark and we look forward to helping make a difference.

## GROWING THE TEAM

In 2019, we welcomed two apprentices – Reiss and Katlyn – in administration and procurement respectively. We were delighted to further grow our team with the addition of a Marketing Apprentice, Abi Houliston, in September 2020. Abi is working on her Modern Apprenticeship in Digital Marketing through West Lothian College. She has been a great asset to the team since she joined, and we asked her to give her thoughts on her first 6 months of working for SPA.



**ABI HOULISTON**  
MARKETING APPRENTICE

**Q: Why did you decide to go down the route of becoming an apprentice?**

I graduated from university in 2020 into a global pandemic. After graduation I was offered a teaching position in Vietnam which, of course, fell through. Marketing had always been a career path that I was drawn to however I didn't have much in-office experience. I decided to go through the apprentice route to get hands-on experience in this field and to work with an organisation who were ready to support my development.

**Q: How have you found working for SPA so far?**

I have learned a lot much and gained so much confidence with SPA already. They are a great team who are always ready to support my development and push me to take on more projects and responsibility.

**Q: What have you most enjoyed about working for SPA?**

I have enjoyed working with a dedicated team who are passionate about they work that they do. I also like the importance that is placed on

development, I am constantly learning whether it be through my college course or additional conferences / webinars. I enjoy getting involved in all different sides of Marketing whether it be social media management, newsletters, or events with the support of my manager, Corinne.

**Q: What have you learnt during your first 6 months as an apprentice?**

I have learned that doing an apprenticeship is an extremely beneficial career choice. As an apprentice, you are welcomed into a supportive team and encouraged to learn and develop constantly. It is a very exciting position and one that I am looking forward to developing in. I've also learned to work effectively with my team while still working from home.

I have been undertaking my college course for a little over 4 months now and I have completed 4 units: Understanding the Business Environment; Understanding Legal, Regulatory and Ethical Requirements in Sales or Marketing; Email Marketing & Principles of Social Media Within a Business. I am currently working on a Metrics and Analytics Unit; I am on track to complete my apprenticeship this year.

## PROCUREMENT SOLUTIONS

At SPA we are committed to supply a full range of compliant and flexible procurement solutions for our Partners. Over the past year we've been busy with pre-tender engagement for the renewal of 5 frameworks – thank you to everyone who supported this – to ensure we can support the recovery of the Scottish public sector post-covid.



### Construction, Extension and Refurbishment

- Whole House Refurbishment and Associated Works (WH2) Framework
- Whole House Refurbishment and Associated Works (WH2) Dynamic Purchasing System
- Offsite Construction of New Homes (NH2)
- Schools and Community Buildings – under renewal
- Modular Buildings – under renewal
- New Build Housing Construction – under renewal

### Roofing, Windows, and Doors

- Communal Entrance Doorsets – under renewal
- Entrance Doorsets – under renewal
- Flat Roofing – under renewal
- Pitched Roofing – under renewal
- Windows and Doors (WD1)

### Property Protection and Maintenance

- Asbestos Services (AS2)
- Fire Safety (FS1)
- Vacant Property Protection and Associated Services (V7)
- Water Management (WM1)
- Supply of Kitchen Units and Worktops (K6)

### Energy Efficiency

- Energy Efficiency Measures & Associated Works (N8)

### Consultancy

- Construction Consultancy (H1 WS1)
- Offsite Project Integrator (OPI1)
- Energy Efficiency Consultancy Services (N8C)

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MEET

## THE TEAM

### SPA

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