





Contents

| | page |
|--|------|
| 1. Introduction | 3 |
| 2. Regulated Procurement Activity | 4 |
| 3. Review of Regulated Procurement Compliance | 5 |
| 4. Community Benefits Summary | 7 |
| 5. Supported Business Use | 8 |
| 6. Sustainable Procurement | 9 |
| 7. Planned Regulated Procurement Activity | 10 |
| 8. Savings | 11 |
| Appendix 1: Summary of Regulated Procurements | 12 |
| Appendix 2: Strategy Action Plan 2019 - 2022 | 14 |
| Appendix 3: Planned Regulated Procurement Activity | 16 |



1 Introduction

Strathclyde Partnership for Transport (SPT) is at the heart of the region's transport planning, operations and project delivery and works to develop a joined up network now and for the future. We provide subsidised local bus services, are instrumental in the delivery and growth of community transport, and provide demand responsive services in areas not served by the commercial market and in rural communities where public transport would otherwise be unavailable.

We maintain 11,333 bus stops including 3,364 bus shelters, provide transport information and are a key influence in the design of the bus network.

SPT operate Buchanan, East Kilbride, Greenock, Hamilton, Partick and Govan bus stations, which normally see over 1.5 million bus departures from these every year. The onset of Covid 19 saw an initial drop in these numbers, however this recovered and over 1.1 million departures were still made from our stations during the last year.

We in addition procure contracts which transport approximately 40,000 pupils to school on a daily basis across the west of Scotland. Whilst temporary school closures were made at points throughout the year these transport services still successfully operated as and when required.

SPT also own and operate the Subway in Glasgow – the world's third oldest underground railway system and a vital part of the west of Scotland's transport network. The Subway carried just under 13 million passengers in 2019/20, which was a drop of 3.6% on the previous year and can be directly attributed to the onset of Covid 19, however this fell to just over 2.5 million passengers carried during 2020/21 as the full effects of the pandemic were felt.

This Annual Report is the fourth published by the organisation, and details SPT's procurement performance over the period 01 April 2020 to 31 March 2021 within the following activities, as defined by the Procurement Reform (Scotland) Act 2014:

- Regulated Procurement summary
- Review of Regulated Procurement compliance
- Community Benefits
- Supported Businesses
- Planned Regulated Procurement activity.

SPT awarded a total of 788 contracts during the reporting period with a value of £38,674,352.50. Of these awards, 656 contracts were related to both local and school transport and awarded via the organisation's Transport Related and Subsidised Local Bus Dynamic Purchasing Systems at a combined value of £14,153,099.99.

The remaining 132 contracts awarded this year amounting to £24,521,252.66, relates to activities pertaining in the main to the Glasgow Subway and other property and support functions.



2 Regulated Procurement Activity

The term “Regulated Procurement” as defined by the Procurement Reform (Scotland) Act 2014, refers to any procurement:

- above £50,000 for goods and services or
- above £2m for works.

All Regulated Procurements are required to be undertaken in accordance with the applicable Scottish Procurement Regulations. As SPT operate the Glasgow Subway which is defined as a “Utility”, certain contracts specifically procured to facilitate the operation of the Subway will fall within the Utilities Contracts (Scotland) Regulations 2016, with the remaining organisational expenditure being covered by the Public Contracts (Scotland) Regulations 2015 and its subsequent revisions.

Regulated procurements can refer to new contracts and framework agreements, the award of mini-competitions and call offs from existing framework agreements and also dynamic purchasing systems (DPS), of which SPT operates three of and has plans for more.

Specifically and for the purpose of this report, the total number of Regulated Contracts awarded by SPT is 74, comprising of 13 subsidised local bus contracts, 27 school transport contracts and 34 other Regulated procurements supporting the general operational business of the organisation. The Regulated procurements completed during the reporting period are described at Appendix 1..



Key Achievements

During the reporting period and despite the disruption and restrictions imposed by Covid-19, progress has been made in a number of key areas.

Local Bus Service Tenders

Significant progress has been made this year pertaining to the procurement of local bus services from the existing DPS, with new methodologies, guidance and templates now introduced which have greatly simplified and largely automated the bid process. This has in turn markedly reduced Procurement, Stakeholder and Bidder input whilst significantly increasing transparency for all parties as Regulation requires. Over the next 12 months a similar approach will be introduced to mainstream School Transport tenders and to put in place procurement solutions to increase transparency and efficiency for shorter term contracts where use of the DPS is impractical.

Rail Supply Framework

Within Scotland and the wider UK, there are a number of collaborative bodies who procure a wide range of contracts and Frameworks that can be accessed by Public Sector organisations. SPT itself is at the forefront of collaboration and procures school transport contracts on behalf of Local Authorities in the west of Scotland, however whilst accessible contracts are in place for Bus transport services there are none for Rail related commodities.

SPT already has a proven track record in collaboration and has sought in the last year to engage with collaborative partners from within the Rail industry for the procurement of common commodities. The first of these Frameworks for the Supply of Rail and Trackwork was successfully awarded during the reporting period to British Steel, with confirmed users being Transport for Greater Manchester, Blackpool Trams, Edinburgh Trams, West Midlands Metro and the Isle of Man Railway.



3 Regulated Procurement Compliance

The Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's Procurement Strategy, so far as reasonably practical. This further describes that a review of whether those procurements complied with the procurement strategy and where these did not comply be undertaken, and a statement made of how the organisation intends to ensure that future regulated procurements do comply.

SPT's Procurement Strategy for 2019 to 2022 sets out how regulated procurement would be undertaken in compliance with the Act and included a Procurement Strategy Action Plan which would ensure compliance with relevant Regulations and Directives for all activity. Both the Procurement Strategy and associated Action Plan action are reviewed annually to ensure that new legislative requirements and organisational aspirations are addressed.

All regulated procurement is undertaken in accordance with a set process aligned to the Scottish Government Procurement Journey, which ensures that each procurement is compliant with both legislative requirements and with the Strategy. Legal elements are further set out in SPT's Standing Orders Relating to Contracts.

Throughout this reporting period, regulated procurements were continuously reviewed and audited to ensure compliance. This process consisted of reviewing the key supporting documents that underpin the process including Sourcing Methodologies, use of template procurement documentation, scoring guides and tender approval reports. In addition, all SPT procurements in excess of £200k are submitted for approval prior to award at Committee level, which facilitates the scrutiny and validation of the process by a broad spectrum of elected and appointed members from across the west of Scotland. Best value aspects of key contracts are in addition monitored regularly as part of a robust contract management process undertaken by SPT's dedicated Contracts Manager and by the Procurement Team. .



SPT's Procurement Strategy Action Plan 2019 - 22 is included as Appendix 2, and provides detail on the progress achieved for each of the 22 actions. A summary of the status for these actions as at 31 March 2021 is as follows.

| Status | Actions | Comment |
|--------------------|-----------|--|
| Complete | 11 | 50% of the targeted actions were completed by the end of the first year of the Action Plan, and further progress has been made within many of these to enhance the original intention. |
| Ongoing | 8 | A further 7 actions are classed as ongoing and whilst the original target to commence the desired process or action has been met, the work to continue these remains. |
| Outstanding | 3 | There are 3 actions remaining incomplete and have been delayed due to changing procurement priorities as a result of the Covid 19 pandemic, however all are scheduled to be progressed within 2021/22. |
| Total | 22 | |

Of the actions outstanding from the 2019-2022 Strategy Action Plan and of those ongoing but with enhanced aims, it is anticipated that significant progress will be made within the following areas within 2020/21 and concluded by 2021/22. These include:

E-Tendering Capability

SPT have introduced e-tendering for all open tendering/mini competition activity regardless of value whether Regulated or not, and use Public Contracts Scotland - Tender as the sole tendering tool. The Single Procurement Document (SPD) has in addition been adopted as the sole method of Selection regardless of value. During 2021/22 SPT will in addition implement the use of Public Contracts Scotland - Quick Quote for all requirements valued between £5k and £20k undertaken by non-procurement staff, reinforcing our commitment to fully digitise all significant procurement activity within the period of the Strategy.

Electronic Invoicing

During the financial year 2020/21, SPT received 9,174 valid separate invoices and processed 8,796 of these (or 95.9%) within 30 days of receipt. SPT has the ability to both receive and process electronic invoices and to encourage its supply base to make use of this capability has reinforced its existing No Purchase Order/ No Payment policy.

This enhancement now requires that all invoices be both submitted to us via a dedicated mailbox and to provide sufficient detail, including the PO Number, to facilitate automatic matching and payment.

Contract and Supplier Management

SPT already has robust contract and supplier management processes and dedicated resources that ensure that the maximum efficiencies are derived from contracts of significant value and duration. Much of the work undertaken by the senior members of the Procurement team can relate to low risk mini competitions from internal and external frameworks. It is anticipated that the work already undertaken and in progress to simplify Bus tenders will allow the staff normally dedicated to this work to instead undertake many of these mini competitions and so in turn make time available to the team overall to undertake enhanced contract management within areas not normally benefiting from this. This should both promote better supplier relationships and generate savings and efficiencies as a result.

4 Community Benefits

Where relevant and proportionate to do so and in applicable Regulated procurements, SPT have sought Community Benefits (CB's) with great success.

Most SPT contracts are however procured via existing internal and external Frameworks and Dynamic Purchasing Systems where CB's have either already been covered at the award stage and cannot therefore be revisited, or where the contracts called off from them are of insufficient value or duration to merit their inclusion. Whilst CB's are only required by legislation to be included in contracts over £4m in value, SPT has incorporated these during the reporting period in lower value contracts where there was a genuine prospect of meaningful benefits being achieved. As a direct result of our procurement activities and the contracts awarded, the following benefits have been realised:

| Benefit | Achievement |
|---|--|
| Employment, Training and Apprenticeships | SPT contract awards have secured the creation and continuation of 16 new Apprenticeships, mainly in engineering and construction and its supply chain. A total of 7 new posts have also been created. |
| SME's | A total of 19 small businesses within the Glasgow area were awarded work on a sub- contracting/supply chain basis as a result of engineering and maintenance works contracts awarded. |
| Work Placements | Work experience placements were offered for school children on three separate contracts. |
| Events | A commitment by two awarded contractors to attend careers events was secured. |
| Miscellaneous Benefits | Commitment to donate to local foodbanks and to conduct 7 separate school visits was secured. |

As defined within the Strategy Action Plan and as previously described, it is envisioned that in seeking Community Benefits in all relevant regulated procurements may assist SPT to continue this success and diversify the benefits offered.

Robust contract management and reporting will ensure the maximisation of all benefits realised.





5 Supported Business Use

A supported business is defined by the Public Contracts (Scotland) Regulations 2015 as an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, where at least 30% of the employees are disabled or disadvantaged.

Regulation 21 of the Public Contracts (Scotland) Regulation 2015 permits a contracting authority to reserve contract awards solely for supported businesses to the exclusion of the open market. When considering the route to market for all tenders, consideration is given by SPT of amongst other things, if the contract may be reserved and whether or not this would constitute best value.

SPT has a current contract with Haven Products Limited for the undernoted commodity, directly called off from Lot 3 of the Scottish Supported Factories and Businesses Framework.

Supply and Delivery of Corporate Uniforms

| | |
|---------------|-------------|
| Start | 22 May 2018 |
| End | 21 May 2023 |
| Value | £215,000.00 |
| Saving | £6,000.00 |

SPT will continue to give consideration to the use of businesses of this nature and to the use of the third sector, where these organisations are both available and appropriate.



6 Sustainable Procurement Duty

All Public Bodies have a Sustainable Procurement Duty under the Procurement Reform (Scotland) Act 2014. This Duty obliges that with every Regulated Contract, SPT will give consideration to this within any tender in how its award may:

- improve the economic, social, and environmental wellbeing of the authority's area
- facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and
- promote innovation.

During the pre-tender preparation stage and following the publication of a Prior Information Notice, a Sourcing Methodology is completed for each Regulated Contract and within this these areas of sustainability are considered and their incorporation into the tender planned.

This preparation has resulted in the undernoted being achieved for all contracts not related to Bus Transport during the reporting period.

| Number of Contracts awarded | |
|---|-----|
| 132 | |
| Number Awarded to SME's | |
| 38 | 29% |
| Number Awarded to Living Wage Accredited Contractors | |
| 43 | 32% |
| Number awarded to Local (within the SPT Area) Contractors | |
| 52 | 39% |

For all Bus Transport related contracts these figures were:

| Number of Contracts awarded | |
|---|-------------|
| Local Subsidised Bus Contracts | 16 |
| School Transport Contracts | 640 |
| Number Awarded to SME's | |
| Local Subsidised Bus Contracts | 10 (62.5%) |
| School Transport Contracts | 622 (97.2%) |
| Number Awarded to Living Wage Accredited Contractors | |
| Local Subsidised Bus Contracts | 0 |
| School Transport Contracts | 2 |
| Number awarded to Local (within the SPT Area) Contractors | |
| Local Subsidised Bus Contracts | 16 (100%) |
| School Transport Contracts | 640 (100%) |

To potentially enhance results and to assist in pre-tender supplier engagement within markets where there are many micro enterprises and eProcurement is less common, on 01 April 2020 SPT became a member of the Supplier Development Programme (SDP). Whilst the onset of the Covid 19 pandemic has somewhat curtailed planned supplier engagement events, it is envisioned that SDP's proven track record in enhancing the tendering capabilities of small businesses will assist in enhancing the quality of the bids received and the bidders competitiveness, which in turn may bring efficiencies and savings to SPT and the Local Authorities it serves and in turn assist the local economy.



7 Planned Regulated Procurement Activity

SPT's planned Regulated procurement activity in the next two years will include both recurring contracts and new requirements, but is dependent on both service requirements and available funding. The onset of Covid 19 has had an impact on both of these factors and in particular has adversely affected School Transport contracts, many of which have required to be renewed on shorter term contracts until such time as certainty of the required services are known, facilitating a return to a more normalised approach. This will however mean that the volume of Schools contracts being offered to the market during 2021/22 will be approximately three times larger than normal, with over 1200 contracts being renewed.

As such this planned activity is likely to change over the course of the period, with some projects being cancelled, rescheduled or substituted as priorities change.

The list of all planned Regulated activity is included as Appendix 3, and includes the following:

Bus Stop Infrastructure Cleaning and Defect Reporting – £1.6m

This contract, delayed due to the pandemic, will result in the appointment of a contractor who will maintain the cleanliness of SPT managed bus stops across the west of Scotland, together with a regime of inspection and defect reporting that will ensure all faults are identified and thereafter progressed to rectification, facilitating the safe operation of these sites. This work will be undertaken by the contractor directly on behalf the individual local authorities where the infrastructure is located.

Bus Contracts – Local and School – Up to £40m (2021/22 only)

SPT operates two Dynamic Purchasing Systems (DPS) where all contracts for either subsidised local transport or school transport are both advertised and procured. Whilst none of these contracts will be offered to the open market by way of advertisement on Public Contracts Scotland or FTS, both DPS are permanently open to suitably licensed bus and taxi operators who may wish to join this, and in doing so they will be offered the chance to bid for all available contracts which may be offered through it.

Significant progress has been made this year pertaining to the procurement of local bus services and the next step is to implement a similar approach to School Transport and to put in place procurement solutions for shorter term contracts where use of the DPS is impractical. It is anticipated that this will take up to 12 to 18 months to achieve as significant preparation and planning pre-tender will be required, as will engagement with the Supplier Development Programme who will assist bidders through this process.



Supply and Installation of Real Time Passenger Information Screens –£1.5m

This contract will support the continued provision of real time bus service information for passengers within bus stops across the West of Scotland. These electronic display screens are already commonplace and provide information covering 300 services and 1,500 buses per day. There are over 700 existing screens in place, and this contract will facilitate the continued expansion of this network as well as updating the technology in existing locations.

Escalator and Lift Maintenance Services – £1.5m

The previous iteration of this contract saw the replacement of all escalators and lifts, predominantly throughout the Subway system, and formed an integral part of the greater Subway Modernisation programme. This contract seeks to further this work by ensuring that this access equipment is maintained to the highest standards and that passenger needs are met.



8 Savings

For all contracts awarded SPT seeks to ensure that best value is maintained at all times, and through improved preparation, market research and in particular enhanced contract management has realised a significant annual value of savings from its procurement activities.

The savings realised in the last 5 years are as follows:

| Year | Savings Total |
|---------|---------------|
| 2016/17 | £681,296.27 |
| 2017/18 | £2,411,741.50 |
| 2018/19 | £2,954,722.19 |
| 2019/20 | £1,576,167.02 |
| 2020/21 | £1,069,732.55 |

All savings are calculated in accordance with the Procurement Benefits Reporting Guidance for Scottish publically funded sectors as published by the Scottish Government.

Appendix 1: Summary of Regulated Procurements (by award date)

| Contract Name | Name of Successful Tenderer | Total Value of Contract Awarded | Date of Award | Contract End Date |
|--|--------------------------------------|---------------------------------|---------------|-------------------|
| Provision of School Bus Transport Services | Various | £2,160,255.60 | Various | Various |
| Provision of Subsidised Local Bus Transport Services | Various | £4,042,734.00 | Various | Various |
| Provision of Windows 10 Licenses | Insight (UK) Ltd | £136,603.20 | 02/04/2020 | 31/03/2023 |
| Insurance - Property Damage Business Interruption and Terrorism. | QBE Ltd | £809,760.00 | 15/05/2020 | 14/05/2021 |
| Insurance - Combined Liability | Travellers Insurance Company Limited | £128,332.92 | 15/05/2020 | 14/05/2021 |
| Maintenance of Heating and Air Conditioning | B-Dacs Ltd | £238,000.00 | 27/05/2020 | 30/06/2025 |
| Annual Pump Maintenance | W.G.M (ENGINEERING) LIMITED | £103,000.00 | 05/06/2020 | 31/07/2023 |
| Provision of HOPS, CMS and WRS 2020/21 | Nevis Technologies Limited | £73,000.00 | 18/06/2020 | 01/02/2021 |
| SCTS Consultancy | AECOM Ltd | £54,201.00 | 22/06/2020 | 21/06/2021 |
| Subway Communications Coverage | Airwave Solutions Limited | £101,201.25 | 23/06/2020 | 31/12/2020 |
| Zetron Console Upgrades | Zetron Inc. | £142,455.00 | 30/06/2020 | 29/09/2023 |
| CCTV System Maintenance | North Ltd | £169,375.00 | 03/08/2020 | 31/08/2023 |
| Provision of Cylance Protect + Optics Anti Virus Licensing | Softcat Plc | £62,110.00 | 12/08/2020 | 12/08/2023 |
| Provision of Mobile Telephony | Vodafone Limited | £100,440.00 | 20/08/2020 | 19/08/2023 |
| Cash Collection and Delivery Services | G4S Cash Solutions (UK) Limited | £78,696.00 | 20/08/2020 | 31/08/2023 |
| Provision of Microsoft MPSA Perpetual Licenses | Insight (UK) Ltd | £113,716.60 | 24/08/2020 | 23/08/2030 |
| Access and Membership to British Standards | British Standards Institution | £50,691.95 | 11/09/2020 | 17/09/2023 |
| Main Contractor for Tunnel Lining Works | Freyssinet Limited | £11,409,705.00 | 16/09/2020 | 31/10/2025 |
| Provision of Bus Stop Maintenance | Externiture Limited | £1,345,736.17 | 24/09/2020 | 31/03/2024 |
| Provision of Bus Shelter Maintenance - Glasgow Area | Externiture Limited | £479,520.26 | 24/09/2020 | 31/03/2024 |
| Provision of Bus Shelter Maintenance - Remaining SPT Area | Externiture Limited | £447,397.30 | 24/09/2020 | 31/03/2024 |
| Sub Station Concept Design | AECOM Ltd | £83,076.00 | 24/09/2020 | 31/03/2021 |

| Contract Name | Name of Successful Tenderer | Total Value of Contract Awarded | Date of Award | Contract End Date |
|--|--|---------------------------------|---------------|-------------------|
| Calibration Services | CoMech Metrology Limited | £150,000.00 | 29/09/2020 | 30/09/2025 |
| Temporary Labour for Glasgow Subway | Various | £2,000,000.00 | 23/11/2020 | 30/11/2023 |
| Aggregate Supplies | GPH Builders Merchants Limited | £180,000.00 | 21/12/2020 | 07/01/2025 |
| Fixed Fire Alarms & Monitors, Portable Extinguishers Maintenance & Call Outs | SPIE Scotshield Limited | £100,000.00 | 11/11/2020 | 29/11/2023 |
| Supply and Delivery of Rail Pads | Tiflex Limited | £75,000.00 | 18/12/2020 | 17/12/2021 |
| Supply of Rail | British Steel Limited | £3,500,000.00 | 16/02/2021 | 16/01/2029 |
| Supply of Trackwork | Trackwork Ltd | £500,000.00 | 06/01/2021 | 13/01/2029 |
| Employment Law Support Services | BTO Solicitors LLP | £150,000.00 | 26/03/2021 | 07/04/2025 |
| Temp Labour Call Off | McGinley Support Services (Infrastructure) Ltd | £100,000.00 | 12/02/2021 | 14/02/2023 |
| Provision of HOPS, CMS & WRS 2021/22 | Nevis Technologies | £73,000.00 | 01/03/2021 | 28/02/2022 |
| UV Handrail Sanitisers | Alliance Disposables Limited | £66,900.00 | 19/02/2021 | 31/12/2021 |
| Group Life Insurance | Legal and General | £60,028.00 | 30/03/2021 | 30/03/2022 |
| HR Consultancy | Debbie Mackie | £50,000.00 | 09/02/2021 | 31/01/2022 |
| Conductor Rail Support Brackets and Other Fabrication | Trackwork Ltd | £50,000.00 | 30/03/2021 | 06/05/2025 |

Appendix 2: Strategy Action Plan 2019/22

| Objective | Planned action | Implementation timescale |
|-------------------------------|--|---|
| Procurement Governance | <ul style="list-style-type: none"> Implement and maintain legally compliant standard procurement documentation and processes. Quarterly Reporting of Procurement Performance. Production of an Annual Procurement Performance Report. | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing |
| Procurement Capability | <ul style="list-style-type: none"> The existing Procurement Implementation Plan will be revised to encompass all aspects of the Procurement process, and will be agreed by all parties prior to tender stage. Pre Market Engagement will be undertaken for all Regulated Procurements. Consideration will be given to engagement with the Supplier Development Programme to enhance the tendering ability of micro, small and medium sized organisations that do business with us. Where appropriate, extend the current use of the PCS-T tendering system to facilitate full electronic tendering and evaluation. Existing standard Procurement tender documentation will be developed and enhanced to streamline the process for both Procurement staff and bidders. A suite of standard procurement templates will be developed to cover all critical aspects of the service. | <ul style="list-style-type: none"> Complete Ongoing Complete April 2022 Complete Complete |
| Sustainability | <ul style="list-style-type: none"> Appropriate and relevant Community Benefits will be included in all Regulated Procurements, and a methodology developed for their inclusion, recording and reporting. A measurement of Fair Work Practices, including payment of the Living Wage, will form part of the assessment of all Regulated tenders. Sustainability of solutions, including the use of recycled materials and whole life costing will be considered when goods, works and services are being specified. | <ul style="list-style-type: none"> Complete Complete Complete |

| Objective | Planned action | Implementation timescale |
|--|--|--|
| Contract and Supplier Management | <ul style="list-style-type: none"> A process for the management and measurement of contractors performance will be introduced across the organisation. A standard reporting format to increase stakeholder awareness of all procurement activity, both present and planned, together with the current position of all contracts will be developed and implemented. | <ul style="list-style-type: none"> August 2022 December 2021 |
| People | <ul style="list-style-type: none"> All staff involved in procurement activity will be appropriately trained and be in possession of the necessary tools to undertake their duties in an effective and efficient manner. An awareness of Procurement and the constraints in which it is bound will be imparted to key stakeholders throughout the organisation. | <ul style="list-style-type: none"> Ongoing Complete |
| Prevention of Fraud and Criminal Activity | <ul style="list-style-type: none"> Declarations and clauses will be introduced into all Procurement activity to disrupt, deter and prevent attempted fraud and the involvement of organised crime in SPT tenders and contracts. | <ul style="list-style-type: none"> Complete |
| Collaboration | <ul style="list-style-type: none"> Identify new areas for collaborative working with internal and external stakeholders. Ensure collaboration is consistently considered for all procurement activities and increase collaboration where possible. | <ul style="list-style-type: none"> Ongoing Complete |
| Purchasing and Payment Systems | <ul style="list-style-type: none"> Electronic invoicing is implemented prior to 01 April 2021 to facilitate compliance with EU Directives. Full reconciliation and payment will be progressed thereafter. Purchasing system procedures and processes are enhanced to capture all appropriate spend across the organisation. The organisation will maximise the number of invoices paid within a 10 day period from receipt in accordance with current Scottish Government guidelines. | <ul style="list-style-type: none"> Ongoing Ongoing Complete |

Appendix 3: Planned Regulated Procurement Activity

| Tender | Estimated value | Duration | Estimated publication date |
|---|-----------------|----------|----------------------------|
| Supply and Delivery of Electrical Materials | £200,000.00 | 4 years | April 2021 |
| Wheelset Refurbishment | £100,000.00 | 3 years | April 2021 |
| Supply of Paint and Accessories | £80,000.00 | 4 years | April 2021 |
| PSN Managed Services | £700,000.00 | 4 years | May 2021 |
| Occupational Health Provision | £130,000.00 | 4 years | June 2021 |
| Supply and Fit of Sub Station Transformers | £100,000.00 | 6 months | June 2021 |
| Escalator and Lift Maintenance Services | £1,500,000.00 | 5 years | July 2021 |
| Supply and Delivery of Rail Pads | £300,000.00 | 4 years | August 2021 |
| Real Time Passenger Information Screens | £1,500,000.00 | 7 years | August 2021 |
| Provision of Training Services | £500,000.00 | 10 years | August 2021 |
| Design and Technical Professional Services | £2,000,000.00 | 4 years | September 2021 |
| Car Park Management System | £150,000.00 | 5 years | October 2021 |
| Microsoft Office 365 Licenses | £80,000.00 | 3 years | October 2021 |
| Washroom Services | £100,000.00 | 4 years | October 2021 |
| Bus Stop Infrastructure Cleaning and Defect Reporting | £1,600,000.00 | 5 years | November 2021 |
| Waste Management Services | £350,000.00 | 5 years | January 2022 |

| Tender | Estimated value | Duration | Estimated publication date |
|--|-----------------|----------|-----------------------------|
| Winter Maintenance Services | £500,000.00 | 5 years | March 2022 |
| Managed Print Services | £250,000.00 | 3 years | July 2022 |
| Maintenance and Repair of Doors | £100,000.00 | 5 years | October 2022 |
| Provision of Windows Licenses | £140,000.00 | 3 years | October 2022 |
| Provision of School Bus Transport Services | £25,000,000.00 | Various | Continually Throughout Year |
| Provision of Subsidised Local Bus Transport Services | £15,000,000.00 | Various | Continually Throughout Year |

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