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Annual Report Owner

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1. INTRODUCTION & PURPOSE

NHS Education for Scotland (NES) is a National Health Board which supports delivery of care and the health and wellbeing of the people of Scotland by providing education and learning solutions for workforce development. This includes responsibility for commissioning and delivery of postgraduate medical education, from foundation to speciality training and supporting education and continuing professional development for nurses, midwives, health visitors, pharmacists, allied health professionals, psychologists, the dental team and administrative, clerical and support staff. NES collaborates with the Scottish Social Services Council, the Education Sector and other partner agencies to support the education and learning needs of the workforce in social care and wider public services.

The purpose of this Annual Report is to record and publicise NES's performance and specific achievements in delivering its Procurement Strategy during the periods 31st December 2016 to 31st March 2017 and 1st April 2017 to 31st March 2018.

NES reviewed its Procurement Strategy for 2015-18 in January 2018 and has published a refreshed and updated strategy for 2018-20 that is set within the context of the organisation's Strategic Framework. The Procurement Strategy Action Plan is attached to this report as Annex 1 and provides a report of progress and activities undertaken during the period April 2015 to March 2018. It also provides a forward view on planned actions for delivery in 2018-20.

These actions are in line with the Procurement Strategy Guidance and Template issued by the Scottish Government in May 2017 and the Procurement Reform (Scotland) Act 2014 which requires public organisations with an estimated total value of regulated procurement spend of £5m or more (excluding VAT) in a financial year to prepare and publish a procurement strategy and to report on this annually.

NES is committed to the Scottish Government Procurement Journey and works closely with NHS Scotland National Procurement (NP) around the development, appointment and compliance with national contracts. Part of this collaborative work with NP involves ensuring that collaborative best practice is shared across National Health Boards and the wider public sector.

This Annual Report is also a key document in enabling informed engagement with our external and internal clients, our strategic partners, suppliers, potential suppliers and with the general public.

This Report focuses on the organisation's corporate expenditure (influenceable spend on external goods and services) of £29.4m for the period 1st January 2017 to 31st March 2018. For example, this excludes the funding NES provides to Health Boards for the salary costs of post graduate trainees, the clinical training of undergraduate and post graduate trainees.

2. SUMMARY OF REGULATED PROCUREMENTS COMPLETED

2.1 Definition

In accordance with the Procurement Reform (Scotland) Act 2014, any public contract (other than a public works contract) of £50,000 or greater and public works contract of £2,000,000 or greater is considered a Regulated Contract. A regulated procurement is any procedure carried out by a contracting authority in relation to the award of a proposed regulated contract which is completed when the award notice is published or where the procurement process otherwise comes to an end. This includes awards under both contracts and framework agreements. Annex 2 provides a listing of the regulated procurements carried out in the reporting period.

2.2 Summary of Regulated Procurements

The following table summarises the regulated procurements in the period.

Type of Regulated Procurement	Quantity in Period	Estimated Value
Framework Call Offs	4	£3,316,736
Framework Awards (mini comp)	2	£744,616
Contract Awards	13	£2,498,901
Total Regulated Procurements	19	£6,560,253

Framework call offs are Direct Awards from Single Supplier Frameworks, for example, the appointment of APS (Scotland) Ltd from the Publishing, Print, Design and Associated Services Scottish Government Framework.

Framework awards are subject to mini-competition, for example, the appointment of Clark Contracts through the Minor Building Works National Procurement Framework (NP827) to carry out the NES Aberdeen accommodation project.

Awards by Business Size	Total
Micro	7
Small	7
Medium	9
Large	15
Total	38

There were multiple contracts awarded within individual regulated procurements where NES framework contracts were created, for example, the Digital Library Services was one regulated procurement activity resulting in the award of contracts to 12 suppliers. 59% of the NES Corporate Spend in the reporting period was with SMEs.

Awards by Registered Business Location	Total
Scotland	16
England	21
Elsewhere	1
Total	38

2.3 Collaborative Contracts

Contracts were also let in the period which provide access to NHS Boards to centrally procured services, including:

eLibrary – the NHS Scotland Digital Library is managed by NES and provides access for NHS Scotland staff to password-protected resources to support their individual and team practice, education and research activities. During 2017/18, the various contracts established were extended to cover the period 2018/19, as detailed within the original open tender process. The annual spend is circa £2.5m and the service is made available to circa 140,000 NHS Scotland staff.

Mobile Skills Unit – NES operates this mobile training facility dedicated to delivering clinical skills training and education to healthcare practitioners across Scotland and ensuring equality of access to an appropriate training environment. The contract to replace this was placed via a mini competition from a Crown Commercial Services Framework agreement at a cost of £229k ex. VAT. This process included wide-ranging engagement with key stakeholders and the supply base. The successful supplier, Lynton Trailers, remains on track to deliver the MSU in summer 2018.

Executive Coaching – NES has established a Framework Agreement to allow NHS Boards to draw from a quality assured register of executive coaches to support their executive coaching needs. The Agreement also supports national leadership priorities and national leadership development programmes. The competitive tender process to refresh the list of coaches on the Register was undertaken through PCS in 2017/18 and new contracts put in place for 2018/19.

2.4 Awards Without a Competitive Procurement Process

We identify and log all contract awards which did not go through a Regulated Procurement process through our Waiver of Formal Tendering Procedure (single source justification).

This procedure mandates that any spend over £10k, if not on a pre-let contract or Framework Agreement, is accompanied by a Waiver form approved by the Director of Finance and Corporate Resources which provides the rationale for the direct award, including:

- The timescale genuinely precludes competitive tendering; or
- Specialist expertise is required and evidence is provided to demonstrate that this is available from only one source; or
- The task is essential to complete the project, and arises as a consequence of a recently completed assignment and engagement of different consultants for the new task would be inappropriate; or
- There is clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering; or
- Where provided for in the Scottish Capital Investment Manual.

There was spend in this category of £4.7m in the reporting period. This was across 33 contracts, with 72% of this spend directly funding to the University Sector for the support of education,

research and development. The remainder included procurements such as proprietary licenced product and costs of activity carried out by statutory providers, such as Disclosure Scotland.

3. REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 Introduction

This section seeks to demonstrate how NES procurement has contributed to the achievement of its specific procurement objectives and principles outlined in its Procurement Strategy and how it has complied with the general duties in the Procurement Reform (Scotland) Act 2014.

3.2 Procurement Objectives

Objective 1 – Alignment with the NES Strategic Plan and Core Values

The NES refreshed Strategic Framework for 2014-19 focusses on a “quality education for a healthier Scotland” delivering an “education that enables excellence in health and care for the people of Scotland”. Procurement is only one tool, albeit an important one, in achieving NES’s strategic plan objectives.

In 2017/18, the specification template was amended to include comprehensive guidance on the linkage of procurement objectives with the organisation’s strategic aims and objectives.

Objective 2 – Deliver value for money and best value procurement

NES procurement seeks to award contracts on the basis of best value achieved rather than lowest price.

NES procurement, in the first instance, seeks to identify if an appropriate National Procurement, Scottish Government and/or Crown Commercial Services framework contract is available, either for Direct Award or mini-competition as appropriate.

NES procurement team has worked with internal colleagues and external partners throughout the reporting period in the development of appropriate evaluation criteria and associated weightings which balance the importance of quality, delivery and cost. The output of this activity is reflected in the current template documentation.

Objective 3 – Making it easy for suppliers to do business with NES

NES has in place a comprehensive Suppliers’ Guide which makes it clear how NES procures services and how suppliers can access open competition opportunities through Public Contracts Scotland and/or Public Contracts Scotland-Tenders. NES encourages potential suppliers to register accordingly and in addition to be aware of opportunities to be part of both new and existing Framework Contracts. NES publishes and maintains its Supplier Guide on its website.

All tender documentation is written in plain and clear language and kept as simple as possible to avoid any confusion.

All unsuccessful tenderers are offered the opportunity for formal feedback/debrief on their performance, regardless of procurement route or size of contract.

Objective 4 – Lessons Learned for the Future

NES seeks to learn both from any mistakes and from examples of best practice through continuous evaluation and review of tendering activity. The NES procurement management team meets weekly to share lessons learned and to make recommendations for any potential changes to policy and/or processes. Discussions include reference to ongoing contract negotiations, new statutory requirements, e.g. IR35, GDPR preparation, new Framework Contracts, etc.

3.3 Procurement Principles

Principle 1 – Financial Justification

All major Procurement exercises involve the production of a NES Business Case or Project Initiation Document and associated budgets are established prior to the commencement of any external procurement activity. The Finance Team are also engaged prior to any award of contract to provide budget assurance.

Principle 2 – Specification of Requirements

The NES Procurement Team have established comprehensive templates and associated guidance for Invitations to Tender and Competitive Written Quotations. These include clear contract deliverables and anticipated outputs/benefits and provide for the establishment of quality and performance standards.

Principle 3 – Assessing and Minimising Risk

NES has in place a comprehensive Risk Management Strategy which includes explicit reference to the management of risks associated with contractual arrangements. The standard NES tender and contract documentation for use with third parties includes specific risk management requirements and mitigations.

NES also has in place templates to support staff in the assessment of risk and guidance on how to share and manage risk as well as advice and guidance on specific risks associated with exit strategies (or lack thereof).

Principle 4 – Qualified and Experienced Staff Resources

The centrally managed Procurement Team forms part of the NES Finance and Procurement Directorate and is responsible for the provision of professional procurement advice and support to all NES staff. All staff are appropriately qualified and/or experienced and have received

training relevant to their role, e.g. attendance by Procurement Managers at the two-day PCS-Tenders training course delivered by NSS.

In addition to supporting the tendering, evaluation and contract award activity and standard operational processes, during the reporting period the team also sought to:

- Ensure compliance with the requirements of Public Contracts (Scotland) Regulations 2006, the Procurement Reform (Scotland) Act 2014
- Ensure compliance with National Contracts, Procurement Directives and the NES Standing Financial Instructions as they relate to procurement
- Identify opportunities for improvements to Procurement governance and practices
- Facilitate and support contract management
- Promote awareness of best practice in Procurement
- Engage with and provide comprehensive guidance for internal managers and potential suppliers
- Continue to develop policies, processes and templates in line with the *Procurement Journey*.

All Procurement team members have Personal Development Plans in place, which reflect their individual skills and needs against the requirements of the Procurement Journey and will align to the Scottish Government's Procurement Competency Framework.

Principle 5 – Sustainability Duty

NES has in place a Sustainable Development Action Plan which is overseen by the Sustainability Development Programme Board (STPB). The Head of Procurement is a member of the STPB.

The actions related specifically to Procurement and their current status are:

Procurement Skills

- All NES staff involved in the Procurement process are briefed on the Sustainable procurement policy – *the policy is available to all staff on the NES intranet and generally on the NES website, together with the Sustainability Code of Conduct.*
- Tenders / specifications to include relevant sustainable procurement evaluation criteria where appropriate – *completed in 2017/18 and embedded in procurement templates in use from 2018/19*

Procurement Process

- Review supplier / tender evaluation process to include sustainability in the evaluation process – *completed in 2017/18 and embedded in procurement templates in use from 2018/19*

Engaging Suppliers

- As described earlier, NES has in place a comprehensive Suppliers' Guide which is published on the NES internet and makes it clear how NES procures services and how suppliers can access relevant opportunities

Ethical Procurement

- Review procurement policy to include statements on fair-trade products – *NES has established a Sustainability Code of Practice, which aligns to the Ten Principles of the United Nations Global Compact for Responsible Business Practice. This is made available to all staff and suppliers on the NES website.*

Principle 6 – Strategic Objectives

As described earlier, invitations to tender templates require a clear demonstration of linkages with strategic aims and objectives.

Principle 7 – Equality and Diversity

NES has a commitment to ensure that everyone it deals with and employs are treated fairly and equally regardless of race, colour, gender, disability, age, ethnic or national origin, trade union activity or faith. NES's Equality Outcomes and Mainstreaming Report 2017 reflects this commitment. These commitments are reflected in all Procurement processes and contract templates. All procurement documentation is reviewed annually, in consultation with the Equality and Diversity Adviser.

Invitations to Tender require all potential suppliers to complete a comprehensive Equality and Diversity questionnaire, as a mandatory requirement.

Organisations which are awarded contracts are expected to comply with all current fair work practices, equality and diversity legislation and actively adopt equalities of employment and service delivery (as specified in the NES Suppliers' Guide).

All NES staff members are required to complete Essential Learning in Equality and Diversity on appointment.

Principle 8 – Management of Contracts and Continuous Improvement

During the reporting period, the Procurement Team continued to support key strategic contracts to ensure performance measurement and management remains a fundamental NES objective. In addition, a Contract Review and Management Strategy for key suppliers and contracts is under development for implementation across NES by the end of financial year 2018/19.

Principle 9 – Legislative Requirements and Best Practice

NES has established a comprehensive suite to Procurement templates which align to approved internal policies and procedures, delegated authority levels, etc. In addition to meeting all statutory and legislative requirements, significant activity was undertaken during 2017/18 to ensure that all procurement documentation aligned to the new Data Protection legislation and IR35. NES is committed to organisation-wide use of these templates, in order to ensure high standards of transparency, probity and accountability.

Principle 10 – Fraud Awareness and Prevention

NES has a zero-tolerance approach to fraud, in that there is no acceptable level of fraud. All NES staff members are required immediately on appointment to complete Essential Learning on a number of policies, which includes Counter Fraud. This training includes worked examples and sets expectations for individual staff member behaviours and provides information in respect of reporting suspicious or potentially fraudulent acts.

4. OTHER MANDATORY REQUIREMENTS

4.1 Procurement of Fairly and Ethically Traded Goods and Services

As described earlier, NES has established a Sustainability Code of Practice, which aligns to the Ten Principles of the United Nations Global Compact for Responsible Business Practice. This is made available to all staff and suppliers on the NES website.

4.2 Payments to Contractors, Sub-Contractors and Third Tier Sub-Contractors

NES utilises a standard set of terms and conditions that state we pay suppliers within 30 days of receiving an invoice however, in line with Scottish Government policy, we aim to achieve payment within 10 days. During the reporting period, NES paid 95.85% of suppliers within 30 days and 86.81% of payments were made within 10 days.

4.3 Use of Community Benefit Requirements

NES tender documentation requires potential suppliers to identify community benefits as relevant and provides links to Scottish Government community benefit guidance.

Our appointed water at work provider, Angel Springs, is actively engaged with the local authority in respect of economic regeneration opportunities, provision of work placements and support for local charities.

In addition, NES seeks to contract wherever possible through the national frameworks, noting the requirement of suppliers to demonstrate their commitment to the realisation of community benefits. An example of this is the use of the Scottish Government's collaborative Publishing, Print, Design and Associated Services Framework (PPDAS) Agreement which was awarded to APS Group Scotland on a single supplier basis on 1st October 2014. We note their commitment to Community Benefits through their supply chain and their provision of modern apprentices and undergraduate programme.

4.4 Promoting Compliance with the Health & Safety at Work etc. Act 1974

NES procurement documentation makes explicit reference to the requirement for suppliers to declare that all necessary tests and examinations have been made or will be made prior to performance of the Services to ensure that the Services are designed and performed so as to be safe and without risk to the health and safety of persons using them and requires the provision of information to demonstrate this. NES also requires to be indemnified against all direct losses incurred as a health and safety breach and reserves the right to reject suppliers for health and safety breaches.

4.5 Corporate Approach to IR35

NES has developed clear guidance for hiring managers, including:

- a comprehensive FAQ list
- training materials
- pre-engagement checklist and

- template contract terms and conditions

Each purchase order requires the manager to confirm or otherwise that an IR35 review is required and, if so, has been carried out. A register is maintained of all IR35 reviews and their outcomes which is monitored and reported on by the Head of Procurement.

5. SUPPORTED BUSINESSES SUMMARY

The type of procurement NES is engaged with does not afford many opportunities against the current Supported Business network, however, NES strives to ensure that where these exist they are fully utilised, e.g. all IT recycling since 2017/18 is undertaken by Haven Industries

NES appointed Haven Industries (the Sign Factory) for the provision of its pop up banners and whilst spend is relatively low, this is being used to demonstrate to colleagues the quality and value that can be achieved.

Procurement team members visit supported business premises and attend Scottish Government sponsored events to build organisational and team knowledge and awareness.

6. FUTURE REGULATED PROCUREMENTS SUMMARY

In addition to planned expenditure, NES regularly receives funding in year to support the delivery of Scottish Government initiatives, etc.

The workplan for 2018/19 to 2019/20 currently includes the following:

Subject Matter	Expected Award Date	Expected Start Date	Estimated Contract Value
Digital Library Services and Resources	December 2018	March 2019	TBC*
eLearning Framework	January 2019	January 2019	TBC**
Simulators for GP Recruitment	November 2018	March 2019	TBC*
Optical Assistance	September 2018	March 2019	TBC*
Operating Department Practitioner (ODP) – Development and Delivery of an Undergraduate Programme	July 2018	September 2018	£3.3m
Managing Medical Emergencies	January 2019	April 2019	TBC*

*Estimated contract values have not been provided to ensure competition in the tendering process

**Budget will be established through tender process to develop the framework arrangements

ANNEX 1 – NES PROCUREMENT STRATEGY ACTION PLAN

Procurement Objective / Principle	Key Action Plan Deliverables from April 2015 to March 2018	Key Planned Actions from April 2018 to March 2020
Compatibility with the NES Strategic Plan	<p>Procurement aligned to the NES strategic framework</p> <p>An excellent workforce – ensure Professional procurement training is encouraged</p> <p>Improved quality – identify, select and manage best value supply base</p> <p>Clearly identify statement of requirements prior to tender</p> <p>Enhanced educational infrastructure – negotiate widest access to best tools</p>	<p>Turas Learn / PDPs aligned and managed</p> <p>Procurement survey scheduled for October 2018</p> <p>Annual Supplier Management analysis to be carried out by Q3 2018</p> <p>Standardised tender templates with the wider NHSS and NHBs adopted across all regulated Procurement by Q4</p> <p>eLibrary – review with stakeholders to ensure streamlined and cost-effective content to best meet HSC targets</p>
Delivering Value	<p>Savings targets included in staff PDP (3%)</p> <p>Suite of Spend Reports to be developed to support quarterly tracking and analysis of spend</p>	<p>Savings tracked against budget and reported</p> <p>Spend under contract – increase target to 75% by end of 2018/19</p> <p>Contribute to Single PTP Workplan by monthly submission of key NES Procurement updates</p>
Making it Easy for Suppliers to do Business with NES	<p>PCS used for all competitive procurement exercises</p> <p>Feedback offered to all unsuccessful bidders regardless of tender value</p> <p>Increased use of Quick Quotes (where appropriate)</p>	<p>Continue to promote standard PQQ/RFI/RFQ/Tender documentation</p> <p>All regulated procurement is managed via standardized ITT forms</p> <p>Quick quotes for all procurements >£10k in line with SFIs.</p> <p>Contracts Register formally published on PCS</p>
Supplier Management Policy and Lessons Learned for Future (management of contracts & continuous	<p>Planning for approved Supplier and Contract Management Strategy</p> <p>Review effectiveness of Supplier Strategy, supported by a survey of main stakeholders</p>	<p>Develop Contract Review and Management Strategy for key suppliers and key contracts, adopting wider NHS Scotland Procurement Transformation Programme (PTP) process – by Q3 2018</p>

improvement)	<p>Roll out and establish contract management to appropriately identified contracts</p> <p>Review all projects and record any lessons learned and build into all new contracts</p> <p>Lessons learned to be built into all new contracts</p>	<p>Re-invigorate overall Supplier Management process and target minimum three major PCST opportunities</p> <p>Implement tailored SM solutions in line with PTP development of 'Once for Scotland' SN</p>
Qualified and Experience Staff Resources	<p>Training register developed and maintained</p> <p>Gap analysis undertaken for all staff and development plans produced</p>	<p>All staff to complete 'TraintoProcure' modules</p> <p>Training programme for Procurement Staff in line with the Procurement Journey</p> <p>Re-investigate CIPS accreditation via NS and highlight potential NES candidates via TURAS Appraisal</p> <p>All senior staff to receive refresher training on Reform Act and EU main principles</p> <p>All Procurement staff to have undergone common NHB Competency Framework analysis of skills and training needs in 2018 in readiness for consolidate PTP approach to People and Skills</p>
Assessing and Minimising Risk	<p>Risk Register to be developed for key commodities</p>	<p>Risk Register to be developed for all tenders greater than £100k</p> <p>Strategy paper for regulated procurements addresses risk but work still required to embed – by Q3</p> <p>Lessons learned – review and record any lessons learned, develop register and embed learning in new contracts. Register to be produced by Q2.</p>
Social, Economic and Environmental Issues	<p>Ensure full compliance with national guidance and best practice in equalities and sustainable procurement in accordance with the Procurement Journey</p> <p>Ensure all procurement activity is inclusive, non-discriminatory and supporting NES's sustainability strategic objectives</p>	<p>Ensure policy is included in all tenders</p> <p>Embed Sustainability ethos throughout NES through Specification guidance and sustained widespread use of standard templates</p> <p>Procurement remain key member of NES Sustainability Development Programme Board (SDPB)</p>

<p>Delivering Value Through Collaboration</p>	<p>Central Procurement Team specialists represent NES on relevant national CAPs</p> <p>Attend Heads of Procurement National Health Board Meetings to develop and build network with other Health Boards, and recommend future approach</p> <p>Attendance at NP Commodity Advisory Panels (CAPs) to cover any relevant procurement activity</p> <p>Identify opportunities for consolidation and efficiency opportunities in NES procurement contracts and transactions.</p>	<p>Activity contribute to national Procurement Transformation Programme (PTP) ‘Once for Scotland’</p> <p>Maintain NES representation and attendance at appropriate National Procurement meetings</p> <p>Participate in collaboration and working group meetings with other National Health Boards and wider NHSS NP</p> <p>NES to identify and lead a minimum of two collaborative procurements from overall NHB opportunities plan</p> <p>Utilise all available reporting tools (NSS Spend Analyser) to collate data and seek opportunities</p>
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ANNEX 2 – INDIVIDUAL REGULATED PROCUREMENT LISTING

Date of Award (PCS)	Supplier Name	Title	Estimated Value	Start Date	End Date (or desc)
23/03/2018	Zitec Com (RO)	C001595 Intermediate Web Development Services	£144,550.00	01/04/2018	31/03/2019
14/03/2018	Infoneer Limited (GB)	C001594 Software Development and Technical Projects	£153,750.00	01/04/2018	31/03/2019
14/03/2018	SureCode.Net Ltd (GB)	C001593 Senior Web Development Services	£190,750.00	01/04/2018	31/03/2019
07/02/2018	SRCL (GB)	C001590 Delivering Training Workshops to Develop the Skills and Role of Practice Managers	£97,280.00	22/02/2018	31/03/2019
05/02/2018	Capture Ltd (GB)	C001581 NHS Scotland Photo Library	£87,500.00	01/04/2018	31/03/2023
26/01/2018	Brigid Russell Coaching Limited (GB) / Silvermaple (GB)	Design and Delivery of Support for Executive Leadership Development and Talent Management	£323,920.00	11/12/2017	11/03/2019
17/11/2017	PA Consulting Group (GB)	C001548 - Digital and Technology Service (DATS) Framework - eRostering Integration	£149,361.00	01/12/2017	28/02/2018

Date of Award (PCS)	Supplier Name	Title	Estimated Value	Start Date	End Date (or desc)
17/10/2017	Elastacloud Ltd (GB)	C001566 Technical Consultancy in Support of a NES Workforce Planning Microsoft Data Lake...	£50,000.00	09/10/2017	31/12/2017
26/09/2017	Metro Ecosse (GB) / Arteus Ltd (GB) / Speakeasy (GB) / mclcreate Ltd (GB) / Freak Films (GB)	Events & video production services	£334,000.00	01/10/2017	30/06/2021
29/08/2017	Interact Roleplay (GB)	Simulators for GP Recruitment	£107,420.00	01/09/2017	01/09/2018
01/08/2017	University of the West of Scotland (GB)	C001531 - Development, delivery and evaluation of a 1-year PG Diploma in CBT	£156,000.00	01/01/2018	31/03/2020
26/07/2017	University of Dundee (GB)	C001470A - MSc programme of Psychological Therapy in Primary Care	£340,090.00	01/01/2017	08/01/2018
24/07/2017	Clark Contracts (GB)	C001435 - Minor Works Aberdeen Accommodation Project	£410,616.00	05/12/2016	31/12/2017
11/07/2017	XMA Limited (GB)	Tablet Computing Devices	£130,465.00	20/06/2016	20/06/2019
11/07/2017	APS Group (Scotland) Ltd (GB)	Publishing, Print, Design and Associated Services (PPDAS) Framework Agreement	£800,000.00	01/10/2014	30/09/2018

Date of Award (PCS)	Supplier Name	Title	Estimated Value	Start Date	End Date (or desc)
10/07/2017	Corporate Travel Management (GB)	Travel Management Services	£2,314,271.00*	01/07/2015	01/07/2019
04/07/2017	Lyreco Limited (GB)	Stationery & Paper	£72,000.00	01/06/2016	01/06/2019
07/04/2017	SureCode Ltd	Development & Transition of ePortfolio Software Applications	£98,280.00	01/04/2017	01/10/2017
27/01/2017	Proquest Askews & Holts Wiley Elsevier 123Doc Education Ebsco International Taylor & Francis Dawson Books	Framework Agreement for the Supply of eBooks and eBooks Collections	£6.7m	01/04/2016	31/03/2019

*The estimated budget for this Framework call off was calculated by taking the initial years spend and multiplying it by the duration for the contract.