Agenda Item	13
Report No	RES/43/25

The Highland Council

Committee: **Corporate Resources**

Date: **20 November 2025**

Report Title: **Annual Procurement Report 01 April 2024 – 31 March 2025**

Report By: **Chief Officer - Corporate Finance**

1. Purpose/Executive Summary

1.1 Section 18 of the Procurement Reform (Scotland) Act 2014 requires every Scottish Local Authority to publish an annual procurement report on its regulated procurement activities. Regulated procurements are any procurement of goods and services with a value above £50,000 and works contracts with a value above £2,000,000. The Annual Procurement Report 2024-2025 has been produced in accordance with guidance from Scottish Government and is attached at **Appendix A**. The report covers all regulated procurements completed during financial year 2024-2025; and anticipated future procurements covering the next two years (2025-2027).

1.2 This report has been presented to the Corporate Resources committee for the purposes of providing an update on procurement performance for 2024-25, following which the annual procurement report will be published on the Highland Council website, to ensure that the Council is compliant in terms of Section 18 of the Procurement Reform (Scotland) Act 2014.

1.3 This report further provides assurance and key information for Members, regarding the Council's procurement activity for the 2024/25 financial year, the compliance of that activity, and important information regarding some of the key performance measures related to procurement activity. The report advises there was £195.5m of local supplier spend which exceeds the Council's target, with £138.3m of this total being with Small to Medium Enterprises (SMEs). The report also provides information on Community Benefits, with the number of outcomes imposed and delivered increasing by just over 300 in the year. Procurement efficiency savings achieved in the year totalled £0.810m.

2. Recommendations

2.1 Members are asked to:

i. **Note** the content and publication of the Highland Council Annual Procurement Report 2024-2025 (**Appendix A**).

3. Implications

3.1 **Resource:** There are no specific resources implications associated with the report.

3.2 **Legal:** The production of the report ensures that the Council meets its duties under the Procurement Reform (Scotland) Act 2014, and the report outlines how the Council intends to improve compliance going forward to ensure compliance under the Procurement Reform (Scotland) Act 2014.

3.3 **Risk:** Annual reporting to Scottish Government as required by Procurement Legislation aids mitigation against strategic risk through transparency and scrutiny on outcomes delivered by Procurement Activity.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people):** There are no Health & Safety implications arising from this report.

3.5 **Gaelic:** There are no Gaelic implications arising from this report.

4. Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 This is an update report and therefore an impact assessment is not required for this report.

5. Annual Procurement Report Purpose

5.1 Section 19 of the Procurement Reform (Scotland) Act 2014 requires every Scottish Local Authority to publish its procurement strategy and Section 18 of the Act requires an annual report to be published to demonstrate performance against the strategy, subsequently notifying the Scottish Government of its publication. The Scottish Government must also prepare an annual report on procurement activity in Scotland which is based upon all the published annual procurement reports across Scotland.

5.2 The Council's procurement function is shared with Aberdeen City and Aberdeenshire Council. The Joint Procurement Strategy 2023 - 2026 for the three Councils was published in October 2023. The Joint Procurement Strategy enables the partner Councils to ensure compliance with the Procurement Reform (Scotland) Act 2014, achieve their strategic objectives and meaningfully contribute to national priorities through innovative, compliant and collaborative market solutions demonstrating best value and genuine return on investment. The Joint Procurement Strategy sets out the Procurement Vision and Mission Statement.





Within the Joint Procurement Strategy six key themes (Governance, Policy, Food Procurement, Climate Change, Net Zero & Circular Economy, Commercialisation and Community Wealth Building) have been identified in line with local and national priorities, each strategy theme will support a key priority and support the enablement and delivery of procurement and commercial activity.

6. Annual Procurement Report Highlights

6.1 The Annual Procurement Report includes the following sections:

Section	Title	Content
Introduction	Introduction	Provides details of Strategic Aims and Structure of Procurement to meet these along with high level expenditure details in the reporting period.
1	Summary of Regulated Procurements	Regulated procurements that have been completed in the reporting period.
2	Review of Regulated Procurement Compliance	Information on how regulated procurements have complied with the key objectives of the Joint Procurement Strategy.
3	Community Benefits Summary	Community benefit requirements imposed as part of a regulated procurement.
4	Supported Businesses Summary	Steps taken to facilitate the involvement of supported businesses in regulated procurements.
5	Future Regulated Procurement Summary	Regulated procurement the authority expects to commence in the next two financial years.

6.2 The procurement activity carried out within financial year 2024-2025 supported delivery of key Strategic objectives for the Highland Council and supported the Council in carrying out its functions. The report also highlights the improvement actions implemented in financial year 2024-2025, planned improvements for financial year 2025-2026 and provides analysis of the Community Benefits/Social Value delivered from contracts awarded in previous years and secured for future delivery from procurements concluded in this period.

6.3 Following the introduction of the Highland Council Community Benefit Policy in September 2024 there have been notable improvements in performance in key metrics relating to Community Benefits and Fair Work Practices. The first annual Community Benefit Policy update was reported to the Communities and Place Committee on the 06 November. The full report can be found here.

6.4 The number of Community Benefit outcomes imposed and delivered increased for the period 01 April 2024 to 31 March 2025, by just over 300 outcomes with the inclusion rate in regulated procurement activity for Fair Work Practices having increased by 8% and the Community Benefit inclusion rate having decreased by 15%.

6.5 The Community Benefits Manager and the Procurement Strategic Commercial Manager will undertake an evidence-based review of the Community Benefit Policy to gather data and scrutinise the implementation of the policy during its inaugural year. This scrutiny will focus on the key elements of the policy, including:

- Community benefit inclusion rates across all procurement activity.
- Service contract monitoring relating to community benefit KPI's.
- Stakeholder engagement to evaluate the process from both a service, suppliers and community perspective.
- In-depth analysis of the challenges identified during the initial year with a view to exploring solutions to mitigate the challenges, or if appropriate, undertake a review of the relevant elements of the policy. Any identified changes or requirements to the policy will be presented to the Communities and Place committee.

6.6 Local Supplier spend performance in the reporting period is in excess of the target of 30% for spend with local suppliers at 42% (£195,523,486) with 29% (£138,306,050) with Small to Medium Enterprises (SMEs). This represents a reduction on the overall spend with local suppliers of 7% from the last financial year.

6.7 The spend with local suppliers can be influenced significantly by changes in high spend sectors such as construction, Social Care and ICT. There are three main areas which impacted the % local spend for 2024-2025:

1. £40,000,000 payments to Scottish Water were excluded from the analysis by the Scottish Procurement Information Hub. These payments had previously been included in local spend.
2. Significant construction project (£31,000,000) with a contractor whose head office is not in the Highlands, however it should be noted that the contractor has a presence in the region, operating through its Scotland and North construction arm, with satellite offices in locations such as Inverness.
3. Changes in supplier size meaning that they are no longer classified as an SME.

6.8 Financial efficiencies of £810,139 (Revenue) were achieved during the period 01 April 2024 to 31 March 2025. Savings were delivered through Gainshare arrangements, new procurement activity and rebates.

7. Strategic Alignment

7.1 The annual procurement report highlights the procurement activity for financial year 2024-2025 in support of delivery of key strategic objectives for Highland Council.

Designation:	Chief Officer - Corporate Finance
Date:	27 October 2025
Author:	Melanie Mackenzie, Strategic Commercial Manager, C&PSS
Appendices:	Appendix A – Highland APR 2024-2025

APPENDIX A



HIGHLAND COUNCIL

ANNUAL PROCUREMENT REPORT

01 APRIL 2024 – 31 MARCH 2025

The Highland Council
Comhairle na Gàidhealtachd

Commercial & Procurement Shared Service

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Introduction

This is The Highland Council's Annual Procurement Report; the report covers the Council's procurement activity from 1 April 2024 to 31 March 2025. The report includes anticipated future procurement activity over the next two financial years - 2025 to 2027. The annual report records and publicises the Authorities performance and achievements in delivering its procurement strategy. This report has been produced in accordance with the guidance issued by the Scottish Government.

The Highland Council's Procurement is delivered under a shared service agreement with Aberdeen City Council and Aberdeenshire Council - the Commercial & Procurement Shared Service (C&PSS).

The Joint Procurement Strategy 2023 - 2026 for the three Councils was published in October 2023, the Joint Procurement Strategy is designed to enable the partner Councils to ensure compliance with the Procurement Reform (Scotland) Act 2014, to achieve their strategic objectives and meaningfully contribute to national priorities through innovative, compliant and collaborative market solutions demonstrating value for money and genuine return on investment.

The Joint Procurement Strategy sets out the Procurement Vision and Mission Statement:





Within the Joint Procurement Strategy six key themes have been identified in line with local and national priorities, each strategy theme will support a key priority and support the enablement and delivery of procurement and commercial activity:

Theme	Strategic Driver
1. Governance	– How procurement will support Council(s) functions and outcomes – Achievement of best value – Equal treatment, transparency – Procurement Priorities
2. Policy	– How the Council(s) will deliver Community Benefits (Social Value) through procurement activity – How the Council(s) will consult and engage with those affected by its procurements – How the Council will incorporate Fair Work Practices into procurement activity – How the Council(s) will Promote compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974 Act 1974 (c.37) and any provision made under that Act, and – Policy on the procurement of fairly and ethically traded goods and services, – Policy on prompt payment (ensuring payment to contractors and sub-contractors within 30 days)
3. Food Procurement	– Set out an approach to procurement of food related contracts which will o improve the health, wellbeing and education of communities in the Council(s) area, and o promote the highest standards of animal welfare
4. Climate Change, Net Zero & Circular Economy	– Policy on incorporation of Climate Change & Circular Economy in procurement activity to support Net Zero targets
5. Commercialisation	– Strategy for Commercial activity which will allow for generation of income to support delivery of the Council(s) functions/outcomes
6. Community Wealth Building	– Set out how procurement activity can support Community Wealth Building, supporting local economic development, and redirecting wealth back into the local economy - placing control and benefits into the hands of local people.

The Commercial & Procurement Shared Service offers a range of strategic services, the remit of the team to support delivery is as shown below:

Category & Commercial Management Team

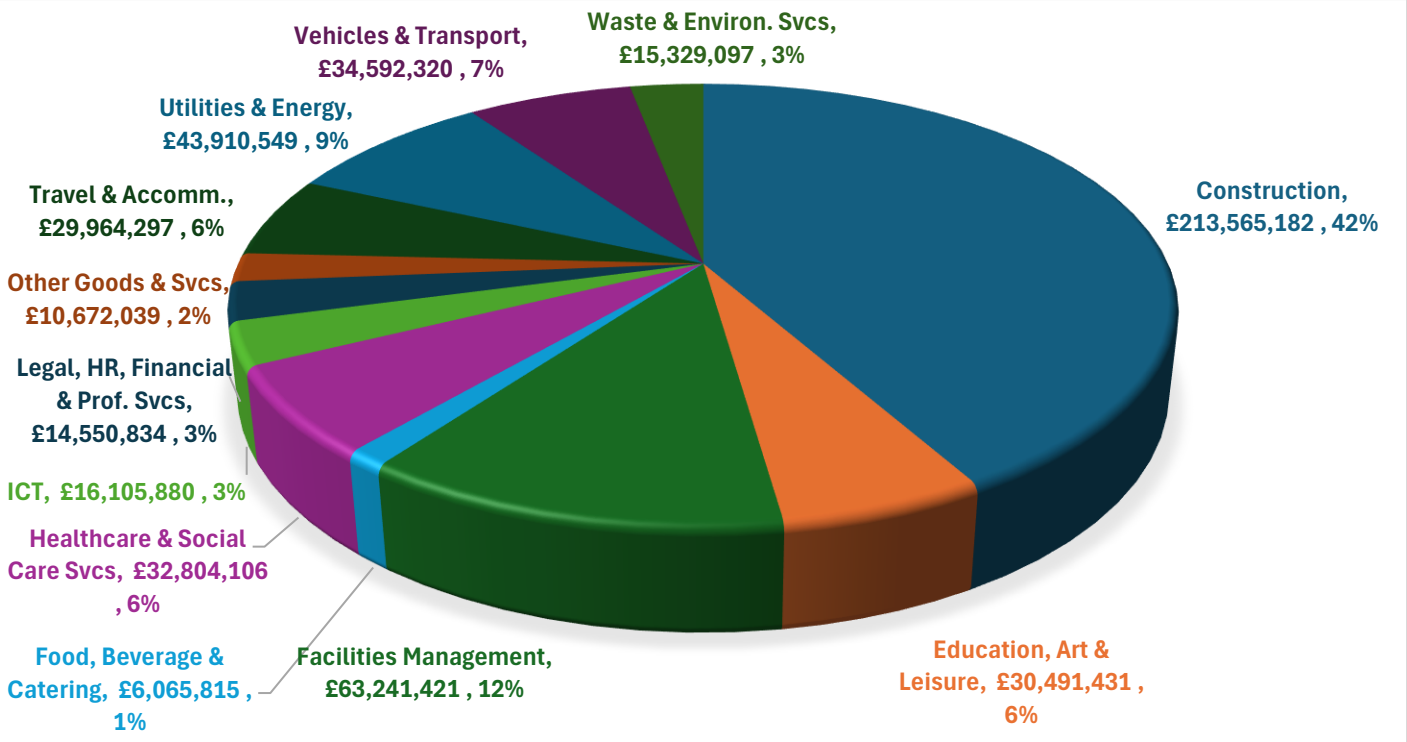
Category & Commercial Management Team covering Strategic Category Management supported by Category Managers and Senior Procurement Specialists, a dedicated data team offering cross functional high-quality data analysis, commercial team covering revenue opportunities and Community Benefits and Sustainable Procurement guidance & support.

The primary role of the Category & Commercial Management Team is to enable the partner councils to achieve their strategic objectives through the delivery of goods, works and services procured externally and to deliver improved value/increased revenue opportunity.

The strategic services provided by the team are:

- Data management, performance, analytics and insight.
- Procurement strategy, legislation, policy and advice.
- Category Management (for all strategic categories of spend).
- Review of regulated procurement compliance/Continuous Improvement Activity
- Commercial Management – covering revenue opportunities

The below graphic shows the annual expenditure by spend category *(expenditure across all budgets excluding staffing) total spend in financial year 2024/5 of £511m*



***A breakdown of the categories included in Other Goods & Services can be found below:**

Category	Spend	Category	Spend
Charitable & Religious Activity	£ 114,824	Marketing & Media	£ 3,300,912
Clothing	£ 130,959	Not Classified	£ 1,196,780
Community Development	£ 103,088	Personal Care	£ 216,017
Economic Development	£ 77,016	Public Sector Bodies	£ 2,875,978
Laboratory	£ 160,735	Purchasing Services	£ 619,455
Manufacturing & Machinery	£ 896,616	Retail & Wholesale	£ 537,418
		Stationery & Office Products	£ 442,239

The data is obtained from Spikes Cavell (Scottish Procurement Hub for publication of annual procurement related spend) and is based on the VCode Classification system, which classifies suppliers by their business activities and is specifically designed to allow public sector organisations a more accurate method of classification of suppliers.

Highland Council Children's and Justice Services Contracts Team

Because of the complex nature of health and social care services, procurement and contract management are conducted by a Commissioning, Procurement and Contracts (Social Care) Team.

The remit of the team is:

- Commissioning – supporting customers to develop & implement strategic commissioning plans
- Procurement – tenders; direct awards; compliance with governance
- Contract management – contract administration; routine monitoring; non-compliance activity; supplier relationship management

Social Care procurement of services is driven by strategic commissioning intentions for services listed under Schedule 3 – Social and Other Specific Services, of the Public Contracts (Scotland) Regulations 2015. Together with Aberdeen City & Aberdeenshire' Health and Social Care Partnerships the shared service social care team has established Strategic Commissioning and Procurement boards/groups to create a clearer link between the programmes of work, the associated budgets, and the procurement work plan, in line with the Commissioning Cycle. Collaboration is central to the work of the social care team.

Similarly, the shared service social care team supports and manages the commissioning and strategic procurement of social care services for The Highland Council's children and Justice services and some Education provision, Aberdeen City and Aberdeenshire Council's Children's Services, and Housing Services.

The social care team's aim is to deliver innovative, cost effective and high-quality strategic procurement services that maximise best value from all commercial relationships, exploiting new opportunities, while ensuring a robust and effective governance framework in support of the wider strategic, financial, and operational needs of the individual Councils and their partners. We procure

high quality services delivering the right services to people in Highland/Aberdeen City/Aberdeenshire and commission these in a lawful, fair, and transparent manner The Social Care team manages 154 Aberdeenshire contracts spread across nine different service types. The dashboard below shows the split of adult services:

Overview

On 1 April 2024 a new mini team was established as part of the wider shared commercial and procurement social work team. Its purpose was to support the Highland Council's Children's and Justice Services due to an identified need for guidance in relation to procurement procedures and evaluating and updating the existing contracts. These contracts had recently been returned to the Council from NHS Highland.

Initially the Highland team consisted of a single Category Manager for the first five months until August 2024 when an additional Contract Manager was added to the team to support the ongoing work.

The team in Highland has worked over the year to implement procurement procedures that adhere to the Council's Contracts Standing Orders and that demonstrate a more robust process in relation to evaluating and monitoring current contracts and justifying expenditure, extensions and new provisions.

Property & Assets

The Design & Construction Team is responsible for the management and delivery of around 300-400 simultaneous construction projects. This includes a diverse range of projects including new build housing, new school builds, alterations and extensions, improvements to Council housing stock as well as projects relating to heritage, care facilities, leisure centres and visitor sites.

In the year April 2024 to March 2025, 72 works contracts were awarded by the Design & Construction team to 31 contractors with a total value of £96M, £75M of which were procured through frameworks.

To support the above projects, the internal design and construction team was supplemented by 238 consultancy appointments, covering a range of disciplines such as acoustic, arboriculture, ecology, fire engineering and topographic, to the value of £3M.

During the school summer holiday period this year, a total of 35 projects were carried out, some of which were completed for the new term and some of which spanned the holiday period.

The Infrastructure Team is responsible for the design and construction of a diverse range of capital funded infrastructure such as roads, bridges, culverts and retaining walls; cycleways and footpaths; streetscaping, rock slope stabilisation, flood alleviation works; piers and harbours, coast protection; burial grounds; landfill sites and recycling facilities.

In the year April 2024 to March 2025, 44 works contracts were awarded by the Infrastructure team to 16 contractors with a total value of £41M.

Project highlights for Property & Assets can be found in Section 2 – Review of Regulated Procurement Compliance.

Strategic Procurement Board

The Shared Service is overseen by the Strategic Procurement Board, the board is comprised of Senior Leaders from across the three Councils and has responsibility for:

- Oversight of the delivery of the services to the partners to the joint arrangement.
- Review the performance of the service using Key Indicators (such as the following) and providing scrutiny and challenge, where appropriate:
  - Local Supplier Spend, Collaborative Spend, Community Benefits, % of spend on and off contract, delivery of Procurement Savings Targets.
- Oversight of a programme of digitisation of procurement processes
- Providing oversight of the roll out of a procurement capability programme across the shared arrangement.

Highland Council Governance

Procurement activity at the Highland Council is overseen by three Boards, each Board provides direction and oversight across the Highland Councils procurement arrangements ensuring that all activity is aligned with the Contract Standing Orders (CSO's).

Each Board will seek to ensure that there has been and will be transparency and accountability in the recommended procurement routes, with objective decision-making and fair, open, and compliant processes.

Procurement Approval Group (PAG)

The purpose of the Procurement Approval Group is to review, scrutinise and approve expenditure where any contract is funded by revenue budget including HRA/Common Good, delegated procurers are required to present a procurement approval form for review and approval (using the template approved within the procurement manual).

Capital Projects - Commissioning Approval Board (CAB)

The CAB will provide strategic oversight of the Council's Capital procurement activity in order to ensure alignment with the Council's overall direction, priorities, and objectives. A de-minimis procurement level of £2 million is set for this board. The CAB will review the Councils Capital Procurement Pipeline. This will inform future resource planning and investment recommendations.

Strategic Commissioning Group (SCG)

The SCG has been established as a sub-group reporting to the Integrated Children's Services Board as part of the Health, Social Care and Wellbeing Committee. Its core purpose is to ensure effective implementation of the SCG's Procurement Plan, ensuring the needs of service users continue to be supported and to ensure delivery of the key priorities within the SCG's strategic plan . This can include providing necessary approvals where contractual and budgetary authority has been delegated and acting as a Procurement Approval Group for the purpose of complying with the Council's Contract Standing Orders.

Section 1 – Summary of Regulated Procurements

Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include:

"a summary of the regulated procurements that have been completed during the year covered by the report" Regulated procurements are any procurement for goods and services with a value above £50,000 and works contracts with a value of above £2 million. ***A detailed list of the regulated procurements can be found in Appendix 1 – Details of Regulated Procurements which are illustrated in the tables below.***

The information contained in the tables below includes the award of mini-competitions or call-offs from established frameworks. The Council use several national framework providers including Scotland Excel and Scottish Government. The Council maintains and publishes a contract register of contracts awarded on its website. The contract register can be used to identify future opportunities.

Regulated Procurements from 1 April 2024 until 31 March 2025

Regulated Procurements	
Number of regulated procurements awarded	46
Total estimated value of procurement contracts awarded	£129,104,747
Number of regulated service contracts awarded	33
Number of regulated supply/goods contracts awarded	4
Number of regulated works contracts awarded	9

Low value/Non-regulated Procurements

The Council promotes the utilisation of Public Contracts Scotland for low value procurements, by facilitating quotes via Quick Quotes for requirements above £10,000 (supply/goods and services) above £50,000 (works), below regulated procurement threshold.

Low value/Non-regulated Procurements from 1 April 2024 until 31 March 2025

Low value/Non-regulated Procurements	
Number of low value/non- regulated procurements awarded	287
Total estimated value of procurement contracts awarded	£41,247,449
Number of low value/non- regulated service contracts awarded	104
Number of low value/non- regulated supply/goods contracts awarded	0
Number of low value/non- regulated works contracts awarded	183

External Framework Use (Scotland Excel Membership) 01 April 2024 – 31 March 2025

Management information from Scotland Excel at the end of Q4 2024-25 shows that The Highland Council participated in forty-nine out of sixty-two (79%) of the available framework agreements.

Local suppliers available for use across these frameworks on 31st March 2025 was thirty-two suppliers local to Highland across fifteen framework agreements, the number of suppliers local to Highland on Scotland Excel framework agreements has increased by nine from 31 March 2024. Local supplier engagement with these framework agreements can generate inward business to the local economy with economic benefits and also providing local employment.

Total spend with these local suppliers in the reporting period under the frameworks was £3,000,000 across all Councils, an increase of £2,000,000 on the previous year, Highland Council spend with local suppliers accounted for 97% of this figure.



34 Suppliers



17 Frameworks

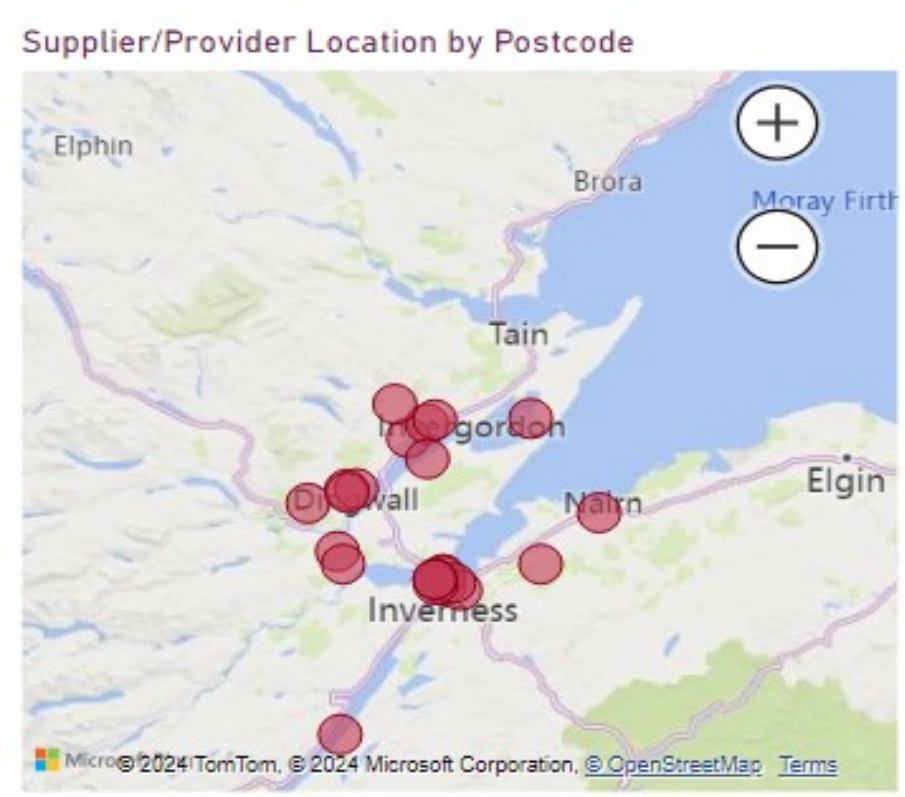


£3Million Highland Council Spend



Highland Council Spend 97%

Location of the suppliers by postcode is as shown below (Note: The local suppliers shown here may have a wider highland presence, the graphic is based on registered business address only):



Section 2 – Review of Regulated Procurement Compliance

Section 17 of 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. Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".

In the Governance Theme of the Joint Procurement Strategy the approach agreed by the three partner Councils to the below is outlined:

How procurement will support Council(s) functions/outcomes

- Achievement of best value
- Equal treatment, transparency
- Procurement Priorities

Deliver Value and Innovation and increased collaboration and standardisation

C&PSS enables a greater level of collaboration and standardisation across the three partner councils in the following areas: -

- Identification of consolidation and aggregation of spend opportunities to generate best value
- Identification of product rationalisation and alternatives to generate best value
- Sharing of best practice and processes to identify standardisation, consistency, efficiency and effectiveness
- Identification and delivery of commercial opportunities, commercial projects will also deliver significant Community Benefits, Environmental and Economic Outcomes
- Maximising the benefits of digital technology for example purchase to pay processes, electronic tendering, e-auctions and dynamic purchasing systems



Financial efficiencies

The financial situation remained challenging in the period 2024 – 2025 as higher inflation continued to impact the costs of supplies and services, fuel, and energy. Despite these challenges the team supported the delivery of Financial efficiencies of £810,139 (Revenue), a full year effect figure of £77,789 for 25/26 carried forward were achieved during the period 01 April 2023 to 31 March 2024 against a corporate procurement savings target figure of £2.603M, the remaining target was carried into 25/26 for delivery.

The table below shows a breakdown:

Corporate Procurement Target – Delivered Savings 24/25		
	Recurring	One-off
Water Gainshare	£55,676	£10,982
Biomass	£410,417	£0
Mobile Phones	£65,103	£0
Telematics	£27,802	£6,588
TPPL Rebate (Hydrogen)	£0	£7,221
Taxi Inspection Services	£33,840	
Fuel Cards	£113,477	
Crown Commercial Service – Customer Payment Initiative		£6,365
Purchase Card Rebates		£42,186
Miscellaneous Rebates		£30,482
Total	£706,315	£103,824

A savings target of £300,000 was set for Children's Services for Financial year 2024-25. As a result of evaluating the current suite of contracts, this target was reached.

Children's Services Target – Delivered Savings 24/25		
	Recurring	One-off
Homestart East Highland (New Contract Whole Family Wellbeing)	£124,341	
Homestart North Highland (New Contract Whole Family Wellbeing)	£40,030	
Rosshire Women's Aid (Budget Reduction)	£50,000	
Inverness Women's Aid (Budget Reduction)	£50,000	
Carr Gorm (Ceased Provision)	£30,000	
Victim Support Highland (Ceased Provision)	£6,276	
Total	**£300,647**	**£**

Non-financial efficiencies

The Report covers this within Section 3 – Community Benefit Summary.

Review of regulated procurement compliance/Continuous Improvement

All procurement in the Council is undertaken in accordance with the procedural framework which ensures that each procurement is compliant with procurement legislation and the Joint Procurement Strategy. Procedural requirements are set out in the Scottish Government Procurement Journey (for general procurement best practice) and through our Procurement Manual (used in conjunction with the internal Procurement Regulations/Scheme of Governance).

Processes, procedures and guidance are subject to regular review to ensure that all procurement activity is compliant with internal and external regulations. The Commercial & Procurement Shared Services are continually driving improvement in conjunction with across the Council, through innovative approaches to delivery of projects and provision of comprehensive guidance and training, all members of staff involved in procurement activity across Highland Council are required to be approved to a certain Delegated Procurement Authority (or DPA) level, depending on the procurement tasks they perform - from low level purchases to full competitive tenders. Please see below for continuous improvement highlights for financial year 2024-25.

Supply Chain Risk

Processes are in place to monitor and manage risks to the Supply chain that could influence pricing or supply reliability, horizon scanning is carried out quarterly with any emerging risks reported to the Risk Board and the Strategic Procurement Board.

The financial robustness of key suppliers is a growing concern. Economic uncertainty, rising operational costs, and shifting market demand are stretching the resources and adaptability of businesses across our supply chain. A Supplier Risk Dashboard is reviewed quarterly by the Strategic Procurement Board to closely monitor suppliers within the Supply Chain. The Council's approach to managing supply chain risk is grounded in the 'three lines of defence' model, designed for robustness and clarity. This model ensures that responsibilities are clearly defined and that checks and balances are in place to prevent risks from escalating unchecked.

Within Social Care the risk of both provider failure and service failure has increased since the pandemic, engagement with providers supplies market intelligence.

Go Awards

The GO Awards Scotland set out to recognise the achievement and successes of procurement teams from all aspects of the public, private and third sector organisations. The Commercial & Procurement Shared Service team in conjunction with colleagues involved in projects submitted entries for and were finalists in the categories as shown below:

- Procurement Team of the Year
- Procurement People of Tomorrow

The team were highly commended in the Procurement Team of the Year Award at the event held on 24 October 2024.

Procurement & Commercial Improvement Programme (PCIP)

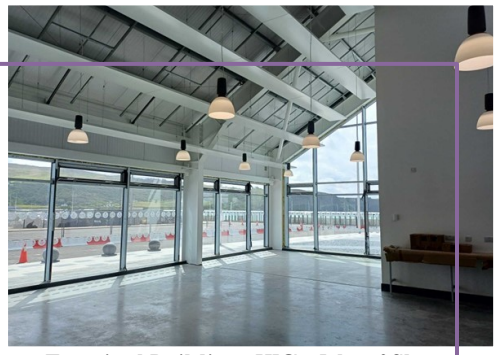
In May 2024 the Council underwent its third Procurement & Commercial Improvement Programme (PCIP) assessment. The table shows what level was aimed for prior to the assessment and the levels that were achieved on the day.

Question Title	Level Council Aiming for	Level Achieved
Procurement Influence	Advanced Practice	Advanced Practice
Procurement Strategy	Advanced Practice	Advanced Practice
Learning & Skills – Capability	Good Practice	Improving
Risk Management	Good Practice	Good Practice
Commercial Awareness & Acumen	Advanced Practice	Advanced Practice
Continuous Improvement	Good Practice	Good Practice
Climate Change	Good Practice	Good Practice
Implementation & Exit Strategies, Life Cycle Planning	Advanced Practice	Advanced Practice
Contract and Supplier Management	Good Practice	Good Practice
Contractual Obligations & Additional Benefits	Good Practice	Good Practice
Lessons Learned	Good Practice	Advanced Practice

The report highlighted key areas of strengths and opportunities for further improvement, these areas will be considered further by the Strategic Procurement Board for the three Councils the Commercial and Procurement service support under the collaboration agreement and any actions monitored by the board to progress improvement.

Property & Assets Achievements

A sample of project highlights for 2024-25 are as shown below for the Design & Construction and Infrastructure teams:



Ferry Terminal Building, UIG - Isle of Skye



New Housing, Carrbridge



Toilet block & car park, Achmelvich Beach



New Shinty Pavilion at Bught Park



Infrastructure - Project 1



Infrastructure - Project 2



Infrastructure - Project 3



Infrastructure - Project 4

Highlights of 2024/25 for the Category & Commercial Team include:

- Electric Vehicle Infrastructure – Highland Council is the lead for the project which will support development of a regional electric vehicle (EV) network in collaboration with Aberdeen City, Aberdeenshire and Moray Councils, this will support the Council's climate change commitments and accelerate the transition to low carbon transport for the Council and its communities along with providing an income stream for the Council over a 20 year contract.
- The Contract Standing Orders (CSO's) were revised for financial year 2025-2026 (Approved by Council 27 March 2025), the CSO's are updated annually to ensure that the Standing Orders reflect any legislative changes, changes to statutory Guidance and best practice updates.
- Procurement Blog was further developed providing delegated procurers with regular updates/guidance/best practice insights.
- Establishment of a new board for Social Care Procurement Activity (the Strategic Commissioning Group) made up of service heads, commissioners and finance representatives for the purpose of scrutinising all procurement related activity.
- Developing a Highland model contract for Children's Social Care with the assistance of the shared service and Highland's own legal team. This is now automatically issued for any new contract that has been agreed and is gradually being used to replace older contracts.
- Implementing monitoring processes and developing the social work monitoring tool for Children's Social Care (the Social Care Contracts Monitoring Framework). This ensures that contracts are monitored regularly as appropriate, and that monitoring is proportionate to spend and risk. It also informs service leads to identify areas of service delivery, trends and service commissioning needs for the future.

A look ahead to objectives for delivery in financial year 2025-26:

- Support the review of the Highland Community Benefit Policy
- Further development of a system to capture Community Benefits, Fair Work Practices, Sustainability and Climate data
- A review of Delegated Procurer E-Learning will be undertaken
- A programme of events will be developed in conjunction with the Supplier Development Programme to facilitate involvement of the local supply chain linked to aims of Community Wealth Building
- Development and/or support for Commercial Opportunities, including:
    - Green Energy Revenue Opportunities – review of potential opportunities for the Council including market engagement, route to market development to identify future income streams, projects may include – battery storage, solar farm, solar panel activation, green hydrogen site.
- Review of Supply Chain Risk Management processes and procedures

- For Children's Social Care, service reviews are planned to take place during financial year 2025-26 to ensure that future commissioning meets the requirements of the service whilst considering best value and savings opportunities where appropriate and feasible.

Supporting the local economy

Local Supplier Spend - The Accounts Commission (the public spending watchdog for local government) has a statutory power to specify information that councils must publish about their performance. They do this through statutory performance indicators (SPIs). Each Council collects and publishes its information.

The remit for SPI reporting requirement was amended during 2018-19; with a request that all local authorities report on spend with Core Trade suppliers only. Core Trade being defined as: Suppliers with whom over £1000 has been spent in a 12-month period, which have also been classified as a health, social care, arts, political, religious or trading organization.

Two SPIs relevant to the local economy and procurement related spend are - spend with local suppliers and local SMEs.

The data is obtained from Spikes Cavell (Scottish Procurement Hub for publication of annual procurement related spend) and is based on locality and size of business.

The below shows a comparison of core trade spend with local businesses and SMEs in financial year 2023-24 and 2024-25:

Categories	23/24 (£)	24/25 (£)	23/24 (% of Total Spend)	24/25 (% of Total Spend)	23/24 - Suppliers	24/25 - Suppliers
Core Trade - All Suppliers	£476,018,161	£469,208,399	100%	100%	2648	2414
Core Trade - Local Suppliers	£232,745,213	£195,523,486	49%	42%	1262	1057
Core Trade - Local SME's	£148,119,815	£138,306,050	31%	29%	836	726

SME definition as per Spikes is:

Legend	Details
Small	Less than 50 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of less than £5.6m will be taken as an indicator that it is a small enterprise.
Medium	Between 50 and 249 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of greater than or equal to £5.6m and less than £22.8m will be taken as an indicator that it is a medium enterprise.
Large	Greater than or equal to 250 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of greater than or equal to £22.8m will be taken as an indicator that it is a large enterprise.

Spend in the annual report is based on spend by local authority area based on core trade creditors only; the Local authority areas as defined by the ONS (Office of National Statistics); Core-Trade: Suppliers with whom over £1000 has been spent in a 12 month period, that have also been classed as a trading organisation or as a non-trade social care provider.

The Local Supplier Data does not include any spend with Sub-Contractors locally due to the fact that these are not paid directly by the Council and therefore this is not captured in the data.

The spend with local suppliers can be influenced significantly by changes in high spend sectors such as construction, Social Care and ICT, often national suppliers can deliver at the scale to meet Council needs. However, the Council continues to seek to engage with local SMEs around opportunities elsewhere in the supply chain, such as through sub-contracting opportunities.

Sub-contracting can offer vital support to local SMEs by providing them with access to opportunities that may not be able to bid for directly given the scale. Many large contracts awarded by the Council often require significant capacity, resources or specialist expertise that smaller enterprises may not be able to offer alone. By engaging in sub-contracting, SMEs can:

- Develop relationships with larger contractors, gaining valuable experience and visibility within the supply chain.
- Access a broader range of projects, which can help them to grow their business and build a track record for future direct contract bids.
- Benefit from knowledge transfer, skills development and innovation through collaboration with more established firms.
- Contribute to local economic development by keeping more of the supply chain activity within the community.

Therefore, even when SMEs are not the primary contractor, sub-contracting opportunities can play a key role in supporting their growth, sustainability and long-term success within the local economy.

Community Wealth Building

The procurement and commissioning of goods and services by local authorities and key anchor institutions is a crucial lever in the building of community wealth.

In March 2024, the Council announced its three-year Community Wealth Building Strategy. Following a twelve-week public consultation the strategy was implemented with the vision to:

> **"Create an inclusive economy by retaining greater wealth and maximising spending within and for the communities of the Highlands, through harnessing organisational power and enabling community led activity".**

With a commitment to embedding Community Wealth Building as a guiding principle for all economic thinking and strategy, one of the key activities relates to developing a targeted supplier development programme which will support Highland SMEs, Social Enterprises, Supported Businesses and the Third Sector to develop tendering skills, and gain experience in identifying and bidding for contract opportunities across the public sector. Further detail can be found below.

Supplier Development

The Supplier Development Programme (SDP) was established in 2008, and is a partnership of Local Authorities, Scottish Government and other public bodies that works together to bring free support in all aspects of tendering to Scottish-based SMEs. Commercial & Procurement Shared Services (CPSS) including Aberdeen City, Aberdeenshire and Highland Councils have participated in the below events and activities with the Supplier Development Programme over the period 1 April 2024 - 31 Mar 2025.

Meet the Buyer National 2024 – 05 June 2024

Highland Council exhibited at Meet the Buyer National, this annual event provides suppliers with access to buyers and decision makers, from organisations across the public and private sectors. Suppliers have the chance to introduce their company, talk to key buyer contacts, and discover opportunities in their pipelines. The event had 3169 bookings with 42 bookings from people based in the Highland Council area.

Meet the Buyer North 2024 – The Music Hall Aberdeen – 11 September 2024

Highland Council exhibited at Meet the Buyer North, this annual event is designed to support micro, small and medium sized businesses in the North of Scotland, including the Highlands and Islands, to engage with business opportunities in the public sector. Suppliers have the chance to introduce their company, talk to key buyer contacts, and discover opportunities in their pipelines. The event had 1061 bookings with 48 bookings from people based in the Highland Council area.

The Highland Council - Energy Efficiency Framework

Bespoke aligned tender training for Energy Efficiency Framework. During the webinar the trainer demonstrated - live online, how to login and search the Public Contracts Scotland (PCS) portal to find the THC Energy Efficiency Framework notice. The buyer instructions were then followed to access the tender documents, including the Single Procurement Document (SPD), explored the questions asked by the Council and provided suppliers with hints and tips on 'what good looks like' with regards to providing evidence and how to fully answer each question to gain full marks. A demonstration was also provided on how to communicate with the buyer to ask questions, how to upload documents and submit a response. The event had 43 bookings from interested parties.

Community Benefit Policy

The Supplier Development Programme provided support in communicating information on the introduction of the Highland Community Benefit Policy in September 2024.

Utility Scale Solar PV – Longman Landfill Array Project

The Supplier Development Programme provided support in February 2025 in communicating information on a Prior Information Notice to the market, by engaging the market this assisted Council staff in shaping requirements for the future, understanding the current market and future developments, and developing the best value strategy for any subsequent procurement.

Section 3 – Community Benefit Summary

Statutory Requirement

Section 18(2) (d) of the Procurement Reform (Scotland) Act 2014 requires annual procurement reports to contain: “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.

Interpretation

“Imposed” has been interpreted to mean community benefit requirements included within regulated procurements published in the reporting period. Reporting is intended to capture community benefit inclusion at all stages of incorporation, implementation and fulfilment.

The point at which community benefit requirements are “fulfilled” can be a matter of interpretation. Some community benefits outcomes can take a period of years to complete. “Fulfilled” has been interpreted to include community benefits “underway” and “in process.” Maximum flexibility is offered to suppliers as to when community benefit requirements commence and are ultimately "fulfilled” over the entire contract term. Suppliers are held to their total community benefit commitments (imposed and volunteered) over the life of the contract.

Reporting Period

In the reporting period, the approach to community benefits within procurement activity has been guided by the commitments and aspirations expressed in our Joint Procurement Strategy. Our “Mission Statement” commits to delivery of:

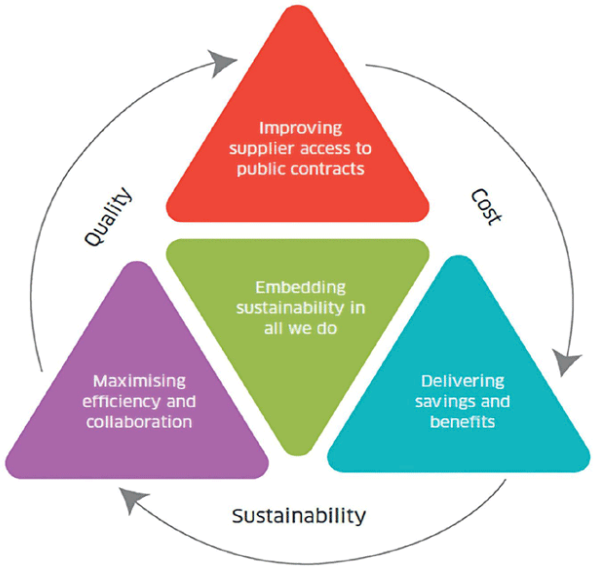
“ethical and sustainable value for money solutions that support the operational needs and wider strategic aims of the councils and the communities they serve to further local and national priorities to the fullest extent possible.”

Beyond mandatory (£4M) and regulated thresholds (£50K for goods and services/£2M for works) the partner councils routinely seek:

“leverage opportunities (including social, economic and environmental value) aligned to the needs and priorities of our communities”

Our themed approach to community benefits continues to evolve and improve in close alignment with the following local and national priorities, and the Scottish Model of Procurement.

The Scottish Model of Procurement is owned by all the Scottish Public Sector with the aim of promoting the power of public spending to deliver genuine public value beyond simply cost and /or quality in procurement:



As detailed in the Community Benefits Analysis Summary as an organisation we have included, in process or delivered a total of **921** Community Benefits in this period across both regulated and below threshold procurement activity.

Community Benefit Activity

Since the introduction of the Council's Community Benefit Policy in September 2024, there has been a gradual implementation of the new policy across all Council procurement activity.

Community benefits / community wealth building must be considered for contracts and frameworks of all values without exception, whilst considering relevancy and proportionality.

Significant work has commenced to embed other elements of the policy, including: -

- Online webinars and briefing sessions have taken place to update staff as to the implementation of the policy and its underpinning links to community wealth building.
- Ensuring community benefits are a key part of the procurement approval process.
- Considering whether contracts can be broken down into smaller lots, to allow SMEs and third sector organisations the opportunity to bid for contracts.
- Considering how larger contracts can promote the use of local supply chains and SMEs.
- To maximise opportunities in relation to job creation, skills, training, and development, alongside support for third sector and communities.
- Ongoing activity to develop a Highland Project Bank to support suppliers in identifying local projects and initiatives that they can support as part of their community benefit commitments.

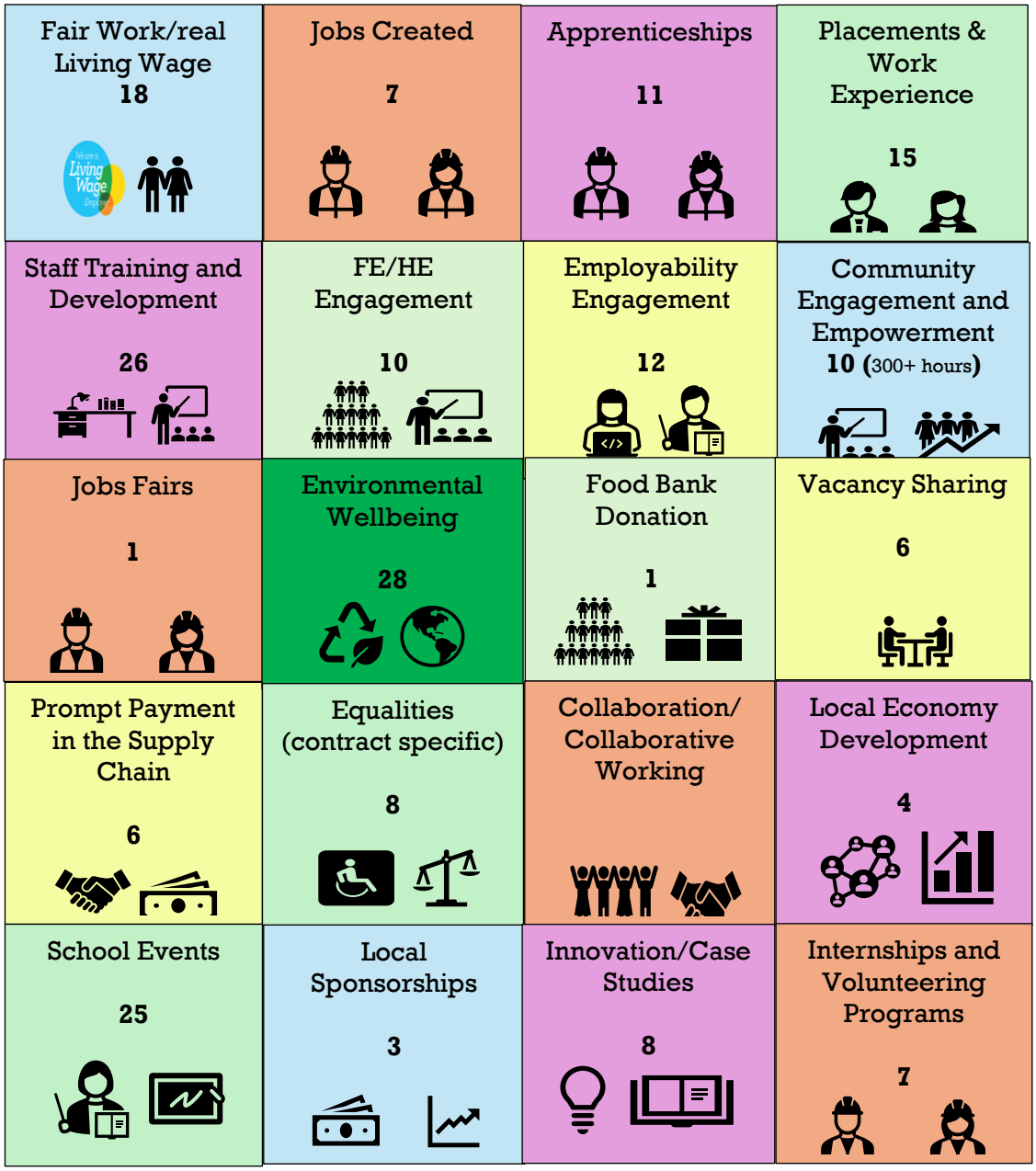
A review of the policy implementation and activity during its first year will take place during 2025-26.

Non-financial efficiencies - Community Benefits (CB)

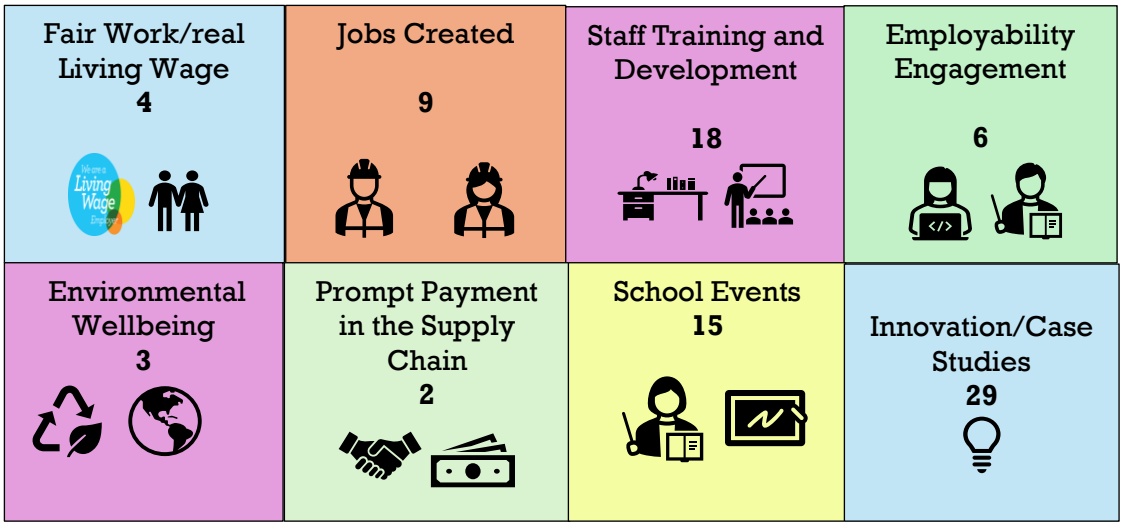


201 Community benefit outcomes imposed across **23** regulated contracts in the reporting year.

Highlights: Strong emphasis on Fair Work Practices (FWP), Environmental Wellbeing, and Prompt Payment, with clear alignment to social value priorities. Delivery of 25 School Engagement Activities, 10 FE/HE programs, 10 Employability Initiatives, and 26 Apprenticeships/Work Placements to support skills development. Over 300 hours of community support provided, alongside volunteering, sponsorships, and collaboration with local groups and disadvantaged communities. Contracts embedded with staff training, vacancy sharing, and innovation through case studies and fostering/adoption promotion. Sustained impact through environmental initiatives addressing fuel poverty, circular economy actions, and improving local wellbeing, all of which contribute to the Council's Community Wealth Building Strategy.



In relation to Health and Social Care, **13** new contracts were awarded during the reporting period, with **66** Community benefit outcomes being achieved across these contracts. A further **20** outcomes were achieved across existing contracts.

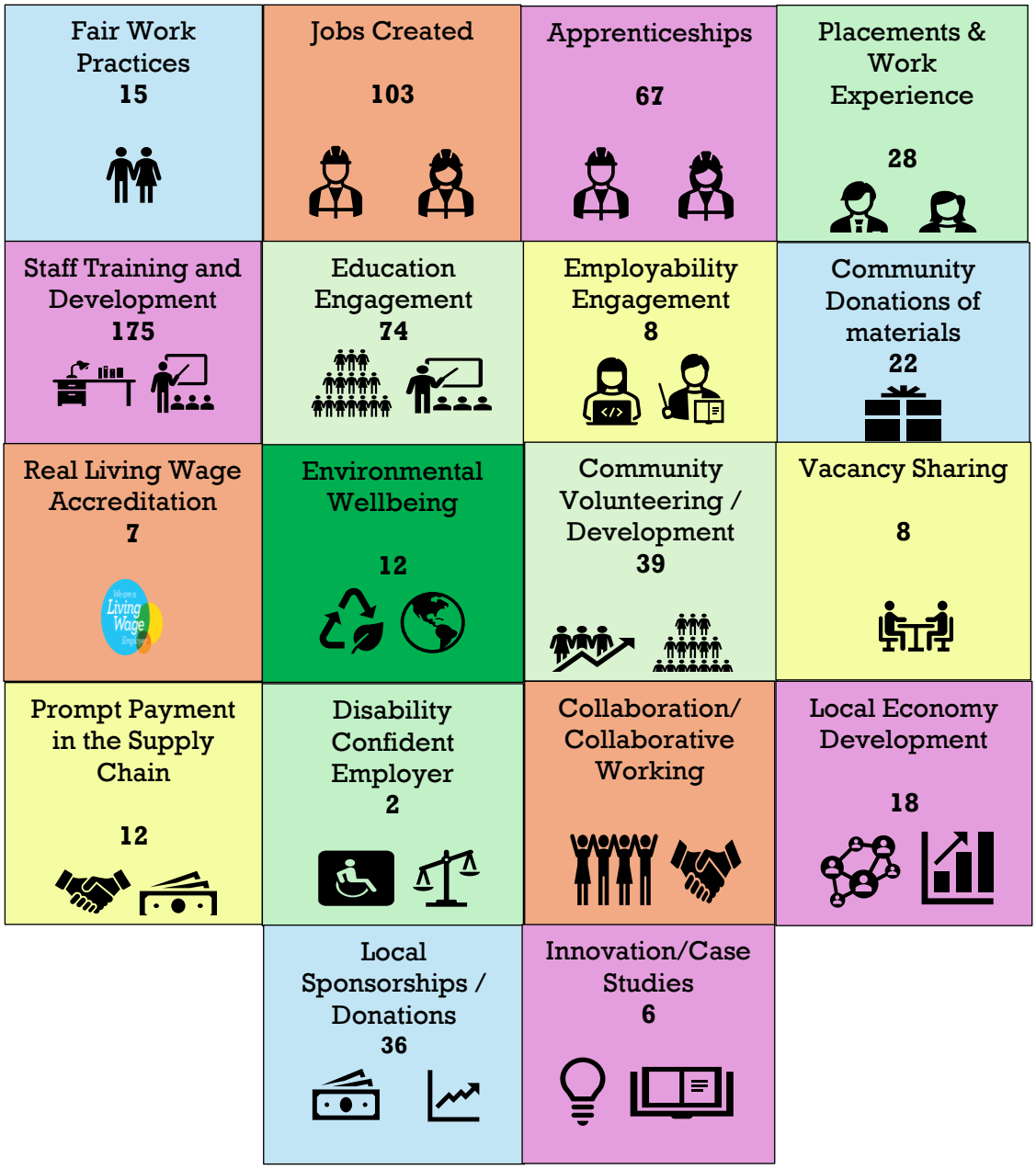


In addition to the community benefits from regulated contracts, the Highland Community Benefit policy now seeks social, economic and environmental benefit across all non-regulated contracts. During the reporting year, a further **634** outcomes have been recorded against non-regulated contracts and previously reported regulated contracts that span across multiple years.

Highlights include:

- The creation of 103 jobs and 67 apprenticeships across 27 contractors and sub-contractors (who provided data).
- 15 out of 27 contractors having Fair Work Practices (FWP) in place for their employees.
- A commitment to support education and staff development rank highly as a focus of the organisations that we do with business with.
- Significant commitment to supporting Highland communities through volunteering, sponsorships, and collaboration with local groups and disadvantaged communities. This has included 60 organisations / foster families benefiting from financial donations amounting to £45,365.
- 3 Community Defibrillators, donated, installed and community representatives trained in CPR across remote communities.

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Community Benefits Case Study – Highland Council & Union Technical Talking Tubs





Community Benefit in Action: The Talking Tubs Initiative

One prominent example of Community Benefits in Action from a contract delivered in the reporting period is the roll-out of the "Talking Tubs" scheme in Highland primary schools.

This initiative utilises educational resources developed and distributed through partnerships facilitated by community benefit requirements in council contracts. The Talking Tubs are designed to enhance learning for early years children around themes such as construction and green energy, sectors identified as vital for the region's future.

The tubs are thoughtfully curated with engaging materials—wooden construction toys, Lego sets, building bricks, children's books, puzzles, hard hats and hi-vis vests—enabling children to learn through imaginative play. This approach not only introduces children to a broader range of career possibilities but also strengthens community ties by highlighting local industries and future opportunities within the Highlands.

Initiatives like Talking Tubs and the EES:ABS programme exemplify how targeted community benefits can drive meaningful, long-term improvements in local quality of life.

The Highland Council
Comhairle na Gàidhealtachd

Union Technical

Section 4 – Supported Business Summary

Section 18(2) (e) of the Procurement Reform (Scotland) Act 2014 requires annual procurement reports to contain: "a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report".

Related Duties

Engaging with those affected by our procurements;

- Ensuring regulated procurements contribute to the carrying out of our functions/achieving our purposes;
- Acting in a transparent and proportionate manner;
- Policy on the use of community benefit requirements;
- Compliance with the sustainable procurement duty.

The Details of the contracts with supported businesses in the reporting period is shown below.

Contract with Passion4Social:

IT services website design

***Contract for services to the Commercial & Procurement Shared Service covering Aberdeen City, Aberdeenshire, Highland Councils**

The definition of a Supported Business as per Scottish Government:

> **"Supported businesses are social enterprises whose main aim is to integrate disabled or disadvantaged people socially and professionally. Their workforce must be at least 30% disabled or disadvantaged."**

It is Scottish Government policy that every public body should have at least one contract with a supported business.



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Section 5 – Regulated & Future Procurement Summary

Appendix 1 – Regulated Procurements 01 April 2024- 31 March 2025

PCS Document ID / Contract ID	Description	Contract Type	Total Value	Supplier Name	Award Date
794698	Award of CSH25005 - Caithness, Heating - Package Order	Services	£ 778,828	EJ Parker Technical Services (Scotland North) Ltd (GB)	28/03/2025
793611	23 New Housing Units, Parks View, Druid's Temple, Inverness	Works	£4,154,662	Tulloch Homes (GB)	18/03/2025
793608	Award of CAL21012 New Broadford Primary School, Broadford - Clerk of Works	Services	£ 73,920	BC Quality Control Ltd (GB)	18/03/2025
792435	Condition Surveys Phase 5	Services	£ 69,550	Watts Group Limited (GB)	05/03/2025
791632	12 New Housing Units, Perth Road, Newtonmore	Works	£2,047,574	Tulloch Homes (GB)	26/02/2025
790936	Award of Grounds Maintenance Lochaber Grass Cutting	Services	£ 98,800	Practical Gardening (GB)	18/02/2025
790828	Award of The Provision of First Aid Training Across the Highland Council Area	Services	£ 60,000	Forrest Training Ltd (GB)	17/02/2025
790825	Managed Print Service	Supply	£2,929,000	Xeretec Scotland Ltd (GB)	17/02/2025
790821	Award of River Nairn Flood Protection Study	Services	£ 56,501	Jeremy Benn Associates Limited (GB)	17/02/2025
790798	Refurbishment of Bught Stadium & New Home of Shinty Pavilion, Inverness	Works	£8,105,074	Clark Contracts Limited (GB)	17/02/2025

PCS Document ID / Contract ID	Description	Contract Type	Total Value	Supplier Name	Award Date
790814	Award of Provision of Commercial Grade Specialist Grounds Maintenance Machinery - SXL call off. R...	Supply	£ 145,000	Fairways (GM) Ltd. (GB)	17/02/2025
790801	Award of Provision of Commercial Grade Grounds Maintenance Machinery - SXL call off. Ref: HC/C&P/...	Supply	£ 155,000	Fairways (GM) Ltd. (GB)	17/02/2025
790499	Fast Track Business Case Validation	Services	£ 296,000	Triple Value Impact (GB)	12/02/2025
789586	Fort William Waste Transfer Station	Works	£2,449,552	Clark Contracts Limited (GB)	04/02/2025
789470	Award of Provision and Installation of Bus Shelters in Highland Council Area - West Highland (par...	Services	£ 50,000	Commutaports Limited (GB)	03/02/2025
789468	Award of Provision and Installation of Bus Shelters in Highland Council Area - Inverness Rural an...	Services	£ 50,000	Commutaports Limited (GB)	03/02/2025
789466	Award of Provision and Installation of Bus Shelters in Highland Council Area - Inverness City	Services	£ 50,000	Commutaports Limited (GB)	03/02/2025
789464	Award of Provision and Installation of Bus Shelters in Highland Council Area - Black Isle & Croma...	Services	£ 50,000	Commutaports Limited (GB)	03/02/2025

PCS Document ID / Contract ID	Description	Contract Type	Total Value	Supplier Name	Award Date
789460	Award of Provision and Installation of Bus Shelters in Highland Council Area - Caithness & Suther...	Services	£ 50,000	Commutaports Limited (GB)	03/02/2025
788534	Waste Management Services - Lot 2A, 2B & 2C	Services	£1,529,952	Bowmans (Locheil Logistics Ltd) (GB)	22/01/2025
788316	The Highland Council - Sheriff Officer Services	Services	£1,205,617	Scott & Co (Scotland) LLP (GB)	21/01/2025
786242	Waste Management Services - Lot 3 Badenoch & Strathspey	Services	£ 76,456	David Ritchie & Sons Limited (GB)	06/01/2025
785352	Award of Provision of Domestic Gas Heating System Servicing & Maintenance - Call Off from Scotlan...	Services	£4,180,000	Richard Irvin FM Limited (GB)	10/12/2024
784233	Award of Provision of the Treatment of Mixed Wood (from Highland Council Household Recycling Cent...	Services	£ 291,250	Harper Contracts Insch Ltd (GB) / Pat Munro (Alness) Ltd (GB)	26/11/2024
783817	Nairn Academy - New School - Clerk of Works	Services	£ 98,280	Helica (Scotland) Ltd (GB)	20/11/2024
782587	Award of CSH24018 - Balintore Energy Measures	Works	£3,529,166	Everwarm Ltd (GB)	06/11/2024
781723	Award of CS24016 - Replacement Cremators, Inverness	Works	£2,922,133	Facultatieve Technologies Ltd (GB)	28/10/2024

780847	Road Haulage Services Framework Agreement 2023	Services	£1,400,000	Adams Engineering (Marine)Ltd (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / Bowmans (Locheil Logistics Ltd) (GB) / Mackenzie & Maclennan (GB) / Richard Fraser (GB) / seafield park transport (GB) / A & W Sinclair Ltd (GB) / Acre Industrial Services (GB) / Adams Engineering (Marine)Ltd (GB) / Alan Gow Groundworks (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / Hugh Simpson (Contractors) Ltd. (GB) / John Gunn & Sons Ltd (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / Mackenzie & Maclennan (GB) / seafield park transport (GB) / Acre Industrial Services (GB) / Acre Industrial Services (GB) / Alan Gow Groundworks (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / K Gill & Co (GB) / Bowmans (Locheil Logistics Ltd) (GB) / Mackenzie & Maclennan (GB) / Pat Munro (Alness) Ltd (GB) / Richard Fraser (GB) / seafield park transport (GB) / Alexander Beaton (GB) / Acre Industrial Services (GB) / Adams Engineering (Marine)Ltd (GB) / Alan Gow Groundworks (GB) / A Macleod Plant Hire and Haulage (GB) / ANDERSON WOODFUEL /TRANSPORT (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / Alexander Beaton (GB) / Acre Industrial Services (GB) / Alexander Beaton (GB) / Acre Industrial Services (GB) / Alexander Beaton (GB) / Acre Industrial Services (GB) / Acre Industrial Services (GB) / Adams	22/10/2024

				Engineering (Marine)Ltd (GB) / D.N. Munro Plant Hire Ltd (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / K Gill & Co (GB) / Bowmans (Locheil Logistics Ltd) (GB) / Mackenzie & Maclennan (GB) / Pat Munro (Alness) Ltd (GB) / Richard Fraser (GB) / seafield park transport (GB) / A Macleod Plant Hire and Haulage (GB) / ANDERSON WOODFUEL /TRANSPORT (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / D.N. Munro Plant Hire Ltd (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / K Gill & Co (GB) / Bowmans (Locheil Logistics Ltd) (GB) / Mackenzie & Maclennan (GB) / seafield park transport (GB) / A Macleod Plant Hire and Haulage (GB) / ANDERSON WOODFUEL /TRANSPORT (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / D.N. Munro Plant Hire Ltd (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / K Gill & Co (GB) / Bowmans (Locheil Logistics Ltd) (GB) / Mackenzie & Maclennan (GB) / Pat Munro (Alness) Ltd (GB) / Richard Fraser (GB) / seafield park transport (GB) / A Macleod Plant Hire and Haulage (GB) / ANDERSON WOODFUEL /TRANSPORT (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / D.N. Munro Plant Hire Ltd (GB) / J S Fraser & Partners (GB) / K.V Shepherd & Son Ltd (GB) / K Gill & Co (GB) / Bowmans (Locheil Logistics Ltd) (GB) / Mackenzie & Maclennan (GB) / seafield park transport (GB) / Alan Gow Groundworks (GB) / Campbell & Sons Ardgay Ltd (GB) / Christie (GB) / D & D MacNicol (GB) / J S Fraser & Partners	

PCS Document ID / Contract ID	Description	Contract Type	Total Value	Supplier Name	Award Date
				(GB) / K.V Shepherd & Son Ltd (GB) / K Gill & Co (GB) / Mackenzie & Maclennan (GB) / Richard Fraser (GB) / seafield park transport (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / WILLIAM FRASER (GORTHLECK) (GB) / Grant Bros (GB) / Grant Bros (GB) / Grant Bros (GB)	
780406	Corran Ferry Vessel Refit Services	Services	£3,536,268	Ardmaleish Boatbuilding Co Ltd (GB)	22/10/2024
780779	Grounds Maintenance Provision of Machinery	Supply	£2,750,000	Fairways (GM) Ltd. (GB)	21/10/2024
780677	Taxi Inspection Services 2024	Services	£ 99,880	riverford autos ltd (GB)	18/10/2024
780081	Nairn Academy - New Build	Works	£ 61,056,059	Balfour Beatty (GB)	09/10/2024
779578	New Nairn Academy - QS Duties	Services	£ 106,433	AtkinsRealis UK Limited (GB)	03/10/2024
778759	CAL23059 Tornagrain Primary School New Building - Quantity Surveying Duties	Services	£ 85,500	Armour Construction Consultants (GB)	24/09/2024
777439	Over the counter Third Party Payments	Services	£ 212,521	allpay Limited (GB)	09/09/2024
775943	Award of CAL23059 New Tornagrain Primary School - Project Management Services	Services	£ 119,423	Turner & Townsend Project Management Ltd (GB)	22/08/2024

PCS Document ID / Contract ID	Description	Contract Type	Total Value	Supplier Name	Award Date
771604	Award of Mixed Paper & Cardboard Treatment Services with Haulage	Services	£1,451,261	Smurfit Kappa Recycling (GB)	16/07/2024
771766	CAL23059 Tornagrain Primary School New Building - C&S Engineer	Services	£ 153,700	Etive Consulting Engineers (GB)	08/07/2024
770940	Naver Bridge Replacement	Works	£ 10,991,594	Wills Bros Civil Engineering Ltd (GB)	28/06/2024
769356	Award of Provision of Bulky Waste Disposal (from the Highland Council Area)	Services	£6,800,000	Levenseat Ltd (GB)	25/06/2024
769786	Enabling Works & Housing Development, Dores, Inverness - Architect	Services	£ 131,600	CRGP LTD (GB)	18/06/2024
769708	Kinmylies Primary School - New Nursery	Works	£3,999,434	Morrison Construction (GB)	17/06/2024
767926	New Uig Ferry Passenger Terminal Building - Clerk of Works	Services	£ 51,360	BC Quality Control Ltd (GB)	30/05/2024
765754	New Nairn Academy, Nairn - Construction Photo Documentation	Services	£ 70,400	Multivista (GB)	07/05/2024
763248	Charleston Academy, Inverness Structural Engineer	Services	£ 139,000	Civic Engineers (GB)	09/04/2024
762962	Award of IT Service Management Suite	Services	£ 448,000	Softcat Plc (GB)	04/04/2024

Appendix 2 – Future Regulated Procurements 01 April 2025 – 31 March 2027

Contract Name	Type of Contract	Estimated Publication Date	Estimated Contract Value
Business Gateway	Open Tender	Jul-2027	TBC
First Aid Provision	DPS	Jun-2027	£560,000
Aids for Daily Living	Framework	Nov-2027	TBC
EICRs (Electrical Inspection Condition Report)	New Procurement	Sep-2025	£9,500,000
Property & Housing Trades Framework	New Procurement	Apr-2026	TBC
Refugee Resettlement	New Procurement	Oct-2025	TBC
Power Tools Tender	New Procurement	Aug-2025	£530,000
Small Repairs and Minor Works Framework Agreement - 1	New Procurement	Mar-2026	£4,833,867
Small Repairs and Minor Works Framework Agreement - 2	New Procurement	Mar-2026	£2,000,000
Small Repairs and Minor Works Dynamic Purchasing System - 3	New Procurement	Mar-2026	£10,000,000
Temporary Homeless Accommodation	Renewal	Jul-2025	£5,250,000
School Meals Conveyancing	New Procurement	May-2025	£130,000
Collection & Storage	New Procurement	May-2025	TBC
Electoral Services Framework	Renewal	Apr-2027	£340,000
ERP	New Procurement	Sep-2025	£471,000
Sherriff Officer	Renewal	Apr-2026	TBC
Skip Services	Renewal	Jun-2025	£5,300,000
Treasury Management Services	Renewal	Oct-2025	£75,000
Insurance Services	Renewal	Jan-2026	£7,000,000
Glass Collection & Recycling	Renewal	Aug-2025	£961,560
THC Hard FM	New Procurement	Apr-2025	£8,500,000
EIA for Tourist Levy	New Procurement	Jul-2025	£80,000
Contaminated land consultancy services	New Procurement	Sep-2025	TBC
Fresh Meat & Fish Local Framework	New Procurement	Apr-2025	£1,360,000
AMR	New Procurement	Jun-2025	£90,000
Milk	Direct Award	Sep-2025	£250,000