

VisitScotland Annual Procurement Report

For the Period: 1 April 2020 to 31 March 2021

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Section 1 – Introduction/Executive Summary

The VisitScotland Group currently comprises of 2 operational entities, the NDPB (Non-departmental Public Body) VisitScotland and it's 100% owned subsidiary 2023 Cycling World Championships Ltd.

This report is prepared to cover the Group's procurement activity during a 12-month period of Covid-19 pandemic. The pandemic affected people, businesses, and the way we work globally, and the VisitScotland Group reacted swiftly and positively to the change imposed on the working environment. Having invoked the Business Continuity Plan, the organisation, including Procurement, seamlessly transitioned from being office based to home working overnight with no drop in service level.

The operational plan was amended to meet the changing demands placed on the tourism industry, and Procurement supported these changes. This involved:

- Updating and adjusting planned activity to accommodate the procurement of additional systems and resource.
- Monitoring supplier resilience across top 50 business critical suppliers over a 12-month period
- Supporting suppliers through a Supplier Relief program
- Seconding a team member into a Covid Relief Funding program

This was all managed in a remote working environment using available technology such as Microsoft Teams to facilitate collaboration between colleagues both internally and external to the Group.

VisitScotland's core purpose is to stimulate new and sustainable growth in the visitor economy. As the lead delivery agency for the visitor economy, VisitScotland focuses its resources on

marketing Scotland as a tourism destination and the perfect stage for events, with the aim of attracting domestic and international visitors.

- Building a visitor-shaped destination brand
- Investing in Scotland's Tourism and Events Communities
- Facilitating collaboration and embracing change in a global digital economy
- Enabling Good to Great to World Class

2023 Cycling World Championships Ltd (hereinafter referred to as "The Championships") is a company limited by guarantee that has been set up by VisitScotland to help promote and deliver the 2023 cycling world championship event. Glasgow & Scotland has been chosen as the inaugural host for this ground-breaking, multi-venue spectacular which is planned to take place over approximately 10 to 14 days in August 2023.

Serving as a key enabler for the VisitScotland Corporate Strategy and the Organisational Strategy of The Championships, the Procurement function aims to assist VisitScotland's support of the Scottish Government's Economic Strategy for sustainable economic growth and the Championships Operational Plan.

Through sustainable procurement, the VisitScotland Group seeks to grow the visitor economy directly to the benefit of Scottish based suppliers, accommodation providers and visitor attractions, many of which are SMEs.

As a public sector contracting authority, the VisitScotland Group is subject to Procurement Reform (Scotland) Act 2014. In accordance with the act, VisitScotland is required in law to produce an annual report on procurement activity.

Procurement is core to the successful delivery of VisitScotland's Corporate and Operational Plan and The Championships' Organisational Strategy.

Recognising an evolving procurement environment, our vision for procurement is one where "by supporting our stakeholders we can stimulate innovation so that the organisation will continue to make procurement decisions and delivering Value for Money in an open, transparent and sustainable manner".

Key procurement activity in the period 1 Apr 2020 – 31 Mar 2021 supported capital investment in:

- Digital Transformation Projects, including a new EPoS System (Electronic Point of Sale)
- iCentre Refurbishments
- IT Infrastructure

The Championships had no capital budget for the period 2020-21

Procurement Tendering and Contract Management activity for key projects included:

VisitScotland

- EPoS System
- Content Management Software
- HR Recruitment Agency Services
- Media Planning & Buying (Domestic Market)
- Sales Agency Representation (UK, EU, and North America), Business Events
- Grant Assessment Services

The Championships

- Sponsorship Sales Agency
- Accommodation Provider
- Brand Development

Detailed in this report, covering the periods **1 April 2020 to 31 March 2021**, VisitScotland Group will set out:

- A summary of regulated procurement activity
- A review of compliance with the Group's Procurement Strategy
- For any procurements that did not comply, how the organisation plans to ensure future compliance
- A summary of steps taken to involve supported businesses, the third sector and charities
- A summary of community benefits imposed and fulfilled during the period
- A summary of the regulated procurements that the Group plans to undertake in the next two financial years.

Section 2 – Compliance with Strategic Objectives

The activities summarised below in this Section 3 have been conducted in accordance with the Procurement Strategy and in support of the Group’s Strategic Objectives. VisitScotland Group can confirm that there are no reportable compliance issues.

2.1 EFFICIENCY AND COLLABORATION

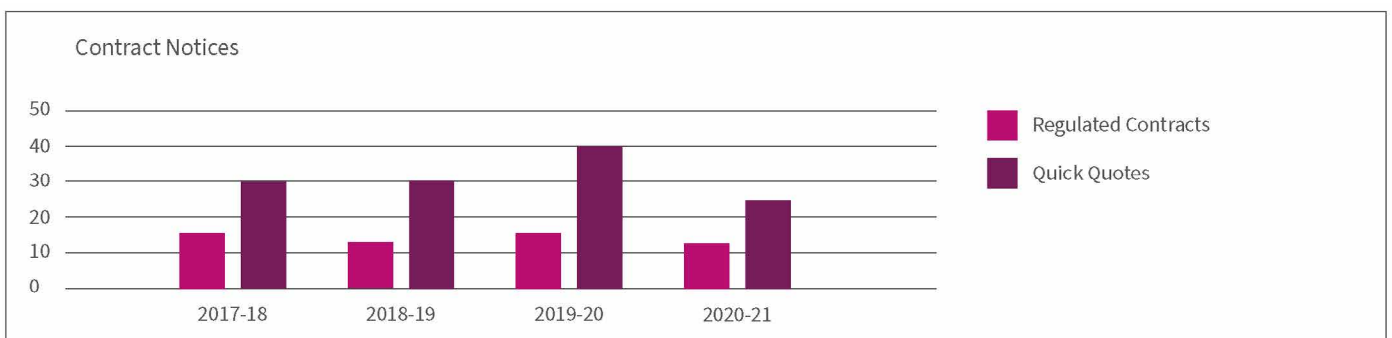
Efficiencies

Public Contracts Scotland (PCS) is used to publicly advertise all relevant tender opportunities with an aggregated value exceeding the current procurement thresholds. VisitScotland are long established on PCS, and The Championships have now been added as a standalone Contracting Authority. The volume of published Regulated Contract Notices is summarised as follows:

- Period: 1 April 2020 to 31 March 2021 VisitScotland published **12 Contract Notices*** through Public Contracts Scotland.
- Period: 1 April 2020 to 31 March 2020 the Championships published **3 Contract Notices*** through Public Contracts Scotland.

In accordance with the Public Contracts (Scotland) Act 2014, the organisation has published and maintained a Contracts Register In accordance with the Public Contracts (Scotland) Act 2014, the Group has published and maintained a Contracts Register on www.visitscotland.org on a quarterly basis. This currently includes detail of the contracts awarded for The Championships, however the quarterly report specific to The Championships will be published on their bespoke website once launched.

Four Year View - VisitScotland



In addition, the Group has accessed Public Contracts Scotland to manage a programme of Quick Quotes. Quick Quote is used for lower value procurements with a value greater than £5,000, but less than a regulated procurement, or as a call-off contract from a pre-tendered framework contract. These can be summarised as follows:

- Period: 1 April 2020 to 31 March 2021 VisitScotland published **24 Quick Quote Notices*** through Public Contracts Scotland.
- Period: 1 April 2020 to 31 March 2021 the Championships published **2 Quick Quote Notices*** through Public Contracts Scotland.

In all relevant procurements, evaluation has been conducted against the criterion that will best deliver the operational objectives of the Corporate Plan of VisitScotland and the Organisational Strategy of The Championships. As required by the Procurement Reform (Scotland) Act 2014, contract award decisions were made on the basis of the Most Economically Advantageous Tender (MEAT).

*Please note that contracts listed in this section 3.1 relate to tender activity that took place during the period 1 April 2020 to 31 March 2021 and may have a contract start at a future date. Contracts listed in Annex A have a start date within the period 1 April 2020 to 31 March 2021 and the tender activity may have taken place at some point prior to the reporting period.

Collaboration

VisitScotland has led on collaborative tenders and continues to provide contract and supplier management with input from the collaborative partners:

Contract Title	Contract Value	Collaborative Partners
Books and Maps for Retail	£2,310,000	Historic Environment Scotland and Scottish Parliamentary Corporate Body
Leaflet Merchandising, Storage & Distribution	£50,000	Historic Environment Scotland, National Trust for Scotland, Royal Botanic Gardens Edinburgh, and Scottish Parliamentary Corporate Body.

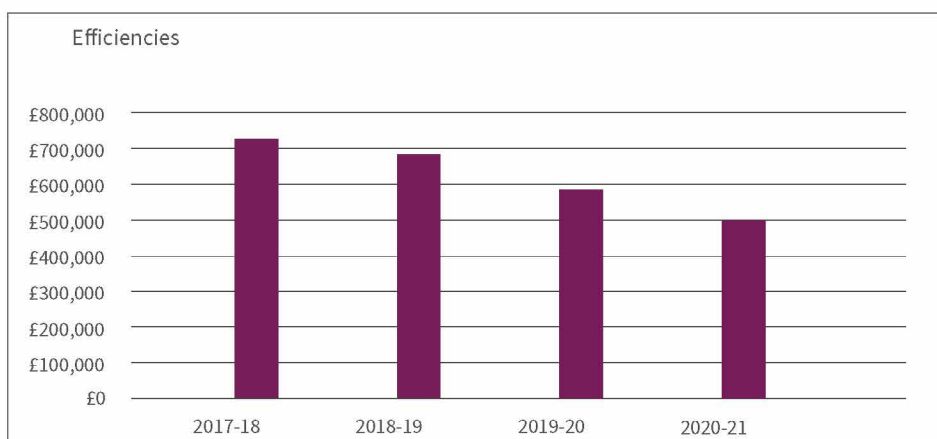
The organisation continues to support external collaborative contract, providing resource into key collaborative User Intelligence Groups (UIGs). This provides technical expertise into the procurement project and ensures that the organisation’s operational requirements are fully considered in specification and during contract development and management. In the period covered by this report, VisitScotland has contributed to the following collaborative UIGs:

- Media Planning, Buying & Associated Services (Scottish Government)
- International Media Planning, Buying & Associated Services (Scottish Government)
- Publishing, Print, Design and Associated Services (Scottish Government)
- Print and Associated Services (Scottish Government)
- Car Hire

2.2 SAVINGS

- Annual procurement efficiencies are forecast in the range of £400k - £700k per annum for the VisitScotland Group. The following efficiencies have been achieved:
- Full Financial year 2020/21 - £497k

Four Year View



2.3 SUSTAINABLE PROCUREMENT

Sustainable Procurement Duty

VisitScotland is committed to the sustainable duty of the Procurement Reform (Scotland) Act 2014. The Act requires that before the organisation buys anything it must consider how it can:

- a. Improve the social, environmental and economic wellbeing of the area in which it operates;
- b. Facilitate the involvement of small and medium enterprises, third sector and supported businesses in the process, and;
- c. Promote innovation

The sustainable procurement duty applies to all regulated procurement exercises and subject to the Regulations. Whilst VisitScotland conforms to the Act, we also seek to embed sustainability as business as usual in all our procurement activity. 2023 Cycling World Championships Ltd operates to a Governance Manual that incorporates VisitScotland's Procurement Policy.

The Group's Application to Tender (ATT) process is effective for all regulated procurement activity (i.e. any procurement activity exceeding the threshold in operation at that time) and must give due consideration to Sustainable Procurement Duty.

Procurement are represented on VisitScotland's Internal Sustainability and Climate Change Group. The aim of the group is to reduce carbon emissions across VisitScotland. Using procurement and contracts to assist:

- Exploring alternatives to gas heating systems across the estate
- Reviewing VS' car travel, by looking at lease cars, owned cars and car club cars to provide recommendations on how to reduce emissions
- Reducing unnecessary packaging throughout the organisation
- Reviewing the materials used for promotional print and displays

Fair and Equal Treatment

VisitScotland is subject to specific equality duties that were introduced by Scottish Ministers through the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The duties came into force on 27 May 2012 and it is incumbent on the organisation to ensure that our tender processes comply with the legislation. The VisitScotland Group complies with the duties of the Act through our standard and 'long form' conditions of contract that explicitly refer to the legislation and employer's liabilities under the Equalities Act.

Fair Work Practices, including the Living Wage

As part of the range of statutory guidance under the Procurement Reform (Scotland) 2014 Act, the guidance deals with fair work practices including the Living Wage as part of procurement processes.

The guidance makes clear that the Scottish Government considers payment of the Living Wage to be a significant indicator of an employer's commitment to fair work practices and that the payment of the Living Wage is one of the clearest ways that an employer can demonstrate that it takes a positive approach to its workforce. The VisitScotland Group complies with this requirement through the inclusion of 'Workforce Matters' clauses in appropriate tenders.

The VisitScotland Group operates in accordance with SPPN (Scottish Procurement Policy Note) 3/2021 -

Implementation of Fair Work First in Scottish Public Procurement. In doing so, the Group applies Fair Work First criteria in appropriate regulated procurements that commenced after 1 April 2021. Through tendering, Fair Work First asks businesses bidding for a public contract to commit to progressing towards adopting the five criteria:

- appropriate channels for effective voice, such as trade union recognition.
- investment in workforce development.
- no inappropriate use of zero hours contracts.
- action to tackle the gender pay gap and create a more diverse and inclusive workplace; and
- providing fair pay for workers (for example, payment of the real Living Wage).

In January 2021 the Scottish Government published **Fair Work First**: guidance to support the implementation of Fair Work First

Payment Performance

VisitScotland observes the Scottish Government’s policy for prompt payment to creditors and is committed to paying suppliers within 10 days of receipt of a valid invoice.

- **Analysis of invoices received between 1 April 2020 and 31 March 2021 shows that, even with the impact of Covid, VisitScotland paid tbc% of valid invoices within 10 working days.**

Conditions of contract are prepared to ensure that where a lead contractor is using the services of a sub-contractor, appropriate terms are in place to ensure that sub-contractor invoices are paid timeously. Payment of contractors and sub-contractors will form part of Contract and Supplier Management reviews in appropriate regulated contracts. This will be pertinent as the procurement activity around the Championships develops, as extended supply chains are anticipated.

2.4 MONITORING, MEASUREMENT & REPORTING

Contract & Supplier Management

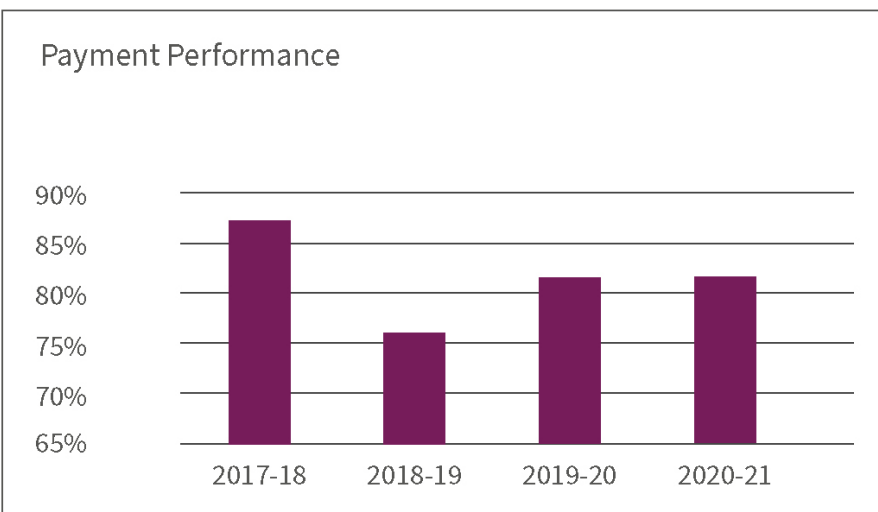
VisitScotland has embarked on a program of contract and supplier management, by working closely with internal customers and contracted suppliers in a bid to maximise efficiency and reduce risk in the contract. The processes and procedures of the Scottish Government’s Procurement Journey are adopted and applied to contracts awarded where the total contract value for goods or services exceeds £50,000.

All new regulated procurements have a commodity strategy where the level of Contract and Supplier Management required is identified through a Contract Management Assessment Tool (CMAT).

Procurement exercises necessary to deliver The Championships will apply the same commodity strategy approach. As with VisitScotland, the Championships will require to ensure that risk of supplier failure in the supply chain is identified early in the procurement process and appropriate mitigating actions are put in place.

Best Practice Indicators (BPIs)

VisitScotland continues to report procurement specific Best Practice Indicators (BPIs) to the Scottish Procurement Information Hub on a quarterly basis and submit our annual return (including spend data) within agreed deadlines.



2.5 CAPABILITY

The Procurement Team

The skills and knowledge of the Procurement team will continue to be developed through further education and internal training programmes to enhance the contribution and benefits delivered by the team

The Scottish Government developed Competency Matrix for Procurement professionals is used to identify development needs and contributes to the organisation's Performance and Career Development plans for Procurement team members.

Within a team of five, we currently have two MCIPS qualified colleagues and two colleagues studying towards a CIPS qualification. As the procurement needs of 2023 Cycling World Championships Ltd has developed, it is evident that up to four new members of the team will be recruited in FY 2021/22 to help support The Championships.

In July 2020 a two-year cycle of the Modern Apprentice Procurement programme was concluded and VisitScotland has recruited the MA on a permanent contract in the role of Procurement Executive.

All members of the team are encouraged to participate in relevant vocational training appropriate to their role.

Internal Colleagues

All colleagues, whether employed by VisitScotland or The Championships, that involved in the procurement process in any capacity, such as the purchase order process, tendering, or other, are provided with training relative to their involvement in the process. All new-starts who will access the Purchase-to-Pay system must undertake procurement training before they will gain system access rights. On a monthly basis, the Procurement team manage a training session for all new-starts.

When colleagues are involved in a competitive tender, specific training has been developed and is provided in advance of the tender process.

This will cover all colleagues in the VisitScotland Group.

PCIP (Procurement and Commercial Improvement Programme)

In the 2019 PCIP, the organisation was assessed with an improved score of 77% that sits within the highest banding awarded to a medium sized organisation. A medium-sized organisation is defined as having expenditure in the range £15M - £50M per annum.

Recognising that this is a journey of continuous improvement, VisitScotland Procurement has developed an improvement plan which has been submitted to the Scottish Procurement Capability Team. The plan identifies key actions that will address perceived areas for improvement ensuring enhanced performance.

Taking recommendation from the PCIP Assessment team, the following improvement actions have been implemented:

- Commodity Strategies now consider exit planning, and transition between contracts / contractors
- Fraud Awareness training is included in the Procurement Overview training
- Business Updates included in Contract and Supplier Management process to identify early warning signs of potential supplier related business disruption.

Section 3 – Governance, Audit and Risk



VisitScotland operates within a strict governance framework with is rigorously applied and subject to audit:

3.1 GOVERNANCE

VisitScotland Group ensures that all procurement decisions are made relative to with the Group's scheme of Delegated Purchase Authority (DPA), including those granted to 2023 Cycling World Championships Ltd, and in line with the organisation's Management Statement as agreed by Scottish Government (aligned to the Scottish Public Finance Manual). Appropriate separation of duties is in place and all procurement decisions are made within a regulated environment.

3.2 AUDIT

Audit services are provided to the Groups' procurement activity internally by our appointed internal auditors and externally via Audit Scotland. Where European funding is utilised by the organisation, then this activity is subject to audit by Scottish Government and the European Court of Auditors. VisitScotland currently have no live European funded projects.

The Procurement team apply a number of processes and procedures that ensure that we will maintain absolute transparency in the procurement process. All procurement information is held centrally on the organisations SharePoint site or on the ERP system (Oracle) and always in accordance with Data Protection Regulations.

VisitScotland confirms that clean audit reports have been filed for Procurement activity.

3.3 RISK

VisitScotland maintain a Risk Registers that shall continue to include entries for Procurement risk at a corporate level.

Risks identified and updated against include, but are not limited to:

- Risk of business disruption due to contractor issues
- Managing Health & Safety in the Supply Chain
- Data Protection
- Brexit impact on Procurement
- Impact of COVID
- Fraud Avoidance

The Championships Risk Register will mirror the procurement risks reported against for VisitScotland.

3.4 FRAUD AVOIDANCE

The organisation maintains a fraud avoidance policy which provides guidance on the prevention, detection, reporting and handling of fraud within VisitScotland. Procurement is a key area where fraud prevention measures can have a major positive impact.

The following mitigating procedures have been put in place within the procurement environment:

- All Procurement team members have undertaken anti-fraud training.
- Fraud awareness is included in Procurement Awareness Training as recommended by the 2019 PCIP
- Separation of Duties is a guiding principle throughout the VisitScotland's Purchase-to-Pay process and system.
- Conflicts of Interest declarations are required within the Employee Handbook.
- VisitScotland maintains a comprehensive Whistleblowing Policy within the Employee Handbook.
- VisitScotland Standard Conditions or Contract include anti-corruption and anti-fraud clauses aligned with the Bribery Act 2010.

3.5 COVID-19

Supplementary to regular contract and supplier management activity (Section 3.4), VisitScotland proactively identified and contacted the top 50 business critical suppliers at regular intervals between April 2020 and March 2021 to establish Supplier Resilience. In particular, we sought assurances that appropriate measures were in place to support delivery of contracts to VisitScotland. Results were extremely positive, and it can be reported that no support failure was recorded across the reporting period.

Through the provisions of **Coronavirus (COVID-19): supplier relief SPPN 5/2020**, VisitScotland had one supplier successfully apply for relief payment.

Section 4 – Supplier Inclusion

SME Expenditure

The duties of Sustainable Procurement include a requirement to “**facilitate the involvement of small and medium enterprises, third sector and supported businesses in the process**”. This is a duty that VisitScotland also places significant importance on.

- 49% of VisitScotland’s non-payroll expenditure is with Scottish-based SMEs

SME Inclusion in Tendering

Public Contracts Scotland (PCS) is used as the tender portal for VisitScotland. As highlighted in Section 3.1 the volume of SME procurements is summarised as follows:

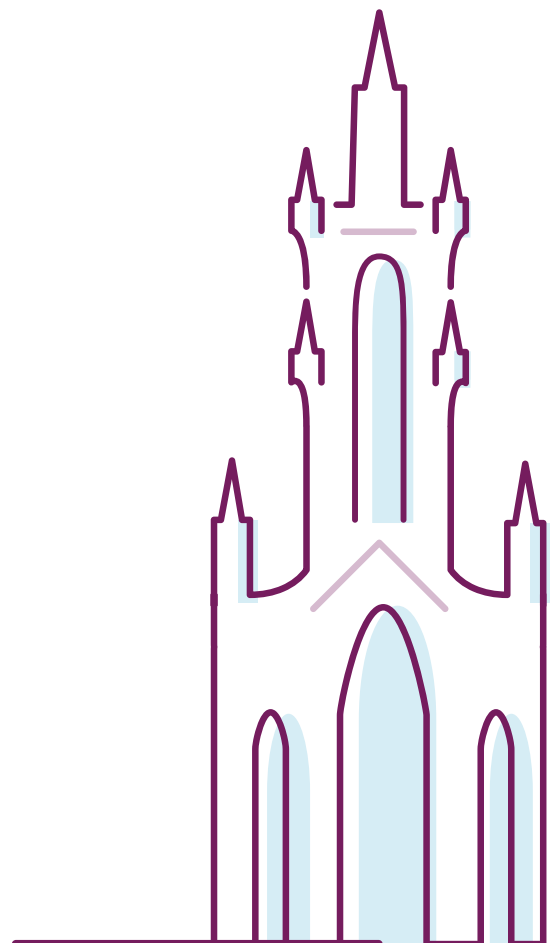
- Period: 1 April 2020 to 31 March 2021, VisitScotland awarded **46 tendered contracts, both regulated and Quick Quote. 20 were awarded to Scottish-based SMEs**
- Period: 1 April 2020 to 31 March 2021, 2023 Cycling World Championships Ltd awarded **5 tendered contracts, both regulated and Quick Quote. 2 were awarded to Scottish-based SMEs**

The Third Sector

‘Third Sector organisations’ is a term used to describe the range of organisations that are neither public sector nor private sector. It includes voluntary and community organisations such as charities, and social enterprises (including supported businesses).

VisitScotland is actively looking to grow the involvement of the third sector in the procurement process. As an organisation we are a participant in the Scottish Government led Supported Business Action Group (SBAG).

VisitScotland coordinates a nationwide social tourism project in conjunction with the Family Holiday Association Charity. Over 100 industry partners have been involved in the initiative since it began in 2016, donating accommodation, transport and tickets for family-friendly visitor attractions and experiences.



Section 5 – Community Benefits

The potential to deliver Community Benefits is a consideration in all regulated procurements and in the event that the organisation has a procurement requirement greater than £4M in value then mandatory Community Benefits clauses will be applied in accordance with the Procurement Reform (Scotland) Act.

Community Benefits clauses are incorporated into all regulated procurements on a voluntary submission basis. Where a bidder offers Community Benefits within their tendered submission, these will be accepted as a contractual requirement.

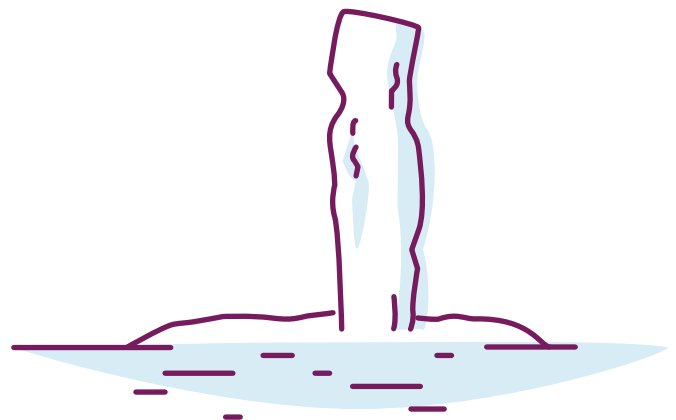
Through tendering there is clear evidence that many of our contracted suppliers are providing significant and varied community benefits, with a number developing community benefits strategies and members of organisations such as Business in the Community Scotland. Others are also affiliated with organisations including Scottish Business Pledge and Scottish Government's Partnership for Change. In addition, our suppliers support programmes aimed at developing creative skills in secondary school pupils or offering their event space facilities free of charge to local colleges, universities, and organisations within creative industries.

Through inclusion of Community Benefits clauses, VisitScotland's contracts has directly led to:

- The employment of a warehouse person and a part-time driver to deliver the contract for Glasgow & Carrbridge operations (Leaflet Merchandising, Storage and Distribution).

Through contract and supplier management, the following benefits can also be reported:

- A digital supplier paid and contracted internships that have contributed directly to the contract delivery to VisitScotland (Content Marketing and, the Hosting & Maintenance of Pre-existing Digital Assets)



Annex A – Summary of Regulated Procurements: with contracts that commenced within the Period: 1 April 2020 to 31 March 2021

VisitScotland

Contract Title	Contractor	Contract start date*	Contract Period	Total Value (ex VAT)
Media Planning, Buying & Associated Services (UK)	Carat (GB)	17/5/2021	9 months	£1,000,000
Content Management System	Bloomreach BV	15/9/2020	24+12 months	£570,105
Internal Audit (Inc. CWC Ltd)	Azets Ltd	1/4/2021	36+12+12 months	£525,000
Electronic Point of Sale System	ECR Solutions Ltd	1/2/2021	35+12+12 months	£460,681
HR Recruitment Services	Eden Scott (GB) FPSG (GB) Reed Specialist Recruitment Limited (GB) Badenoch & Clark (GB) Hays Specialist Recruitment Ltd (GB) Lorien Resourcing Ltd (GB)	1/10/2020	36 months	£360,000
Sales Agency Representation – North America	Development Counsellors Intl (US)	9/10/2020	12+12+12 months+	£253,728
Media Measurement & Evaluation	Core Concept Strategy (GB)	1/4/2020	12+12+12 months	£246,500
Grant Assessment Services	Chiene + Tait LLP (GB)	15/1/2021	4 months	£278,300
Server Maintenance Services	Park Place Technologies Ltd	6/5/2020	12+12+12 months	£153,600
Event Management & Booking Platform	Centium Software Pty Ltd (GB)	20/8/2020	36+12+12 months	£120,565
Social Media Listening Tool	Fenix Media T/A Pulsar	1/2/2021	24+12 months	£108,000
Legal Services (Property & Related)	Anderson Strathearn	1/4/2021	36 months	£90,000
Social Media Management Tool	Falcon	4/11/2020	12+12+12 months	£81,000
UK Segmentation	Union Direct (GB)	1/4/2020	6 months	£75,000
Adobe Software Licences	Bytes Software Services	30/4/2020	36 months	£75,000
Leaflet Merchandising, Storage & Distribution	LDDS	17/3/2021	12 months	£50,000

2023 Cycling World Championship Ltd

Contract Title	Contractor(s)	Contract Start Date*	Contract Period	Total Value (ex VAT)
Sponsorship Sales Agency	Inside Edge	23/12/2020	36 months	£920,000
External Audit (CWCL td)	Armstrong Watson	1/1/2021	36+12 months	£105,000
Brand Identity	Stand	17/12/2020	12 months	£50,000

*Please note that contracts listed in this Annex A have a start date within the period 1 April 2020 to 31 March 2021 and the tender activity may have taken place at some point prior to the reporting period. Contracts listed in Section 3.1 relate to tender activity that took place during the period 1 April 2020 to 31 March 2021 and may have a contract start at a future date

Annex B - Summary of Regulated Procurements expected to commence during the period 1 April 2020 to 31 March 2022

Please note this list is provisional and subject to change.

VisitScotland

Month	Contract Title	Contract start date* (Forecast)	Contract Period (months)	Estimated Value
Apr-21	Media Planning, Buying and Associated Services	Sep-21	27	£15,000,000
Apr-21	Content Marketing	Jul-21	24	£1,800,000
Apr-21	Hosting & Maintenance of Pre-existing Digital Assets	Jul-21	24	£200,000
Apr-21	Microsoft Enterprise Agreement	May-21	36	£500,000
Jun-21	General Legal Services (inc. 2023 CWC Ltd)	Oct-21	36	£500,000
Jul-21	Medical Cash Plan	Oct-21	36	£100,000
Jul-21	Content Aggregation Tool	Aug-21	36	£65,000
Aug-21	Digital Signage	Sept-21	36	£50,000
Sep-21	Harris Tweed Products for Retail	Feb-22	36	£300,000
Sep-21	Books & Maps - Retail	Apr-22	36	£1,200,000
Sep-21	Sales Agency Services - France	Dec-21	36	£100,000
Oct-21	Digital Development Resource	Jan-22	24	£1,000,000
Oct-21	Leaflet Merchandising, Storage & Distribution	Mar-22	36	£400,000
Oct-21	Estates Professional Services	Jan-22	36	£225,000
Oct-21	Social Listening Tool	Feb-22	36	£95,000
Oct-21	Provision of a Courier Services Provider	Jan-21	36	£90,000
Oct-21	Staff Uniforms	Jan-21	36	£90,000
Oct-21	Internet Services GI & OP - Wide Area Network	Dec-21	36	£55,000
Nov-21	Measuring UK&I Marketing Effectiveness	Feb-22	36	£135,000
Nov-21	Scotland Visitor Survey 2020	Mar-22	36	£130,000
Nov-21	Marketing Creative Services	Feb-22	36	£60,000
Dec-21	Secure Storage Solution	Mar-22	36	£75,000
Jan-22	WAN Services	Apr-22	36	£150,000
Jan-22	Soft Skills, Leadership and Technical Training	Apr-22	36	£120,000
Jan-23	WAN Services	Apr-22	36	£150,000
Jan-22	Search Engine Optimisation	May-22	36	£600,000
Feb-22	Web & Back Up Server Hosting	Jun-22	36	£115,000
Feb-22	China PR	Jun-22	36	£75,000
Apr-22	iCentre Design & Build	Aug-22	36	£2,000,000
Apr-22	UK & Global PR (Business Events)	Aug-22	36	£275,000
May-22	Social Media Support in China	Aug-22	36	£135,000
May-22	PR in North America LOT 1 Leisure	Sep-22	36	£360,000
May-22	PR in North America - Lot 2 B2B	Sep-22	36	£110,000
Jun-22	L&D Leadership Foundations	Sep-22	36	£78,000
Oct-22	Website Intercept Surveys and User Testing	Jan-23	36	£69,000
Oct-22	Media Monitoring & Evaluation	Mar-23	36	£250,000
Nov-22	Server Maintenance Services	Apr-23	36	£150,000

2023 Cycling World Championships Ltd

Month	Contract Title	Contract start date* (Forecast)	Contract Period (months)	Estimated Value
Oct-21	Competition Spoke – Mountain Bike Downhill	Feb-22	18	£1,000,000
Nov-21	Competition Spoke – Road Time trial	Mar-22	18	£1,100,000
Nov-21	Competition Spoke – Road Para Cycling	Mar-22	18	£1,000,000
Nov-21	Competition Spoke – Road remote Starts	Mar-22	18	£300,000
Nov-21	Competition Spoke – Road Gran Fondo	Mar-22	18	£450,000
Nov-21	Competition Spoke – Mountain Bike Cross-Country	Mar-22	18	£1,600,000
Nov-21	PR Agency	Jan-22	18	£165,000
Nov-21	Brand awareness tracking	Jan-22	18	£100,000
Nov-21	Content production agency	Jan-22	18	£180,000
Nov-21	Uniforms - Staff & volunteers	Mar-22	16	£450,000
Dec-21	Athlete/National Federations travel partner	Mar-22	16	TBC
Dec-21	Ticketing platform	Mar-22	16	£457,000
Jan-22	Hospitality delivery partner	Mar-22	16	£114,000
Jan-22	Technology backbone - Connectivity	Apr-22	15	TBC
Jan-22	Technology backbone - Network integrator	Apr-22	15	£440,000
Jan-22	Merchandise partner	Apr-22	15	TBC
Feb-22	Fleet insurance	Apr-22	15	£100,000
Feb-22	Insurances (various)	May-22	14	£280,000
Feb-22	Fleet: cars, motos, vans, minibuses, e-bikes, bikes	May-22	14	£200,000
Apr-22	Transport provision (Shuttle buses)	Jul-22	13	£109,000
May-22	Event entry platform	Jul-22	13	TBC
May-22	Event Delivery Agency (Look/branding)	Sep-22	12	£1,200,000
Jun-22	Sports Presentation	Sep-22	12	TBC
Jul-22	National Escort Group	Sep-22	12	£90,000
Jul-22	Partnership Valuation Agency	Sep-22	12	£70,000
Sep-22	Access control/stewarding for centrally procured venues	Nov-22	10	£76,000
Sep-22	Race medical and ambulances	Jan-23	9	£480,000
Dec-22	Route barriers	Feb-23	9	TBC
Dec-22	Race Radio and in car technology	Mar-23	6	£200,000



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