

VisitScotland Group Annual Procurement Report

For the Period: 1 April 2022 to 31 March 2023



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Section 1 – Introduction/Executive Summary

Regulatory requirements:

As a Non-Departmental Public Body, VisitScotland must comply with the Procurement Reform (Scotland) Act 2014. One of the duties of the Act is section 18 which covers the annual procurement report, and the general principles are:

1. To meet regulatory requirements, the organisation must prepare and publish an annual procurement report disclosing how its procurement activity has complied with its published procurement strategy.
2. The report should be completed “as soon as reasonably practicable after the end of that financial year”.
3. The annual procurement report should be published in a way that the organisation considers appropriate but must include publication on the internet.
4. A public body must notify the Scottish Ministers when publishing an annual procurement report.
5. Section 18 (2) of the Act lists the minimum requirements that the annual procurement report must contain:
 - a. a summary of the regulated procurements that have been completed during the year covered by the report,
 - b. a review of whether those procurements complied with the authority's procurement strategy,
 - 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,
 - d. a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,
 - e. a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
 - f. a summary of the regulated procurements the authority expects to commence in the next two financial years.

This report, covering the periods **1 April 2022 to 31 March 2023**, covers all the above.

Once approved by Board, it will be published on visitscotland.org and we will inform Scottish Government Ministers. Note: Our approach is to publish alongside publication of our annual financial accounts.

Context:

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 covers the Group's procurement activity during the 12-month period post the Covid-19 pandemic. The pandemic has continued to affect people, businesses, and the way we work globally, including VisitScotland's ongoing commitment to hybrid working and changes to tourist behaviour, which have necessitated review of VisitScotland's, and the team's, way of working.

The VisitScotland operational plan continues to evolve to meet the changing demands placed on the tourism industry, and the procurement activities are aligned accordingly, including:

- Updating and adjusting planned activity to meet changing / fluctuating demand.
- Continued monitoring of supplier resilience across the business.
- A significant increase in effort and resource to deliver the Cycling World Championships

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.

To deliver our vision and our core purpose VisitScotland focus its activities across the following strategic pillars:

- **We inspire life-long love affairs with Scotland:** Building a responsible destination brand – for example:
 - » Building long term relationships and a global brand, put responsible tourism and climate change at the heart of our marketing activity.
- **Together, we build a responsible, quality product and visitor experience:** Investing in Scotland’s tourism and events communities – for example:
 - » support the industry to deliver the aspirations and objectives of “Outlook 2030”.
 - » engage with communities to rebuild tourism in a responsible and inclusive way ensuring that the infrastructure and welcome reflects and supports issues around over-demand, visitor management and Scotland’s carbon neutral target of net zero by 2045.
- **We use intelligence, tools and technology to drive innovation:** Facilitating collaboration and embracing change in support of a fairer, more responsible and inclusive visitor economy.

All the above require to be delivered within the framework of the Scottish Governments National Strategy for Economic Transformation (NSET) which sets out the actions to transform the Scottish economy over the next ten years, delivering a “wellbeing economy” which the Scottish Government defines as “an economy where good, secure and well-paid jobs and growing businesses have delivered a significant reduction in poverty”.

2023 Cycling World Championships Ltd (hereinafter referred to as “The Championships”) is a company limited by guarantee that was set up by VisitScotland to promote and deliver the 2023 cycling world championship event. Glasgow & Scotland was chosen as the inaugural host for this ground-breaking, multi-venue spectacular which took place between 3 to 13 August 2023.

Serving as a key enabler for the VisitScotland Corporate Strategy and the Organisational Strategy of The Championships, the Procurement function assists 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 the 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 continues to make procurement decisions and delivering Value for Money in an open, transparent and sustainable manner”.

Key procurement activity in the period 1 Apr 2022 – 31 Mar 2023 supported capital investment in:

- Refurbishment of Fort William, Jedburgh iCentres.
- IT infrastructure

The Championships had no capital budget for the period 2022-23.

Procurement Tendering and Contract Management activity for key projects included:

VisitScotland

- iCentre design and build
- Estates professional services
- Books and Maps for retail
- PR in North America
- Amazon Web Services (hosting, implementation and support)
- Oracle licences and support
- Stand builds.

The Championships

- Spoke contracts for Local Authorities / Event Delivery Partners
- Workforce clothing
- Master Licencee (event merchandise)
- Backbone connectivity
- Gran Fondo
- Insurances
- Look / event branding.

Section 2 – Compliance with Strategic Objectives

The activities summarised below in this section have been conducted in accordance with the VisitScotland Procurement Strategy and in support of the VisitScotland 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 were added as a standalone Contracting Authority. The volume of published Regulated Contract Notices is summarised as follows:

- Period: 1 April 2022 to 31 March 2023 VisitScotland published 19 (20 Previous Year) Contract Notices* through Public Contracts Scotland.
- Period: 1 April 2022 to 31 March 2023 the Championships published 16 (10 Previous Year) Contract Notices* through Public Contracts Scotland.

In accordance with the Public Contracts (Scotland) Act 2014, the VisitScotland Group has published and maintained a Contracts Register on <https://www.visitscotland.org/about-us/our-policies/procurement> on a quarterly basis. This also includes detail of the contracts awarded for The Championships

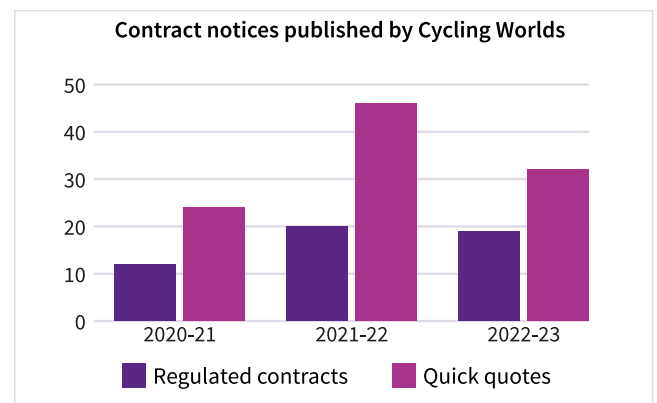
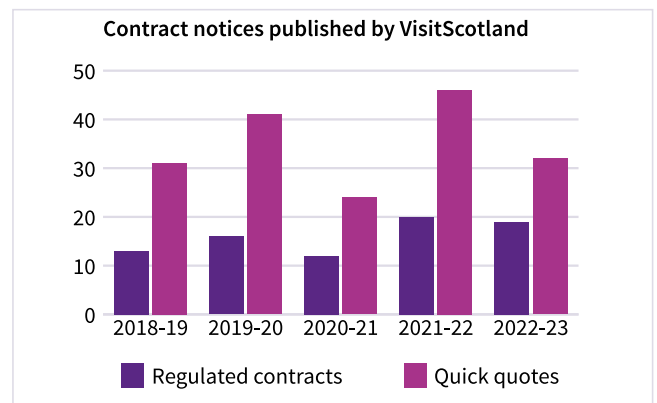
In addition, the VisitScotland Group has utilised Public Contracts Scotland to manage a programme of Quick Quotes. Quick Quote is used for lower value procurements with a value greater than £5,000, but less than a regulated procurement, or as a call-off contract from a pre-tendered framework contract.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

- Period: 1 April 2022 to 31 March 2023 VisitScotland published 32 (46 Previous Year) Quick Quote Notices* through Public Contracts Scotland.
- Period: 1 April 2022 to 31 March 2023 the Championships published 11 (10 Previous Year) 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 2.1 relate to tender activity that took place during the period 1 April 2022 to 31 March 2023 and may have a contract start at a future date. Contracts listed in Annex A have a start date within the period 1 April 2022 to 31 March 2023 and the tender activity may have taken place at some point prior to the reporting period.

Five Year View – VisitScotland Group



Collaboration

In 2022, the team led on a relet of the Books & Maps contract and on a collaboration for PR Services in North America.

| Contract Title | Contract Value | Collaborative Partners |
|------------------------------|----------------|---|
| Books and Maps for Retail | £650,000 | Historic Environment Scotland and Scottish Parliamentary Corporate Body |
| PR Services in North America | £935,000 | Scottish Government |

VisitScotland continues to provide contract and supplier management on these collaborative tenders with input from the collaborative partners.

The organisation continues to support external collaborative procurement activity, providing resource, knowledge and subject matter expertise 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)
- Publishing, Print, Design and Associated Services (Scottish Government)
- Print and Associated Services (Scottish Government)

It has been noted that since the advent of the COVID-19 Pandemic, UIGs, especially Creative and Media, have reduced in frequency and VisitScotland have raised this with Scottish procurement in an effort to restore previous levels.

The VisitScotland procurement team continues to work with our “procurement cluster group” to share knowledge and experiences, discuss best practice, seek collaborative procurement opportunities where possible, etc.

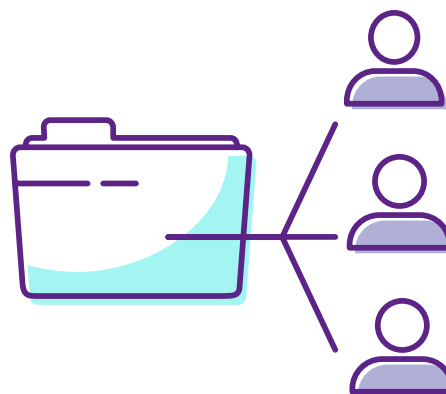
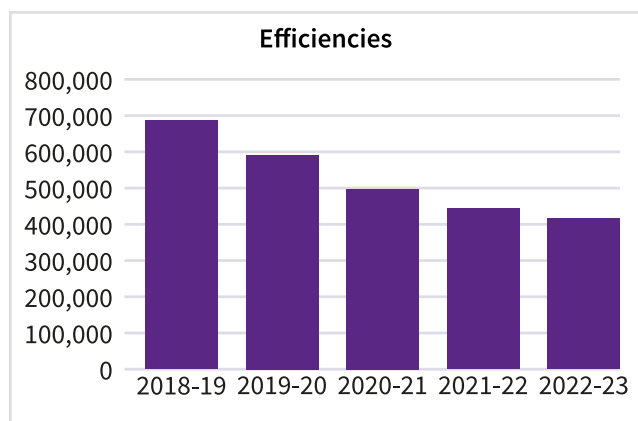
2.2 Savings

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 2022/23 - £416k (£443 Previous Year)

Efficiencies claimed are in accordance with the Scottish Government guidance: <http://www.gov.scot/publications/procurement-benefits-reporting-guidance/>

Five Year View – VisitScotland Group



2.3 Sustainable Procurement

Sustainable Procurement Duty

The VisitScotland Group 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 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. The Championships operates to a Governance Manual that incorporates VisitScotland's Procurement Policy.

The VisitScotland Group's Application to Tender (ATT) process is applicable for all regulated procurement activity (i.e. any procurement activity exceeding the threshold in operation at that time) and must give due consideration to the Sustainable Procurement Duty. In 2022-2023, the ATT was updated to include more specific sections on Digital Accessibility, Fair Work First, Climate Change and Equality while retaining the overall commitment to the Sustainability duty as detailed above.

Procurement is 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 impact of car travel, by reduction in number of lease cars and use of car club (rather than taxis) or electric vehicles to reduce emissions.
- Reducing unnecessary packaging throughout the organisation
- Recommending Sustainable catering options where required at internal meetings.

The Climate Change (Scotland) Act 2009

Public bodies in Scotland, including VisitScotland, are required to report annually in compliance with climate change duties established under the Climate Change (Scotland) Act 2009¹.

In response to the global climate emergency and Scotland's target for net zero by 2045 target, the 2020 Amendment Order² set out additional annual reporting requirements. As of 2022, annual compliance reports must provide evidence on how the reporting organisation will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets³. Public bodies must better understand and quantify indirect emissions as part of their procurement activities in order to begin to incorporate wider Scope 3 emissions.

Work began in 2022 to assess our Scope 3 emissions. Additional work is required to understand our impacts and agree actions to be taken forward. Where required, this will include inclusion in future procurement activities.

The Scottish Government are leading on a collaborative initiative for this area, and VisitScotland have responded to the invitation to share our knowledge and experiences to date.

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, the Living Wage and Fair Work First

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 real Living Wage to be a significant indicator of an employer's commitment to fair work practices and that the payment of the real 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.

¹Climate Change (Scotland) Act, 2009. Available at: <https://www.legislation.gov.uk/asp/2009/12/contents>

²The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020. Available at: <https://www.legislation.gov.uk/ssi/2020/281/made>

³Sustainable Scotland Network, Public Bodies Duties Compliance – Annual Reporting. Available at: <https://sustainablesotlandnetwork.org/resources/>

reporting-guidance-2020-21

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 and procurement - Public sector procurement - gov.scot (www.gov.scot) to support the implementation of Fair Work First. The team has applied this as appropriate to 2022-23 contracts including:

- Books and maps
- iCentre design and build
- Courier services
- Core consumer maps concessions
- Office furniture

Fair Work First is included as a criterion in all regulated Championships tenders.

Additional KPIs that we will introduce moving forward will be:

1. How many tenders we have applied / requested FWF principles, expressed as a number and % of tendered contracts.
2. How many contracted suppliers pay the Real Living Wage and how many of these are Accredited Real Living Wage suppliers.

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.

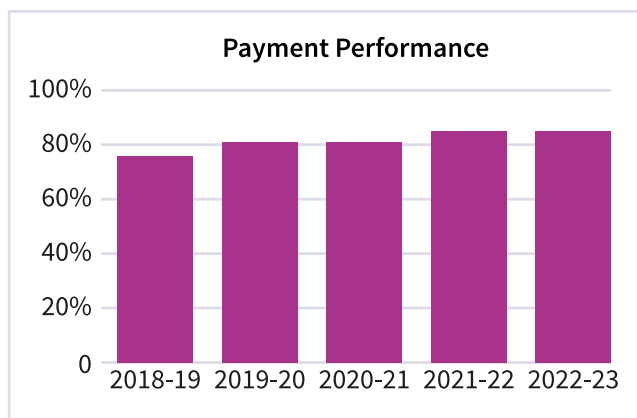
- Analysis of invoices received between 1 April 2022 and 31 March 2023 shows that VisitScotland paid 85% of valid

invoices within 10 working days. This maintains the high percentage of invoices paid within 10 days.

Whilst payment terms for the championships contracts was 30 days, these were processed in accordance with the above prompt payment timescales where possible.

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 form part of Contract and Supplier Management reviews in appropriate regulated contracts. This will be particularly pertinent as the procurement activity around the Championships develops, as extended supply chains are anticipated.

Five Year View – VisitScotland Group



2.4 Monitoring, Measurement & Reporting

Contract & Supplier Management

VisitScotland has 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 apply the same commodity strategy approach. As with VisitScotland, the Championships 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 Group submit our annual return (including spend data) within agreed deadlines. The 2022 - 2023 has been submitted.

2.5 Capability

The Procurement Team

The skills and knowledge of the Procurement team 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.

At the start of April 2022, we had a team of seven, with four MCIPS qualified colleagues and two colleagues studying towards a CIPS qualification. Two of four already qualified were working in support of the Championships Ltd. A new Head of Procurement joined the organisation at end of September 2022, and recruitment for two new members of the Championships team was completed.

Procurement did not take part in the Modern Apprentice Procurement programme in the current cycle, but we retained a Procurement Executive on secondment from the Information team who is encouraged to take part in any available training opportunities. All members of the team are encouraged to participate in training and development activities.

The team participate in relevant vocational training appropriate to their role, this year that has included Public Contracts Scotland Tender (PCST) training via Scottish Government and attendance at Procurex Scotland. Four members of the team attended the White Paper conference in October, with the Head of Procurement being a panel member.

Internal Colleagues

All colleagues, whether employed by VisitScotland or The Championships, that are 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 are given 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 covers 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.

The next PCIP assessment, is planned for May 2024 and these improvements will be taken into consideration then. Whilst there is a temporary spike in our expenditure over the year due to the Championships, Scottish Government has agreed to assess VisitScotland under the "medium sized organisation".

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 the Championships, 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.

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.

All questions raised by this year's External Audit were answered promptly by the Procurement team and no supplementary questions have been raised to date.

3.3 Risk

VisitScotland maintain a Risk Register that includes entries for Procurement risk at a corporate level.

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

- Provision of procurement support is sufficient for the needs of the business.
- Regular monitoring of change to the procurement landscape (i.e. via SPPNs)

- Risk of business disruption due to contractor issues
- Managing Health & Safety in the Supply Chain *
- Suitable Data Protection clauses included where appropriate.
- Risks associated with Fraud.

* For facilities contracts, there is a requirement to manage Health and Safety.

A separate Championships Risk Register was established and mirrors 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 and the team are exploring ways to extend this to lower-level procurements using Oracle.
- 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.

Section 4 – Supplier Inclusion (including supported businesses)

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.

- 60% 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. The following information shows awarded contracts during the reporting period and details how many are SMEs:

- Period: 1 April 2022 to 31 March 2023, VisitScotland awarded 70 (62 Previous Years) tendered contracts, both regulated and Quick Quote. 48 (40 Previous Years) were awarded to Scottish-based SMEs
- Period: 1 April 2022 to 31 March 2023, 2023, Cycling World Championships Ltd awarded 25 (12 Previous Years) tendered contracts, both regulated and Quick Quote. 24 (8 Previous Years) 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).

We tendered for the Scottish Occupancy Survey. This was awarded to The Moffat Centre for travel and tourism business development, who are a registered charity.



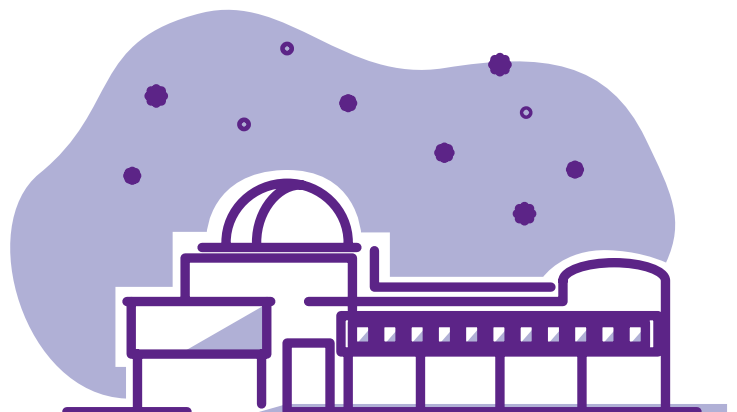
Section 5 – Community Benefits

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.

There was no procurement above £4m in the dates covered by this report.



Appendix A – Summary of Regulated Procurements: with contracts that commenced within the Period: 1 April 2022 to 31 March 2023

VisitScotland

| Contract Title | Contractor | Contract Start Date* | Period of Contract (months) | Total Value |
|---------------------------------|-----------------------------|----------------------|-----------------------------|-------------|
| Insurance Services | Aon UK Ltd | May-22 | 36 | £168,900 |
| Search Engine Optimisation | Yard Associates Ltd | May-22 | 36 | £600,000 |
| Web and Back up Server Hosting | Pulsant | May-22 | 24 | £85,000 |
| Storage | Len Lothian | May-22 | 36 | £120,000 |
| Internet Services | Daisy | May-22 | 36 | £60,000 |
| User Experience Tool | Content Square | May-22 | 36 | £67,500 |
| Estates Professional Services | Graham+Sibbald | Jun-22 | 36 | £225,000 |
| Cloud Hosting Services | Computacentre UK Ltd | Jul-22 | 36 | £175,500 |
| UK & Global PR | Davies Tanner | Jul-22 | 36 | £279,000 |
| Social Media Support China | Travel Link Digital Co Ltd | Aug-22 | 36 | £147,600 |
| Translation | Translation Empire | Aug-22 | 36 | £60,000 |
| Books & Maps – Retail | Lomond Books /Bookspeed | Sep-22 | 36 | £1,650,000 |
| iCentre Design & Build | Izon Projects Ltd | Sep-22 | 36 | £1,350,000 |
| Event & Stand Management US | The Rocket Group | Sep-22 | 60 | £725,000 |
| Event & Stand Management Europe | The Rocket Group | Sep-22 | 60 | £1,215,000 |
| SAOS | GCUC Moffat Centre | Sep-22 | 36 | £240,000 |
| OP Cleaning (Ext) | Churchill Contract Services | Sep-22 | 24 | £100,000 |
| Courier Services | Eagle Couriers | Sep-22 | 36 | £85,500 |
| North America PR | LDPR/DCI | Oct-22 | 36 | £935,000 |
| Scotland Visitor Survey | Progressive Partnership | Nov-22 | 16 | £150,000 |
| UK&I Effectiveness Research | Progressive Partnership | Nov-22 | 36 | £90,000 |
| Google Analytics | Dentsu (Carat) | Nov-22 | 12 | £95,000 |
| Connect 23 | P&J Live | Nov-22 | 6 | £151,000 |
| Office Equipment | Canon | Dec-22 | 36 | £120,000 |
| EVOCAST Support | Softcat | Jan-23 | 36 | £150,000 |
| iCentre Maps (Concession) | Landmark Press | Jan-23 | 36 | £500,000 |
| Adobe Licences | Bytes Software | Mar-23 | 36 | £75,000 |
| User Testing Software | Softcat (Userzoom) | Mar-23 | 36 | £92,000 |

2023 Cycling World Championships Ltd

| Contract Title | Contractor | Contract Start Date* | Period of Contract (months) | Total Value |
|--|--|----------------------|-----------------------------|-------------|
| Spoke contract TT | Pennine Events | May-22 | 14 | £1,120,000 |
| Spoke contract Para Road Race | Pennine Events | May-22 | 14 | £990,000 |
| Brand and Sponsor Activation | Cello Signal Limited (the Leith agency) | Sep-22 | 12 | £230,000 |
| Marketing Strategy and Creative Development | Stand Ltd | Oct-22 | 12 | £200,000 |
| Video and Image Production | Cut Media | Oct-22 | 12 | £230,000 |
| 2023 UCI World Cycling Championships - Backbone Connectivity Services | CommsWorld | Nov-22 | 10 | £900,000 |
| Concession for the Event Planning & Delivery Services of the Gran Fondo | Golazo Cycling Ltd | Nov-22 | 10 | £245,000 |
| MTB Downhill | Rare Management | Nov-22 | 10 | £1,040,000 |
| Mountain Bike (MTB) Cross-Country | ESO | Nov-22 | 10 | £1,590,000 |
| 2023 UCI World Cycling Championships Master Licensee (CONCESSION) | Cube Partnerships LTD | Dec-22 | 12 | £175,000 |
| Ticketing Agent - 2023 UCI Cycling World Championships | Ticketmaster Sport | Jan-23 | 10 | £222,000 |
| Event Planning & Delivery Services of the Road Race Competition Management, Remote Starts & Routes | Sweetspot Group Limited | Jan-23 | 10 | £1,400,000 |
| 2023 UCI World Cycling Championships - Event Branding / LOOK | CSM Live | Jan-23 | 9 | £1,200,000 |
| Workforce Clothing | Kukri UK | Jan-23 | | £357,000 |
| Event Participation Activation Partner | Scottish Cyclists' Union (known as Scottish Cycling) | Jan-23 | 9 | £150,000 |
| Hosting Co-operation | Glasgow Council | Jan-23 | 12 | £13,277,000 |
| Safety Services for the UCI 2023 World Cycling Championships | Grace & Tailor | Mar-23 | 6 | £53,000 |
| Insurance broker | Arthur J. Gallagher (UK) Limited | Jul-23 | 2 | £631,000 |

*Please note that contracts listed in this Annex A have a start date within the period 1 April 2022 to 31 March 2023 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 2022 to 31 March 2023 and may have a contract start at a future date.

Annex B – Summary of Regulated Procurements expected to commence during the period 1 April 2023 to 31 March 2025

Please note that this list is provisional and subject to change.

VisitScotland

| Month | Contract Title | Contract Start Date (forecast) | Period of Contract (months) | Anticipated Value |
|--------|--|--------------------------------|-----------------------------|-------------------|
| Apr-23 | Server & Infrastructure Maintenance | Apr-23 | 36 | £165,000 |
| Apr-23 | Connect 24 & 25 | Jun-23 | 24 | £500,000 |
| May-23 | E-Learning Catalogue | Jul-23 | 36 | £52,350 |
| Apr-23 | Content Marketing | Sep-23 | 24 | £750,000 |
| Apr-23 | Coaching Development/Supervision (2 Lots) | Oct-23 | 36 | £69,000 |
| May-23 | CMS | Oct-23 | 36 | £570,000 |
| Sep-23 | Decarbonisation Plan (Phase 2 Operators) | Nov-23 | 36 | £400,000 |
| Oct-23 | Measuring Marketing Effectiveness | Nov-23 | 36 | £160,000 |
| Aug-23 | GBTS/GBDVS (short term) | Dec-23 | 12 | £156,000 |
| Sep-23 | Thistles Sponsorship | Dec-23 | 36 | £150,000 |
| Oct-23 | Meeting & Events Space Booking | Jan-24 | 36 | £250,000 |
| Jun-23 | Travel Consortium Membership | Jan-24 | 36 | £150,000 |
| Aug-23 | Accessibility Guide Tool (Concession) | Jan-24 | 36 | £270,000 |
| Aug-23 | Social Media Management Tool | May-23 | 36 | £330,000 |
| Dec-23 | Media Planning, Buying & Assoc Services Lot 1 Domestic | Jan-24 | 48 | £14,000,000 |
| Nov-24 | Google Analytics | Jan-24 | 12 | £75,000 |
| Feb-24 | Adobe Licences | Mar-24 | 36 | £75,000 |
| Apr-24 | Record Digitisation | Apr-24 | 36 | £75,000 |
| Jan-24 | Soft Skills Training | Apr-24 | 36 | £120,000 |
| Dec-23 | Marketing Automation - Licence/Support | May-24 | 36 | £300,000 |
| Sep-23 | Digital Asset Management System | May-24 | 36 | £75,000 |
| Feb-24 | North America Sales Agency | May-24 | 36 | £315,000 |
| Feb-24 | Sales Agency Representation German Speaking Market | May-24 | 36 | £291,000 |
| Apr-24 | Connect 26 & 27 | Jun-24 | 24 | £500,000 |
| Apr-24 | UK & I Segmentation | Jun-24 | 6 | £75,000 |
| Feb-24 | Survey Software | Jun-24 | 36 | £120,000 |
| Apr-24 | CoLocation Hosting Services | Jun-24 | 24 | £85,000 |
| Apr-24 | Creative Development | Jun-24 | 36 | £750,000 |
| Apr-24 | Microsoft Enterprise Agreement | Jul-24 | 36 | £780,000 |
| Jun-25 | Browserstack | Sep-24 | 36 | £50,000 |
| Jan-24 | GBTS/GBDVS (long term) | Sep-24 | 48 | £600,000 |
| Jun-24 | Amazon Web Services Landing Zone and Support | Sep-24 | 36 | £70,000 |
| May-24 | SAOS | Oct-24 | 36 | £240,000 |
| Jun-24 | Medical Cash Plan | Oct-24 | 36 | £82,000 |

| Month | Contract Title | Contract Start Date (forecast) | Period of Contract (months) | Anticipated Value |
|--------|--|--------------------------------|-----------------------------|-------------------|
| Sep-24 | Content Aggregation Tool | Dec-24 | 36 | £75,000 |
| Sep-24 | Media Monitoring & Evaluation | Mar-25 | 36 | £150,000 |
| Sep-24 | Service Desk (Halo) | Mar-25 | 36 | £120,000 |
| Jan-25 | Sales Agency Representation French Speaking Market | Mar-25 | 36 | £110,000 |
| Aug-24 | General legal Services | Jan-25 | 36 | £300,000 |
| Sep-24 | Staff Uniforms | Mar-25 | 36 | £60,000 |

2023 Cycling World Championships Ltd

| Month | Contract Title | Contract Start Date (forecast) | Period of Contract (months) | Anticipated Value |
|--------|---|--------------------------------|-----------------------------|-------------------|
| Jan-23 | Fleet vehicles | May-23 | 4 | £103,000 |
| Jan-23 | Fleet vehicles | May-23 | 4 | £332,000 |
| Mar-23 | UCI Cycling World Championships 2023 - Bus Transport Services | May-23 | 4 | £120,000 |
| May-23 | Race Radios for the UCI 2023 Cycling World Championships | Aug-23 | 1 | £166,000 |
| Jun-23 | Champs Time Staff | Jul-23 | 2 | £75,000 |
| Jun-23 | Champs Time Staff | Jul-23 | 2 | £307,300 |
| Apr 23 | UCI Cycling World Championships 2023 - AV & Translation Services | May 23 | 4 | £109,000 |
| Apr 23 | UCI Cycling World Championships 2023 - Production Services (FF&E, Soft Shell Walling and Power) | Jun 23 | 4 | £95,000 |
| May 23 | Temporary Power & Fuel for UCI Cycling World Championships 2023 | May 23 | 3 | £85,000 |

