



Annual Procurement Report 2020-21

Preserving the past | Recording the present | Informing the future

Contents

1. Introduction
 2. Summary of Regulated Procurements Completed
 3. Summary of Procurement During 2020-21
 4. Review of Regulated Procurement Compliance
 5. Community Benefit Summary
 6. Supported Business Summary
 7. Fair and Ethical Trade Considerations
 8. Greener ICT
 9. Future Regulated Procurements Summary
 10. Additional Information on Procurement and Procurement Activities
 - 10.1 Facilitating the Involvement of SME's, Supported Businesses and Third Sector Organisations
 - 10.2 Serious and Organised Crime
 - 10.3 Fair Work Practices- The Living Wage
 - 10.4 Payment to Our Suppliers
 - 10.5 Expenditure with Core Trades During 2020-2021
 - 10.6 Procurement Savings
 - 10.7 Collaborative Working
 11. Glossary (Key terms)
- Annex 1 Regulated Procurements Completed 1 April 2020 – 31 March 2021
- Annex 2 Future Regulated Procurements Summary for the Financial Years 2021-22 and 2022-23

1. Introduction

National Records of Scotland

National Records of Scotland (NRS) is a Non-Ministerial Department (NMD) within the Scottish Administration. It is headed by a Chief Executive (CEO) who fulfils the role of two non-ministerial office-holders, the Registrar General for Scotland and the Keeper of the Records of Scotland.

We hold records spanning the 12th to the 21st centuries, touching on virtually every aspect of Scottish life. We administer the registration of life events such as births, deaths, marriages, divorces and adoptions and we take the census of Scotland's population every 10 years and prepare and publish regular demographic statistics.

The programme to deliver Scotland's next census is in the final stages of preparation. The census has collected information about the population every 10 years since 1801 and is widely acknowledged as playing a fundamental and unique role in the provision of comprehensive and robust population statistics. Delivery of the census is led by the census programme that is focused on making the best use of technology and digital services.

NRS Procurement

NRS procures a range of services, goods and works to support our very diverse business and our estate. In 2020-21 we spent in excess of £25m with third parties. Our key procurement principles are founded on openness, fairness, transparency and equal treatment. NRS Procurement continues to promote best practices when working with our stakeholders and suppliers to ensure we buy goods and services efficiently, effectively and sustainably, in accordance with legal and ethical standards, whilst demonstrating best value for money.

Progress on our procurement activities is monitored and recorded through the Procurement & Commercial Improvement Programme (PCiP) administered by Scottish Government (SG). Specific procurement objectives are included in the NRS Procurement Strategy.

A proactive and strategic procurement operation can be a key contributor to building business capability and performance in increasingly competitive markets. Ensuring NRS remains compliant in our procurement activities, supporting positive social, economic and environmental outcomes and developing our procurement capability remain key themes. We continue to raise the profile of procurement operations within the organisation, by establishing good working relationships with stakeholders. This has allowed us to develop robust sourcing strategies which cover the needs of business areas in a way that adds value and supports the overall objectives and vision of the organisation.

Under the Procurement Reform (Scotland) Act 2014 NRS is required to produce an annual report on our regulated procurement activities. The Annual Procurement Report details the programme of procurement activities undertaken during the year in conjunction with our stakeholders.

This will be the fourth Annual Procurement Report we have produced. It contains details of our regulated procurements together with highlights on our performance and achievements in delivering the NRS Procurement Strategy.

Sue Barber

NRS Chief Purchasing / Procurement Officer
(sue.barber@nrscotland.gov.uk)

2. Summary of Regulated Procurements Completed

NRS remains committed to procuring goods and services from SG and Crown Commercial Services (CCS) collaborative framework contracts where possible. Information on individual regulated procurements, required under Section 18(2) of the Procurement Reform (Scotland) Act 2014 that were completed during the 2020-21 financial year (including procurements through collaborative framework contracts) are detailed in Annex 1.

During the period of this report our procurement activity has focused predominantly on the census programme, ICT transformation and developing our digital services.

Scotland's Census

Preparations for Scotland's next census continued during 2020-21.

Scotland's next census has a digital focus and is being delivered in collaboration with a range of suppliers providing various products, services and support. During the year a further 2 key census components were competitively tendered and awarded through CCS collaborative frameworks. The first was for the provision of the Contact Centre. The second was for the provision of Field Force Recruitment And Payroll services.



The unprecedented and continued impact of the global pandemic Covid 19 during this reporting period meant that during the first quarter of the financial year we had to reconsider our delivery plans for the census taking place as scheduled in March 2021. With Ministerial approval the date for Scotland's next census was moved to March 2022.

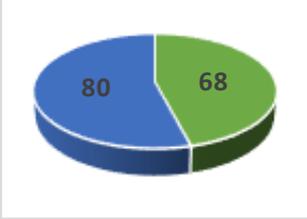
During the year we continued to procure specialist IT resources to support the census programme. The diversity and complexity of the digital services required to deliver Scotland's next census continued to place increasing demands on resources involved in this extensive programme.

Finally as part of our preparations for the census in 2022 we procured a number of specialist security services and products to ensure we were best placed to deliver a secure Census for the people of Scotland. We procured an Information Security Specialist Provider to support and assure our security management and controls. The provider also supported wider assurance and security improvement work across NRS. We also procured specialist software and support to deliver and implement a strategic security monitoring capability, which will be supported by a 24/7 security monitoring and alerting during the live census period. This strategic security monitoring capability will live on beyond the census to provide an improved security position for NRS.

Informing the Future (Technology Modernisation and Transformation)

Over the course of the year we completed a number of procurements for IT Services to enable them to:

- complete their work to consolidate our many technical environments into a single environment. This is expected to provide significant benefits in security, operability, performance and operating costs;
- complete the network replacement programme moving from seven independent networks to a single robust and secure unified network across NRS; and
- begin our cloud journey by starting the relocation of our core services to external, specialist Tier 3 data centres.

3. Summary Of Procurement During 2020-21		
<p>Number of New Regulated Contracts awarded</p> <p> 28</p>	<p>Procured external spend (ex. VAT)</p> <p>£25,690,824</p> <p></p>	<p>New Regulated contracts awarded (total value) (Ex. VAT)</p> <p> £5,958,668</p>
<p>Total Number of Suppliers</p> <p>148</p> <p></p>	<p>68 Suppliers were SME's</p> <p></p>	<p>Local Suppliers</p> <p>18</p> <p></p>
<p>Local Spend</p> <p>20%</p>	<p>SME Spend (Ex. VAT)</p> <p>£8,775,836.59 34%</p>	<p>SME Suppliers (exc. SME Sub-contractors)</p> <p>46%</p>
<p>Transactions</p> <p>3,407</p>	<p>GPC Spend</p> <p>1.0%</p> <p></p>	<p>Annual Cash Savings</p> <p>£2,609,263 (10.1% Procured spend)</p>
<p>Invoices paid on time</p> <p>99.5%</p> <p></p>	<p>Spend on Goods Contracts with Fair & Ethical Trading Considerations</p> <p>£222,801.40</p> <p></p>	<p>Supported Business Spend (Ex. VAT)</p> <p>£11,270</p> <p></p>

4. Review of Regulated Procurement Compliance

NRS Procurement remains focused on delivering a transparent, fair and effective procurement service which is legally compliant. Offering best value, promoting best practice and supporting the NRS Strategy. To ensure we have consistency in our approach we follow the relevant SG Procurement Journey, for all of our contracts, which promotes best practice, supports all levels of procurement activity and provides a structure for managing stakeholder and supplier expectations.

NRS Procurement is the centralised Team responsible for procurement activities including implementing procurement policy, best practice and for ensuring compliance with Procurement Legislation. We also provide contractual and contract management advice and support.

We understand that key to successful procurement operations is to establish good relationships with stakeholders to aid the development of sourcing strategies that cover the needs of business areas in a way which adds value and supports the overall objectives and vision of the organisation. To this end we work closely with our stakeholders and suppliers on pre-procurement activities, including early market engagement to gauge interest in our contracts. Also, assisting our stakeholders with the development of their requirements in order to procure fit for purpose contracts for NRS which are compliant with Scottish Public Procurement legislation and can demonstrate value for money.

Sometimes there are exceptional circumstances where it may not be appropriate to follow a genuine and effective competition to award a contract to a supplier. Where this is the case a request must be made in accordance with the NRS Request for Non Competitive Action (NCA) procedures which is aligned with SG Procurement Policy guidance. Any NCA requests for regulated procurements are approved by the Chief Purchasing/Procurement Officer and the CEO. There was 1 NCA for a regulated procurement during the period of this report. The NCA contract awarded is included in the list in Annex 1.

In accordance with our Procurement Strategy we use Public Contracts Scotland (PCS) and PCS(T), to publish our regulated contract opportunities and contract award notices once the procurement is concluded. This allows for suppliers to submit their tenders to us electronically. For non-regulated contracts where the goods/services cannot be procured through a framework we use "Quick Quotes" on PCS. Where a bid is unsuccessful NRS provides written feedback to Suppliers of the reasons why their tender or quotation was unsuccessful based on the specified evaluation criteria.

NRS is subject to SG Procurement and Commercial Improvement Programme (PCIP) which is designed to measure procurement and commercial capability and identify areas that require further improvement. NRS is fully committed to this programme and aims to continually improve its performance. At the PCIP assessment in July 2019 NRS achieved the highest performance level (M1) for a PCIP medium sized organisation again - a 6% improvement on the 2016 assessment.

Contracts awarded through regulated procurements completed during the full reporting period from 1 April 2020 to 31 March 2021 are included in Annex 1.

Commercial Contract Management (Census Programme)

During this reporting year NRS has continued to focus attention on a proactive and managed approach to commercial contract management on the census programme contracts to provide assurance that those contracts will deliver intended outcomes and any required actions can be initiated timely and taken in conjunction with the relevant internal stakeholders and the supplier.

The dedicated Census Commercial Contract Management team oversees the portfolio of census contracts to ensure the contracts perform as intended and that any issues are identified and addressed. The activities of the team includes holding frequent scheduled meetings with the relevant suppliers and also undertaking reviews of contracts with the business and the suppliers. NRS Procurement provides ongoing contractual support to this team as required.

5. Community Benefits Summary

NRS continues to contribute towards improving the social wellbeing element of its sustainable procurement duty by adopting a policy to promote fair work practices in relevant public contracts and seeks to maximise social considerations which can be delivered through the performance of its services and its contracted services through the promotion of Community Benefits which are relevant and proportionate to the contract. These measures will ensure we remain an inclusive organisation which both promotes and encourages a diverse range of suppliers including SME's, Supported Businesses and Third Sector organisations.

Our regulated procurements (excluding procurements through frameworks) include a Fair Work Practices and Community Benefits Supplier Information Pack. During the contract term we expect the Supplier to deliver Community Benefits, of their choosing, related to the performance of the contract through, for example, the creation of targeted recruitment and training, work placements, curriculum support, community enhancement and SME supply chain support etc.

Our current Facilities Management (FM) Services contract with Atalian Servest continues to deliver 2 shared apprentice Building Services Engineers working within the FM business, since the commencement of the contract, who rotate between our FM contracts and other FM contracts in Edinburgh. This ensures they gain maximum experience across many different types of buildings.

SG offers a number of collaborative frameworks for public sector organisations to procure goods and the associated services through. A large number of those SG frameworks contain community benefits to be delivered by the supplier.

The NRS spend information on those goods and services through SG frameworks which have community benefits included for 2020-21 financial year are detailed in the table below:

Scottish Government Framework	Supplier	Contract Spend (Ex. VAT)
Postal Services	Royal Mail	£17,000
Stationery & Office Supplies	Lyreco	£2,851
Cloud Services	Storm ID	£27,489
Hosting Services	Pulsant	£153,307
Publishing, Print, Design and Associated Services	APS Ltd	£2,700.378
TOTAL		£2,901,031

6. Supported Business Summary

Supported businesses have an important contribution to make to the Scottish economy, not only through the goods and services they deliver, but also by providing meaningful employment, training and support for those who may otherwise be excluded from the workplace.

SG have a supported businesses collaborative framework contract covering some goods and services which NRS has contracted through during the period of this report. Public Procurement Regulations allow for the direct award of 'reserved' contracts to supported businesses. NRS continues to participate on Central Government Supported Businesses initiatives.

A summary of NRS expenditure with supported businesses during the period of this report is shown below:

Supported Business	Goods/Services Contracted	Spend £
Deaf Action	BSL for Scotland's census	11,000.00
Haven	Staff Uniforms	269.50
TOTAL		11,269.50

NRS Procurement looks out for potential reserved contract opportunities for supported businesses and we will continue to encourage our prime contractors to purchase goods/services from supported businesses where appropriate.

7. Fair and Ethical Trade Considerations Summary

SG offer a number of collaborative frameworks for public sector organisations to procure goods and the associated services through. These particular frameworks, listed below, have some fair and ethical trading considerations included in the requirements, in line with section 15 of the Procurement Reform (Scotland) Act 2014, ensuring all goods supplied under the framework are produced in accordance with International Labour Organisation (ILO) conventions that have been ratified by the country of their origin, in particular, labour standards, working conditions and the use of child labour.

The NRS spend information on fair trade goods (and any associated services) through those frameworks for 2020-21 financial year is detailed in the table below:

SG Framework	Supplier	Contract Spend (Ex. VAT)
Desktop Client Devices framework Mobile Client Devices	HP Inc. Uk Ltd	£82,507.00
Workstation Client Devices Web Based and Proprietary Devices Framework	XMA Ltd	£119,208.40
Mobile Voice & Data Services	Vodafone	£16,279.00
National IT Peripherals Framework	Computacenter	£4,807.00
TOTAL		£222,801.40

8. Greener ICT

NRS procures ICT, Office and related equipment (desktops, laptops, Multi-Function Devices (MFD's) etc.) through the various SG collaborative framework contracts to support the environmental principles of "Scotland's Digital Future: Scottish Public Sector Green ICT Strategy". The environmental benefits of procuring through those various SG frameworks will include some, or most, of the following:

- a reduction in carbon emissions through the inclusion of latest environmental and energy efficiency certification of the products;
- core commercial devices having a stated minimum life with spare parts available for a required timescale after the device end of sale date in order to maximise the product lifespan;
- products meeting or exceeding the minimum of Electronic Product Environmental Assessment Tool (EPEAT) Gold compliance, with supporting documentary evidence from the manufacturer;
- a focus on waste minimisation with inbound packaging being recycled and suppliers being encouraged to reduce overall product packaging; and
- extending the products useful life while ensuring compliance with the Waste Electrical and Electronic Equipment (WEEE Directive) and data security requirements.

9. Future Regulated Procurements Summary

A summary of our anticipated future regulated procurements expected to commence and be awarded over the next two financial years is attached at Annex 2. It contains details of:

- the subject matter of the contract
- whether it is a new or re-tender procurement
- the expected financial year when the contract will be awarded.

10. Additional Information on Procurement and Procurement Activities

10.1 Facilitating the Involvement of SME's, Supported Businesses and Third Sector Organisations

NRS remains an inclusive organisation which encourages a diverse range of suppliers including Small and Medium sized-Enterprises (SME's), Supported Businesses and Third Sector organisations. NRS continues its membership of the Supplier Development Programme (SDP) which provides a range of specialist business support activities including the provision of advice, information and training support with the aim of assisting businesses to become more capable of accessing and competing for public sector contracts.



10.2 Serious and Organised Crime

NRS understands the importance of tackling serious organised crime, which includes ensuring that NRS does not work with suppliers that have such involvement. In September 2019 Police Scotland provided a presentation to NRS procurement staff to outline the various risks posed from serious and organised crime and to highlight the assistance and checks they can offer to public bodies to mitigate those risks. We remain vigilant in this area and continue to include appropriate questions in procurement documentation where relevant.

10.3 Fair Work Practices – The Living Wage



NRS is accredited by the Poverty Alliance as a Scottish Living Wage employer. This officially recognises our on-going commitment to paying our staff, and our contracted staff, at least the Scottish Living Wage. The Scottish Living Wage is the amount a person should receive to cover their basic costs of living in the UK and is reviewed annually.

We promote the Living Wage in our tender documents for regulated procurements. All of our service contracts awarded support the Scottish Living Wage.

10.4 Payment to our Suppliers

NRS remains committed to paying our suppliers promptly for goods, services and works. Contractually we are committed to paying our suppliers within 30 days of receipt of an invoice. In line with SG's payment performance targets we endeavour to pay 98% of undisputed invoices within 10 working days of receipt of the invoice.

We paid a total of 3407 invoices in the 2020-21 financial year and our payment performance of 99.5% was excellent in comparison with 98% SG 10 day payment target.

10.5 Expenditure with Core Trades During 2020-2021

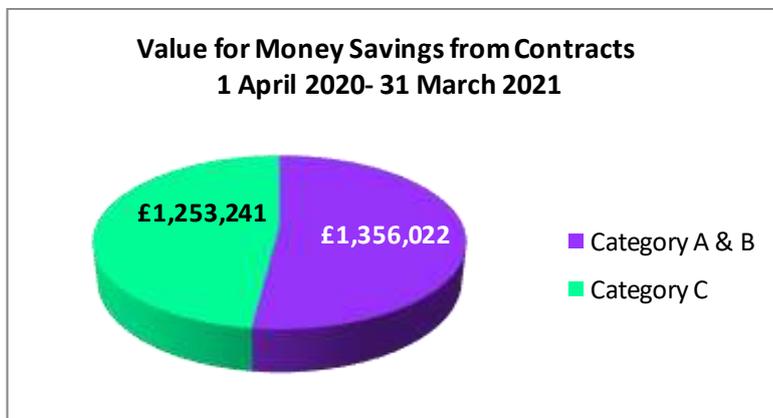


10.6 Procurement Savings 2020 - 2021

Good public procurement makes the best use of public money to deliver value for money goods, services and works which benefit the Scottish economy as a whole. At the centre of this concept in procurement is finding the optimal balance between cost, quality and sustainability. Capturing value for money benefits and savings is becoming increasingly beneficial in reinforcing the part procurement can play in supporting the delivery of their organisations services at a time of resourcing constraints.

Value for money savings on contracts are calculated in accordance with the SG Procurement Benefits Reporting Guidance for Scottish Publicly Funded Sectors.

The organisation realised over £2.6m of value for money savings on contracts placed by NRS Procurement during the 2020-21 financial year as detailed below:



10.7 Collaborative Working

We continue to work in close partnership with other public bodies to support Collaborative working initiatives for Scottish Public Sector procurement reform driving these initiatives forward in NRS. This has included continued membership of the Procurement Cluster Group which builds procurement capability through supporting, mentoring and the sharing of best practice in addition to promoting collaborative contract opportunities.

11. Glossary (Key Terms)

Category	A collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable. Category A – National Category B – Sector Specific Category C – Organisation Specific
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit (CIPS).
Community Benefits	Are contractual requirements (relevant and proportionate to the subject matter of the contract) placed on a Contractor which have been set by a contracting authority in accordance with the duties placed on a contracting authority under Section 9 of the Public Procurement Reform (Scotland) Act 2014 to consider how in conducting the procurement process it can improve the economic, social and environmental wellbeing of the contracting authority's area.
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Market Engagement	The Procurement function communicating with a supply chain prior to designing and developing the requirements specification, either to seek feedback or collaboration, or to provide advance notice of future requirements.
Procurement and Commercial Improvement Programme (PCIP)	Is an external appraisal of procurement processes, procedures and activities on an public sector organisations across Scotland which is assessed against defined criteria aimed at improving procurement capability overall.
Procurement Journey	Public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey is enhanced on an ongoing basis with any procurement legislative updates, feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.
Public Contracts Scotland	The national advertising portal used to advertise all Scottish Public Sector goods, services or works contract opportunities.
Regulated Procurements and Contracts	For the purposes of the Procurement Reform Scotland Act 2014 'Regulated procurements' apply to the following thresholds : Public goods and services contract - £50,000. Public works contract - £2,000,000. Community benefits requirement to contracts - £4,000,000 and is not an excluded contract under Regulation 6 of Public contract regulations.
Small Medium Enterprise (SME)	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Stakeholder	Any person or group who has a vested interest in the success of the procurement activity, i.e. receives services from it.
Supported Businesses	Are those where more than 30% of the workers are disabled or disadvantaged persons who by reason of the nature or severity of their disability/disadvantage are unable to take up work in the open labour market.

REGULATED CONTRACTS AWARDED
1 April 2020 to 31 March 2021
ANNEX 1

Contract Ref	Contract Title/Subject Matter of Contract	Type of Contract	Supplier Name	Start Date	End Date	Estimated Contract Value (Ex. VAT) £
RD 19/0640A	Interim/temporary manager/professional	Services	Harvey Nash	06/04/20	03/04/21	64,260.00
RD 20/0170	Interim/temporary manager/professional	Services	Venesky Brown	07/09/20	05/03/21	70,375.00
17/10/004	200TB Offsite Cloud Back Up Storage	Services	Data Vita	01/02/21	31/12/24	85,852.21
17/05/2022	Provision of an Organisational Review of Fire Strategy and Detailed Buildings Review	Services	Ove Arup	21/10/20	21/01/21	88,500.00
17/10/008	MOVE IT File Transfer software	Services	Softcat	30/03/21	29/03/24	93,504.00
RD 20/0299	VMWare Site Recovery Manager Software	Services	Softcat	05/10/20	04/10/22	109,518.53
RD 20/0400	Interim/temporary manager/professional	Services	Venesky Brown	14/01/21	16/07/21	56,896.00
RD 20/0233	Interim/temporary manager/professional	Services	Lorien	26/10/20	27/04/21	56,203.56
17/10/007	Cyberark PAM Software and support	Services	Softcat	09/11/20	08/11/23	121,909.41
RD 20/0353	Interim/temporary manager/professional	Services	Harvey Nash	18/01/21	21/05/21	37,814.55
RD 20/0420	Interim/temporary manager/professional	Services	Venesky Brown	15/02/21	13/08/21	75,311.00
RD 20/0286	Interim/temporary manager/professional	Services	Lorien	25/01/21	23/07/21	79,542.64
RD 20/0171	Interim/temporary manager/professional	Services	Harvey Nash	22/09/20	12/03/21	51,564.00
RD 20/0078	Commvault Software Support Licences and Professional	Service	Insight Direct	30/05/20	29/05/23	166,520.55
RD 20/0230	Interim/temporary manager/professional	Services	Harvey Nash	02/11/20	29/10/21	55,018.70
RD 20/0149A	Interim/temporary manager/professional	Services	Venesky Brown	29/07/20	29/01/21	51,584.00
17/10/001A	IT Security Operations Centre Scotland's Census 2022	Services	Softcat	11/01/21	10/01/24	176,983.38
RD 20/0149B	Interim/temporary manager/professional	Services	Harvey Nash	05/08/20	05/02/21	58,835.20
17/10/002	IT Data Hosting via SG Cloud Services	Services	Pulsant (South Gyle) Ltd	05/10/20	04/10/23	203,391.00
RD 20/0284	Interim/temporary manager/professional	Services	Venesky Brown	10/11/20	17/05/21	76,014.00
RD 20/0284B	Interim/temporary manager/professional	Services	Venesky Brown	16/11/20	17/05/21	76,014.00
RD 20/0285	Interim/temporary manager/professional	Services	Venesky Brown	18/01/21	02/07/21	72,306.00
17/07/2007	Open Source 3 rd Party Support for NRS	Services	Sirius	17/12/20	16/12/22	240,000.00
RD 19/0704	Interim/temporary manager/professional	Services	Harvey Nash	14/04/20	10/05/21	184,800.00
RD 19/0726	Interim/temporary manager/professional	Services	Venesky Brown	18/05/20	13/11/20	92,622.00
*RD 19/0724	SAS Software Licences & Support Services 3 year renewal	Services	SAS Software	01/04/20	31/03/24	813,328.00
17/07/006	Field Force Recruitment & Payroll Services for Scotland's Census 2022	Service	Pertemps	25/08/20	31/7/21	1,800,000.00
17/07/005	Contact Centre Services for Scotland's Census 2021	Service	Arvato	18/05/20	30/07/20	900,000.00

End date excludes any optional extensions permitted under the contract

Estimated contract value excludes amounts for VAT

**Denotes a direct award following the procedure outlined in Section 3 above.

FUTURE ANTICIPATED REGULATED PROCUREMENTS

ANNEX 2

* Contract Title	Contract Status	Expected Start/ Award Date in 2021-22 Financial Year	Expected Start/ Award Date in 2022-23 Financial Year	Comments
Storage Facility Improvements & Expansion	New		✓	
Web Continuity / Archiving	Re-tender	✓	✓	Request for Information issued
Box making machine replacement	New		✓	
ScotlandsPeople Website Services	Re-tender	✓	✓	Likely to go out to tender in late Summer 2022.
Digital Imaging Units Replacements	New	✓	✓	
ICT Service Management	New		✓	
ICT Infrastructure Management	New		✓	
Managed Microsoft Office 365 Replacement	New		✓	Likely procured via the Scottish Government's Software Value Added Reseller framework.
Extended support and maintenance of IT hardware	New		✓	
Firewall Technology Refresh	Re-tender		✓	
IT Desktop and Monitor Refresh	Re-tender	✓	✓	
Provision of Specialised IT Services	New		✓	Potentially multiple lots
IT Health Checks	Re-tender		✓	
Back-up Technology Refresh	New		✓	
Interim/temporary managers/professionals (Multiple Contracts for Various Roles) ¹	New	✓	✓	
Professional Estate Management Services	Re-tender	✓	✓	
Facilities Management Services (Hard & Soft Services)	Re-tender	✓	✓	Potentially multiple lots
Historic Building Dome (Internal) Re-Decoration	New	✓	✓	
Historic Building Stonework Repairs	New	✓	✓	
Storage Building Sprinkler System	New	✓	✓	
New Register House Fly over Scaffold	New	✓		
New Register House Roof Replacement	New		✓	Potentially multiple contracts / lots
Legal Services - Buildings	Re-tender	✓	✓	
Programme and digital service/operational delivery provider(s)	Re-tender		✓	

*NRS takes the opportunity to utilise collaborative contracts set up by Scottish Government, Crown Commercial Services and other public bodies where contract requirements can be met by tendering through one of those collaborative contracts. Consequently, where some NRS purchasing requirements/contracts listed above can be met via one of these sources it will not be advertised.

¹ The Interim Managers you will note come under one heading as there are too many to list individually and not all anticipated requirements are known at this point in the year. NRS expects to require a number of interim/temporary managers/professionals with specialist skills in ICT and related areas to support our business programmes where we experience a skills shortage, or to supplement work on time critical projects etc. These interim specialists are procured mostly through the Scottish Government's Temporary Interim Professionals/IT Specialists contracts. Where any of these individual contract requirements were known at the time of this report they have been included in the future contracts list.