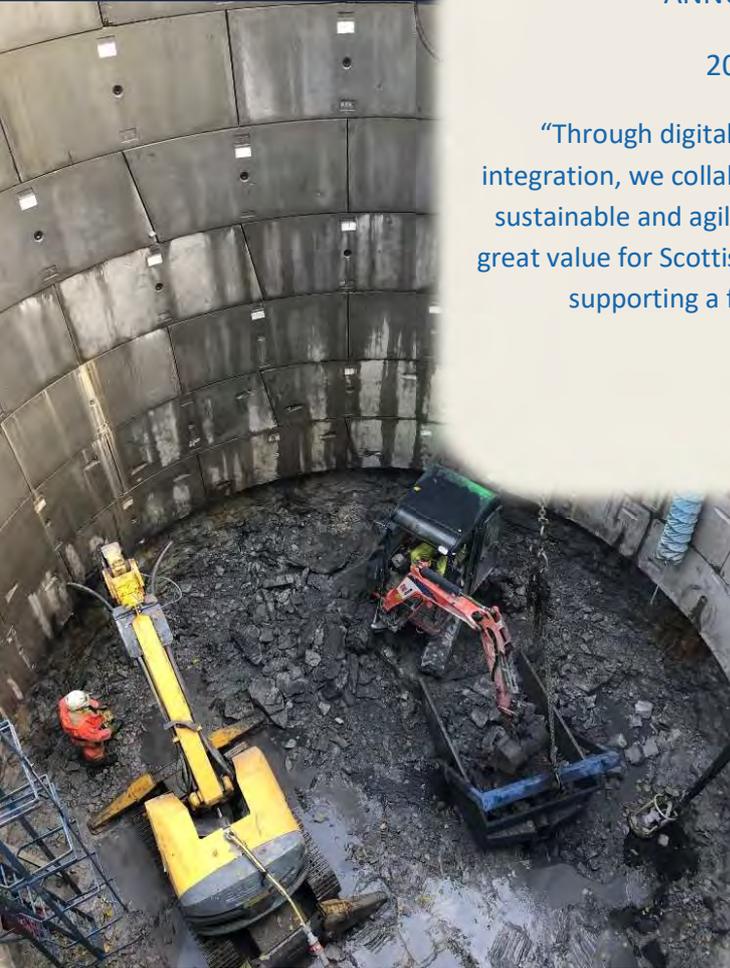




SCOTTISH WATER
PROCUREMENT & SUPPLY CHAIN
ANNUAL REPORT
2023-2024

“Through digitally enabled supply chain integration, we collaborate to create an efficient, sustainable and agile supply chain that delivers great value for Scottish Water and our customers, supporting a flourishing Scotland.”



Foreword

Scottish Water has a crucial purpose – to support a flourishing Scotland through being trusted to care for the water on which Scotland depends. We are proud to provide water and wastewater services that are essential to everyday life for households and businesses across Scotland. We make a critical contribution to Scotland’s health, well-being and prosperity, the sustainability of our natural environment, and our country’s long-term economic success.



Our Strategic Plan – A Sustainable Future Together – sets out our future strategy and we have set out our ambitions to go beyond net zero emissions, deliver service excellence and provide great value and financial stability. We are facing some huge challenges and making some big commitments. Getting this done requires a transformation of Scottish Water but we cannot do this alone, we need our supply chain partners to come on this transformation journey with us. Scottish Water Procurement will explore Supply Chain Transformations further this year starting to look ahead to the supply chain design needed to optimally deliver the capital and operational requirements for the next regulatory period of 2027 to 2033 and continue this coming year to embed Carbon understanding and reductions, Circular Economy opportunities, Ethical Supply Chain approaches and Innovation from the Supply Chain to support A Sustainable Future Together.

Scottish Water spends around £1b a year buying goods, services and works. This means that our Procurement and Integrated Supply Chain Management activity has the potential to deliver significant benefit and value-for-money improvements for our customers and help achieve our ambitions.

Increasingly, buyers are working creatively to deliver broader ethical, environmental, and economic benefits by making sure sustainability is firmly established in their work. Unlocking these potential benefits from procurement can help us foster jobs and growth, encourage innovation, and boost training and apprenticeship opportunities. Good procurement practice can and should play a key role in helping small and medium-sized enterprises (SMEs), third-sector organisations and supported businesses compete effectively for contracts.

Our procurement procedures were described as world-class by the Chartered Institute of Procurement and Supply (CIPS), who awarded us with platinum accreditation status in January 2015 and re-accredited in December 2021. Scottish Water continually demonstrates how an effectively managed, CIPS Platinum accredited professional procurement service, with responsibility across all spend categories, can achieve value for money across these categories and provide substantial savings.

This strategy document sets out how we use Procurement & Sourcing, Risk Management and Supply Chain Development to support our commitment to increasing sustainable economic growth, and to deliver significant benefits for the people and communities we serve.

Joe Rowan FCIPS

General Manager – Procurement & Supply Chain

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1. Introduction

Scottish Water (SW) is a public sector body, classified as a corporation of a trading nature, and is answerable to the Scottish Parliament through Scottish Ministers. The Members of Scottish Water's Board are accountable to the Scottish Government and the Board currently includes 8 Non-executive Members.



Further information can be found in Scottish Water's [Annual Report 2022/23](#)

In 2021/22, we commenced a 6-year investment programme in maintenance and further improvements to drinking water quality, protecting the environment, and supporting the Scottish economy. In 2022/23 we invested £866 million in our assets; we expect a further increase in our annual investment with a forecast for 2023/24 in the region of between £855 million to £995 million.

A substantial proportion of Scottish Water's resources are spent on goods, services and works procured externally from third parties. An effective and efficient procurement and integrated supply chain management process is critical to meeting our overall objectives.

Obtaining best value for money from procurement and integrated supply chain management ensures that we optimise our resources to achieve our aims. We must also ensure that our actions are fully compliant with legal requirements and ethical standards and promote a culture of accountability, transparency, sound governance, and non-discrimination. We owe nothing less to citizens, taxpayers, and those with whom we do business.

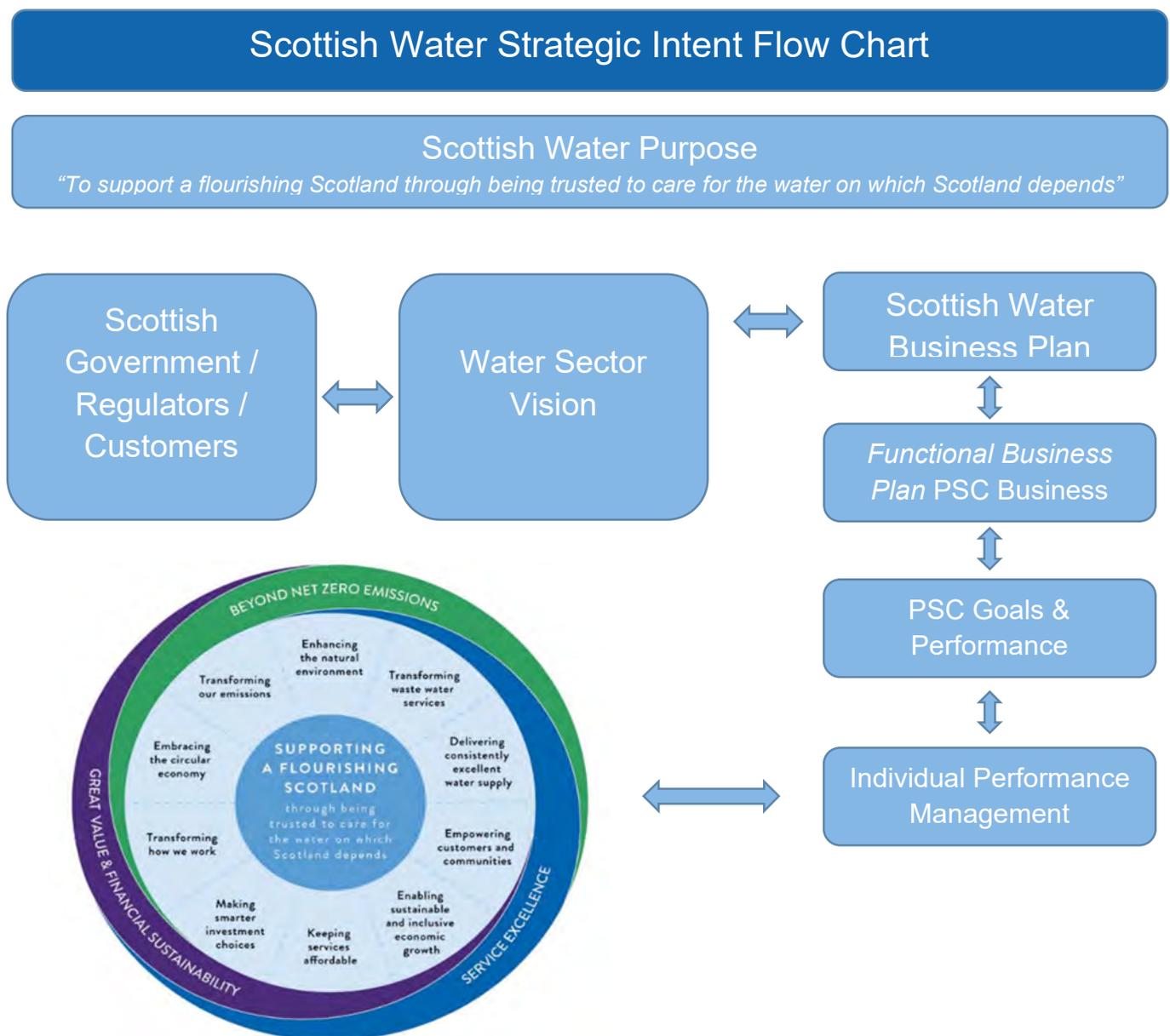
The Procurement & Supply Chain (PSC) team's mission is "Through digitally enabled supply chain integration, we collaborate to create an efficient, sustainable and agile supply chain that delivers great value for Scottish Water and our customers, supporting a flourishing Scotland."

This document sets out the Procurement Strategy for Scottish Water for FY2023/24 and will show how Procurement & Supply Chain in Scottish Water plays a fundamental role in supporting the delivery of Scottish Water's strategic objectives and the value it delivers in supporting Scottish Water's wider environmental, social, and economic objectives.

2. Procurement & Supply Chain in Scottish Water - Strategic Intent

Figure 1 below shows Procurement & Supply Chain's Strategic Intent Flowchart showing clear line of sight between the Scottish Water Purpose and strategic objectives to the Procurement & Supply Chain team member's performance objectives. The current regulatory period is SR21 (2021-2027). This is then broken down into annual functional plans for each directorate. In Figure 1 the PSC Business Plan is then used to create an annual Balanced Scorecard for the team which then flows down into each individual's objectives, measured through the performance review process.

Figure 1: Procurement & Supply Chain Strategic Intent Flowchart



2.1 Procurement & Supply Chain Governance

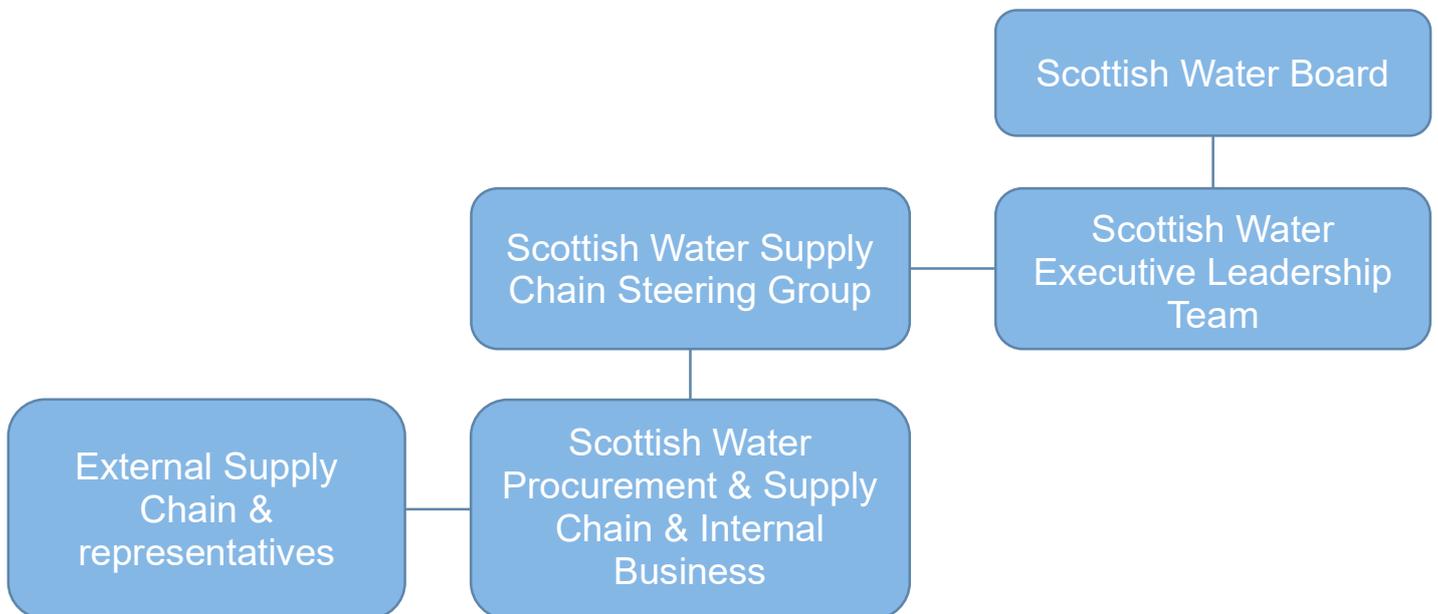
Approval of Procurement and Supply Chain strategies and awards of contracts and framework agreements (an agreement with suppliers to establish terms governing contracts that may be awarded) has strong governance structures in place.

Approval of all frameworks and contracts must receive the correct level of approval and sign-off in line with the Scottish Water Procurement Policy Manual and the Scottish Water Designated Level of Approval (DLA) structure.

Approval of all key Procurement and Supply Chain strategies and contract/framework award approvals above the accumulated value of £10m are reviewed and approved by the Supply Chain Steering Group (SCSG).

Figure 2 below details the governance structure in place for Procurement & Supply Chain.

Figure 2: Procurement & Supply Chain Governance



2.2 Scottish Water Purpose

Our purpose is supporting a flourishing Scotland through being trusted to care for the water on which Scotland depends. We will fulfil our purpose of supporting a flourishing Scotland by pursuing ten strategic objectives which will enable us to achieve our three strategic ambitions, all of which will ensure that we play our leading role in achieving Scotland's ambitious Water Sector Vision. Figure 3 below shows our three strategic ambitions: Service Excellence, Great Value and Financial Sustainability and Beyond Net Zero Emissions and the ten strategic objectives that will deliver these.

Figure 3: Scottish Water Strategic Ambitions and Objectives

Our Strategic Ambitions

Our Strategic Plan is ultimately designed to help us meet our three strategic ambitions. Meeting our ambitions will mean that we're doing the right thing, at the right time to help Scotland flourish and help us meet our Purpose.



Going Beyond Net Zero

Showing leadership in mitigating climate change and enhancing Scotland's natural environment.

We will support a flourishing Scotland by going beyond net zero emissions, embracing the circular economy and enhancing Scotland's natural environment.

- Transforming our emissions
- Embracing the circular economy
- Enhancing the natural environment



Great Value and Financial Sustainability

Customers will receive great value, now and in the future, and we will be financially sustainable.

We support a flourishing Scotland by ensuring that our services are affordable for customers while we are financially sustainable and support a prosperous economy.

- Keeping services affordable
- Making smarter investment choices
- Transforming how we work



Service Excellence

Adapting to a changing climate, dealing with our ageing assets and meeting customers' evolving expectations.

We support a flourishing Scotland by providing a reliable supply of high quality, great tasting drinking water, safely collecting, treating and recycling waste water, enabling sustainable and inclusive economic growth and empowering customers and communities.

- Delivering consistently excellent water
- Transforming waste water services
- Enabling sustainable and inclusive growth
- Empowering customers and communities

3. Procurement & Supply Chain business plan objectives for SR21

To support the Scottish Water purpose and strategic objectives, the Procurement & Supply Chain team has a vital role to play in providing a world class professional procurement service.

We have developed a business plan for SR21 with our mission being:

“Through digitally enabled supply chain integration, we collaborate to create an efficient, sustainable and agile supply chain that delivers great value for Scottish Water and our customers, supporting a flourishing Scotland”

We will support Scottish Water’s 3 Strategic Ambitions through delivering improvements through 3 key areas 2023:

- Procurement & Sourcing: Ensuring SW has access to the goods and services it needs at the right time, to the right standard, representing value for money; delivered efficiently by a world-class procurement team.

- Risk Management: Ensuring structural, ethical, local, and global supply chain risks, including value for money, are effectively monitored, managed, and made visible to SW to enable a sustainable and agile supply chain.
- Supply Chain Development: Ensuring the supply chain remains fit for purpose through long term strategic alignment between SW & its supply chain partners.

Table 1: Procurement and Supply Chain Key Goals & Activities 2023/2024

Procurement & Sourcing <i>Ensuring SW has access to the goods and services it needs at the right time, to the right standard, representing value for money; delivered efficiently by a world class procurement team</i>	Risk Management <i>Ensuring structural, ethical, local, and global supply chain risks, including value for money, are effectively monitored, managed and made visible to SW to enable a sustainable and agile supply chain</i>	Supply Chain Development <i>Ensuring the supply chain remains fit for purpose through long term strategic alignment between SW & its supply chain partners</i>
<ul style="list-style-type: none"> • Procurement & extension activity • Assure value delivered from procurements supporting CI VFM • Increase the use of performance specifications & standard products where appropriate • Maintain CIPS platinum status • Broaden & deepen team capabilities through nurturing talent, training & development • Procurement e sourcing system review • Leaning and digitisation of procurement process • Consider the future focus of ISCM & category management 	<ul style="list-style-type: none"> • Manage Supply Chain (SC) risks, supplier profiles & contingency plans • Report on market trends • Manage risk of compliance to GDPR, modern slavery and cyber security • Embed ethical SC approach for SW incl ethical audits • CI VFM measures (price validation / inflation analysis / PitG) • Volumetric discount management • Deliver onboarding process for all SC covering corporate compliance and ongoing monitoring • ISCM performance management • PSC digital solutions development • Monitor (and manage where poss.) SC capacity, skills & capabilities 	<ul style="list-style-type: none"> • Carbon management strategy roll out • Supply chain carbon baseline reduction • Circular economy & partner ecosystems pilots (Bridge Scrapers & Concrete) • Ensure and track levels of community benefit (MA s & Graduates). • Supply chain survey • Supply chain conference • Develop innovation / standardisation in the supply chain • ISCM performance management review • SR27 supply chain development • Develop SC capacity, skills & capabilities

4. Procurement and Sourcing

Ensuring Scottish Water has access to the goods and services it needs at the right time, to the right standard, representing value for money; delivered efficiently by a world-class procurement team is one of the 3 key areas for Procurement and Supply Chain.

Scottish Water operates under the Utilities Contract (Scotland) Regulations 2016 and will ensure that all regulated procurements are carried in the strictest manner, in accordance with these regulations.

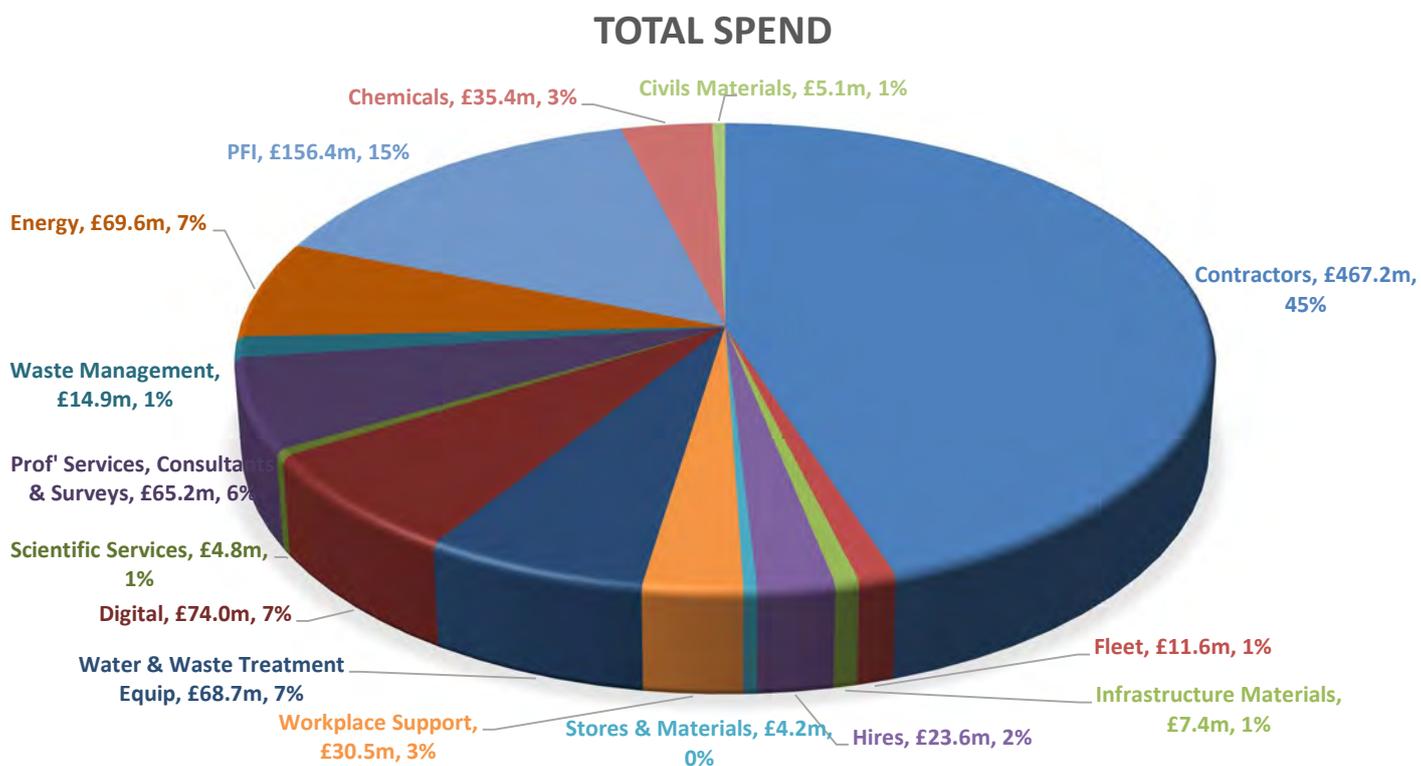
As a CIPS Platinum accredited procurement team, Scottish Water is deemed to have world class procurement and supply chain management policies and procedures and commits to maintain this accreditation and continually seek to improve. The following sections provide an overview of the last year's key areas for Procurement and Sourcing



4.1 Spend data

Scottish Water spends c£1b per year with its supply chain, across capital and operational activities and the goods and services we receive for this are a critical enabler in supporting our ability to deliver our services to customers. Figure 4 below details the categories and percentage of spend that makes up the c£1b. Refer to Appendix 3 for our SR21 Supply Chain Model.

Figure 4: SW spend profile



This spend across Scottish Water framework agreements is supporting a flourishing Scotland.



c75% of this supply chain has businesses with locations in Scotland.



c400 Suppliers across 190 frameworks



c70% of the Supply Chain is classed as SME's

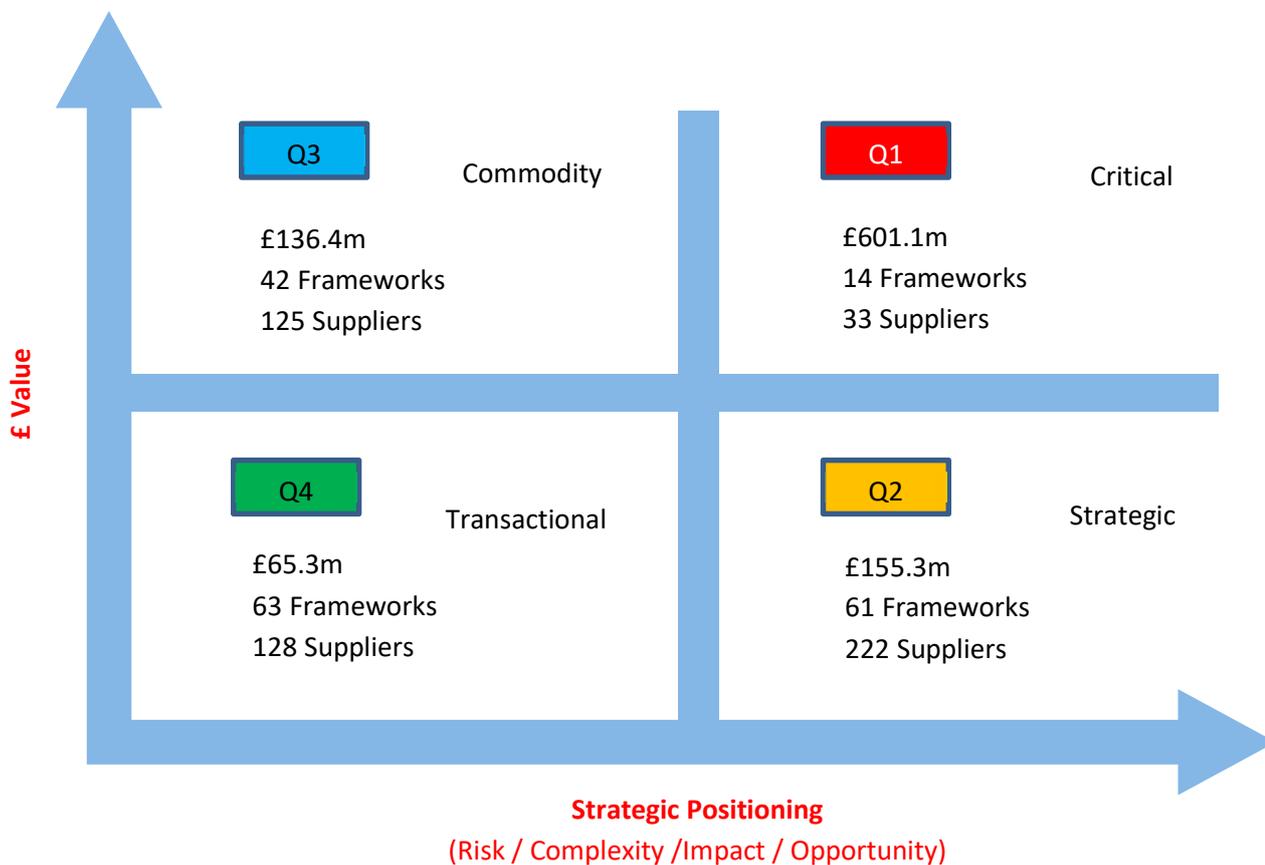
4.2 Supply Chain Segmentation

Scottish Water uses Supply Chain Segmentation as a method of classifying categories to develop a tailored approach to managing its supply chain. The strategy is to segment categories and frameworks within these based on spend, risk, importance, and complexity. The supply chain has been segmented into four quadrants as detailed in Figure 5 below.

This matrix shows the forecasted value of spend, number of frameworks and suppliers in each of the four quadrants. It demonstrates that the majority of SW's spend (c£601m) is with strategic & high value suppliers which is where we may be exposed to varying degrees of risk but also have the most opportunity.

Specific rules of engagement and governance have been developed per quadrant, to allow us to effectively purchase, tailor contractual terms, measure, and manage our supply chain and grow the appropriate relationships at the right levels.

Figure 5: SW Supply Chain Segmentation matrix

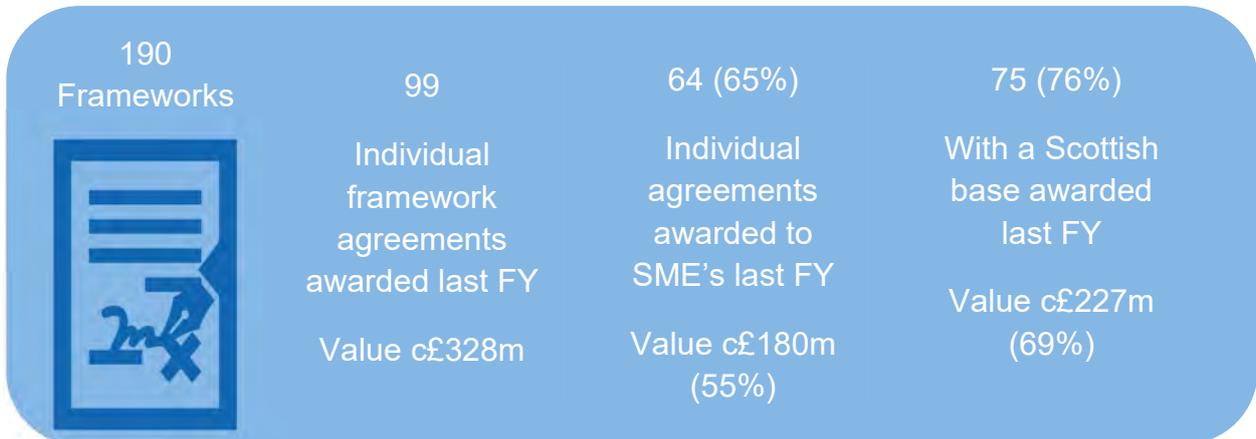


Supply Chain Segmentation - movements / changes

There have been no category movements / changes in the supply chain segmentation matrix.

4.3 Key Procurement & Sourcing Data

Scottish Water has 190 frameworks supported by 400 suppliers; key statistics are shown below. All the awards made last year complied with Utilities Contract (Scotland) Regulations 2016.



During the reporting period there were no regulated procurements awarded to supported businesses. The reason for this is that the goods, services or works associated with these procurements are not provided by existing supported businesses.

There is expected to be 32 new procurements as part of the forward procurement plan, however this list is subject to change.

Please refer to Appendix 1 and Appendix 2 for details of last year's frameworks awarded and expected procurements.

5. Risk Management

Ensuring structural, ethical, local, and global supply chain risks, including value for money, are effectively monitored, managed and made visible to SW to enable a sustainable and agile supply chain. The following sections will cover the key activities across risk and performance from last year.

5.1 Ethical Risk

Scottish Water is committed to the principles of Fair Work First, as set out by the Scottish Government, and these are built into supplier selection and contract management processes. Scottish Water requires its supply chain to comply with the requirements of the Modern Slavery Act, the Human Trafficking and Exploitation (Scotland) Act and equivalent legislation.



For suppliers with a turnover of >£36m, their annually published statement is collected. For suppliers with a turnover of <£36m, suppliers are requested to sign an annual declaration, developed by Scottish Water, to confirm their compliance with the legislation.

In addition to the above activities, Scottish Water undertakes an annual analysis of the ethical risks within its supply chain, taking into account considerations such as the country of origin of raw materials, the number of tiers within the supply chain and the commodity being purchased. Higher risk categories are prioritised for supply chain mapping, and potential external audits. Random audits are also undertaken on lower risk areas by the Procurement and Supply Chain function to ensure appropriate controls are in place.



Our ethical requirements are included within the Scottish Water Supplier Code of Conduct which is linked to our standard Terms and Conditions.



Scottish Water has an Anti-Slavery Policy and publishes a Modern Slavery Statement on an annual basis which is approved by the Board of Directors and can be found on our website.

Relevant employees are required to undertake training on modern slavery. In FY22/23 the training module was refreshed and was reviewed by Police Scotland.



Scottish Water is also a member of Scotland Against Modern Slavery, Utilities Against Slavery and is a founding partner for Action Sustainability's Responsible Sourcing of Solar Panels Due Diligence Guidance.

Supplier Code of Conduct
March 2023

5.2 Structural Risk

Scottish Water undertakes an annual review of structural risks within our supply chain, taking into account supply chains which have no or extremely limited alternatives or competition, which could be further negatively impacted by mergers and acquisitions and / or which could be affected by geopolitical events. Risk velocity is also built into this analysis and these risks feed into our contingency planning.

5.3 Efficiency

Scottish Water measures the annual impact of our frameworks covering areas such as price increases, savings, cost avoidance and volumetric discounts as part of demonstrating our commitment to delivering value for money for Scottish Water.

Efficiency

£

£29.2m

Net benefits realised through the procurement team FY22/23

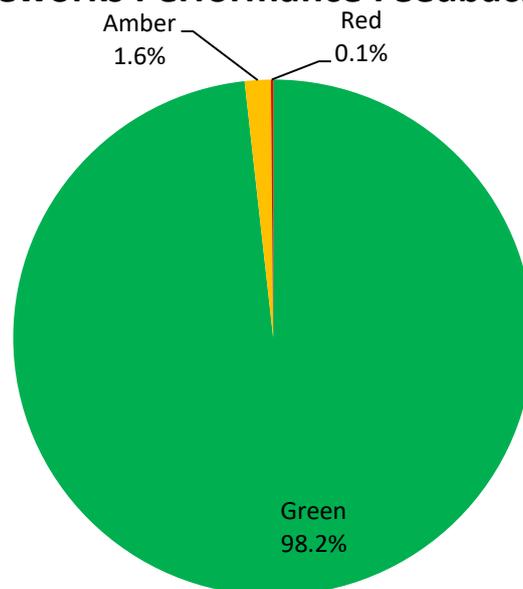
5.4 Performance

Supply Chain Performance in Scottish Water is assessed across 5 dimensions for Supplier and Client, as can be seen below, providing a 360° review.

CLIENT EVALUATION OF SUPPLIER PERFORMANCE					SUPPLIER EVALUATION OF CLIENT PERFORMANCE				
TIME / DELIVERY	QUALITY	COST	HEALTH & SAFETY	RELATIONSHIP	PAYMENT	REVENUE & WORKLOAD	FORECASTING	QUALITY	RELATIONSHIP

Scottish Water conducted performance reviews across 348 of the suppliers, any suppliers where they have either just been awarded or agreements are about to expire are excluded. Performance is classed as Red – Unacceptable, Amber – Poor and Green – Acceptable across each of these areas and the overall outcome is below.

Frameworks Performance Feedback



5.5 Payment to suppliers

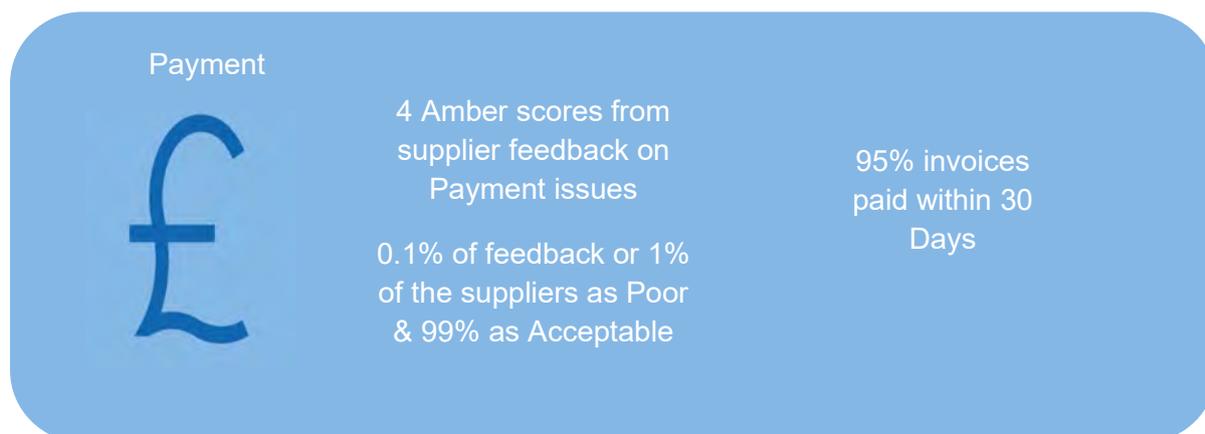
One of the areas for the Supply Chain to score Scottish Water is on payment. Scottish Water is fully committed to ensuring its suppliers are paid in a timely manner.

Standard Supplier payment terms were 30 days following receipt of invoice with which Scottish Water had no dispute. Scottish Water has adopted accelerated payment practices and is committed to ensuring prompt resolution of any invoice issues to ensure timely payment.

Within our framework agreements with contractors and sub-contractors, there is a requirement to pay sub-contractors within 30 days of an agreed invoice date. There are contractual consequences for contractors and sub-contractors who fail to adhere to this.

On a 6-monthly basis Scottish Water issues an 'Aged debt survey' to its supply chain to identify the value of aged debt and assist with resolution of the issue where required.

Scottish Water is fully committed to ensuring its supply chain is paid in a timely manner and issues are resolved as a priority.



6. Supply Chain Development

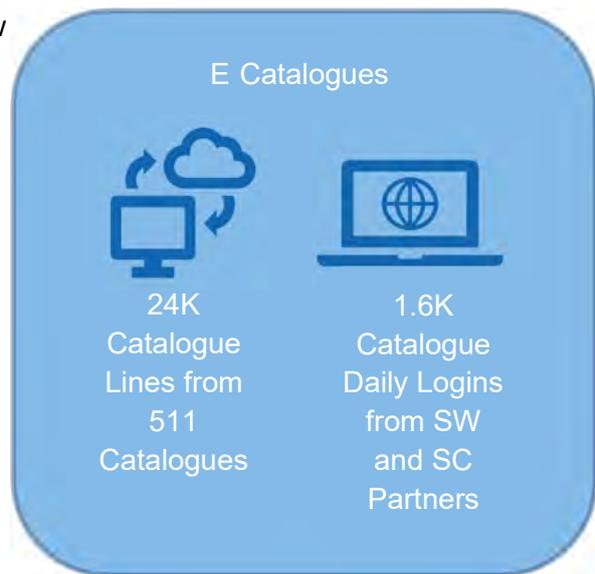
Ensuring the supply chain remains fit for purpose through long term strategic alignment between SW & its supply chain partners. The PSC Team undertakes a range of activities across several PSC-specific workstreams. This allows for investigation, experimentation, and implementation of initiatives to help both diversify and align PSC's strategic direction in response to changing business needs and the external market environment. The following sections cover some highlights through last year.

6.1 Transformation

To ensure alignment with Scottish Water's strategic ambitions and to help support a flourishing Scotland there is a need to continue to adapt and enhance the role played by the Procurement & Supply Chain (PSC) function.

The workstreams include the following areas:

E-Integration - Covers improvements on how Scottish Water engages with its supply chain, utilising a E-Portal that acts as our Integrated Supply Chain Hub. This is where we share information and news along with being able to exchange information & provide access to E-Catalogues for the supply chain as well as streamlining the on-boarding process for suppliers.



93K E Portal Site Visits

Innovation - Scottish Water recognises the value innovation from the Supply Chain can bring. Creating more efficient processes, achieving cost savings or continuous improvement are all key benefits of embedding innovative solutions.

Activity is being undertaken across the following areas:

- Carbon optimisation strategies and supply chain action
- Wide-reaching standardisation/standard product opportunities
- Supply chain innovation hub to help realise innovation opportunities
- Exploration of Circular Economy (CE) & Partner Ecosystem (PE) opportunities



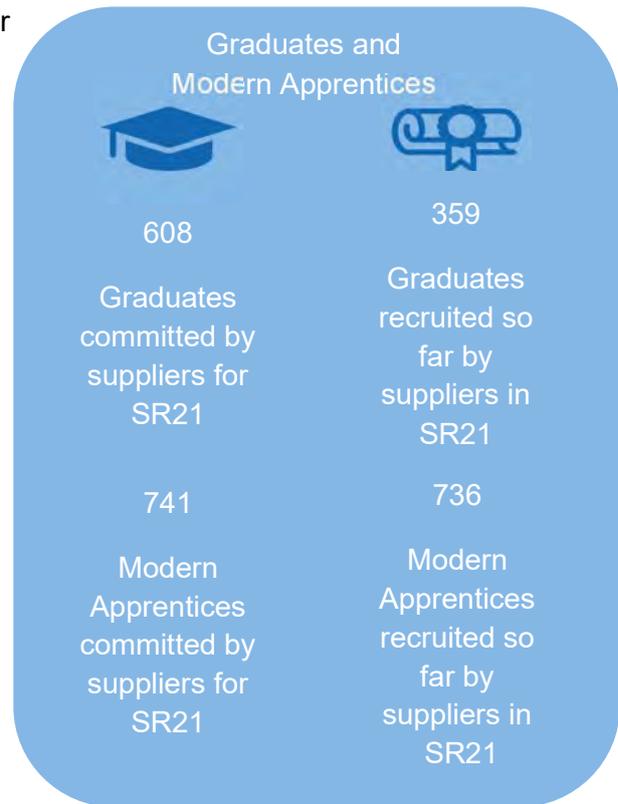
Future Supply Chain Design - PSC has started to look ahead to the SR27 supply chain design needed to optimally deliver the capital and operational requirements for the next regulatory period. Through FY23-24 the current supply chain design will be reviewed, and the future design options will be validated prior to the 'supply chain build' phase commencing in FY24-25.

6.2 Community Benefit

Tenderers are required to detail their commitment to the delivery of community benefits. This could include the appointment of Modern Apprentices / Graduates, employment of people who have been long term unemployed, engagement with supported businesses or support to local communities. These commitments are included as part of the contractual agreement and monitored to ensure delivery.

For the regulatory period from April 2021 to March 2027 (SR21) we have received commitments from our procurements for both graduates and modern apprentices in excess of 1100 in total and to date our supply chain has confirmed that the combined total of graduates and modern apprentices recruited is now at 1095.

Scottish Water will continue to include this as part of its sourcing and integrated supply chain management activities.

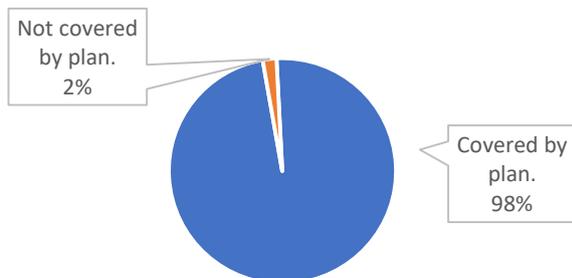


Scottish Water achieved the Procurement Skills Accord Award for FY22/23 by demonstrating a strong commitment to investing in training and skills development for our own employees while using our procurement processes to drive development within our supply chain. The Energy & Utilities Skills Partnership has developed the Procurement Skills Accord to address skills challenges in the sectors' supply chain by promoting investment in the sector.

6.3 Net Zero Emissions

Scottish Water will play a part in achieving the Scottish Government's climate change commitments through an ambitious plan to secure net zero emissions by 2040 and going beyond thereafter. This will be an immense but necessary challenge and we will need the full support of our supply chain to achieve this ambition. Scottish Water has a route map, setting out how we will lead our industry to achieve net zero emissions: involving radical action, transformative change, and additional investment.

Carbon Plan Coverage by Framework Value FY 22/23



The importance of carbon management is interwoven into the procurement process with Scottish Water requiring all tenderers to agree to measure their carbon emissions and have a carbon plan in place. This provides a solid foundation for Procurement and Supply Chain to work alongside our supply partners to support, investigate, and drive carbon reduction throughout our supply chain.

Procurement and Supply Chain is currently looking at ways to reduce carbon in construction. The top carbon intensive materials have been identified with the function actively investigating the viability of alternatives.

HVO Case Study

Fuel usage is a large emission contributor to the Capital Programme and therefore important to target for carbon reduction. HVO fuel was identified as a possible drop-in alternative to diesel which could represent a “quick win” for the business.



A market investigation was initiated with the objective to understand whether HVO was a feasible solution to decarbonise fuel use in the Capital Programme. After consideration, a procurement was launched to identify a supplier who can supply HVO to Scottish Water throughout Scotland and since December 2022 they have been working with Scottish Water and Delivery Partners to provide HVO to decarbonise construction sites.

Since framework inception, circa 155 tonnes of CO2 have been removed from works which equates to:

- Circa 580k miles driven in a diesel car
- Driving said car around the circumference of the work 23 times
- Growing circa 8k trees in a year to remove carbon.

These impressive figures are expected to grow as an increasing number of sites adopt HVO.



A key component of achieving net zero is the circular economy. Procurement and Supply Chain is exploring a circular economy model for bridge scrapers which will look to reduce waste and the impact of carbon. This is by no means easy and changing a supply chain’s model brings with it many challenges. However, the value in trying new methods cannot be understated, and the learnings gathered from this experience will inform future sourcing decisions.

7. Report ownership & Contact details

The owner of this report on behalf of the Scottish Government is Joe Rowan, our General Manager of Procurement and Supply Chain.

The report covers the period FY23-24 and will be reviewed by the Scottish Water Supply Chain Steering Group.

Joe Rowan FCIPS
General Manager, Procurement & Supply Chain

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Appendix 1 – Annual procurement plan

1. Contract/framework awards over the last 12-months

Table 2 below details all new Contract/Framework awards over the last 12-months.

Each of these contracts/frameworks were identified by Procurement and Supply Chain alongside key business stakeholders as key requirements to help support delivery of either operational or capital business requirements (or both in some instances). All our procurements were compliant.

Table 2: Contract/framework awarded in FY22-23

Frameworks/Contracts Awarded			
No	Contract Reference	Contract Title	No of Suppliers Awarded
1	SW18/WP/1158	Provision of ad hoc Grounds Maintenance Services	1
2	SW18/WP/1160	Provision of Building Maintenance	8
3	SW19/VF/1172	Provision of Company Cars and Light Commercial Vehicles	1
4	SW19/POD/1215	Provision of Training Courses	1
5	SW19/SME/1225	Regional Contractor Services	10
6	SW19/INF/1257	Ductile Iron Covers and Frames	1
7	SW19/S&W/1262	Hire of Self-Drive HGV Tankers, North and East Regions	2
8	SW19/CI/1267	Ground Investigations	2
9	SW19/CI/1271	Road Coring Services	1
10	SW20/CI/1275	Reward Consultant	2
11	SW20/CI/1283	Instrumentation	3
12	SW20/ACP/1298	The Provision of Conveyancing Legal Services	1
13	SW20/TI&T/1304	Business Management System	1
14	SW20/HOR/1307	The Provision of Renewable Energy Schemes	2
15	SW20/WP/1315	Repair and Maintenance of Automated Gates and Barriers	1
16	SW20/WP/1317	Building Surveys	1
17	SW20/ACP/1322	The Provision of Commercial Legal Services	1
18	SW20/ACP/1323	The Provision of Litigation Services	1
19	SW20/CI/1325	Supply & Installation of Blowers and Compressors	2
20	SW20/ENY/1335	Repair and Maintenance of CHPs (Cumnock and Galashiels)	1
21	SW20/TI&T/1336	Oracle Legacy Product Support	1
22	SW21/CI/1341	Supply and Services of Filtration Media	2
23	SW21/VF/1343	Purchase of Fleet Management System	1
24	SW21/INF/1359	The Provision of Plastic Wall Chambers	2
25	SW21/HIR/1369	The Hire of Trenching & Shoring Equipment	2
26	SW21/S&W/1375	Provision of Land Restoration Outlets for Bio-Resource	1
27	SW21/CI/1379	Supply of Bridge Scrapers	2
28	SW21/ME/1381	Repair & Maintenance Services for NIGG WWTW Jenbacher CHP Engines	1
29	SW21/ACP/1382	Economic Consultancy Services	2
30	SW22/HOR/1389	Scottish Water Horizons Consultancy Framework	4

31	SW22/HOR/1390	SW Horizons Aquatrine	17
32	SW22/ACP/1394	Lean Coaching & Training	1
33	SW22/CSD/1395	Supply of Bottled Water	1
34	SW22/WP/1401	Specialist Wellbeing & Resilience Skills Development	3
35	SW22/ENY/1406	The Supply of HVO Fuel	1
36	SW22/CSD/1407	Flowmeter verification programme	1
37	SW22/CSD/1409	Industrial Services	12
38	SW22/WP/1420	Stationery and office paper	1
39	SW23/WP/1427	Business Travel	1

Appendix 2 – Forward Procurement Plan

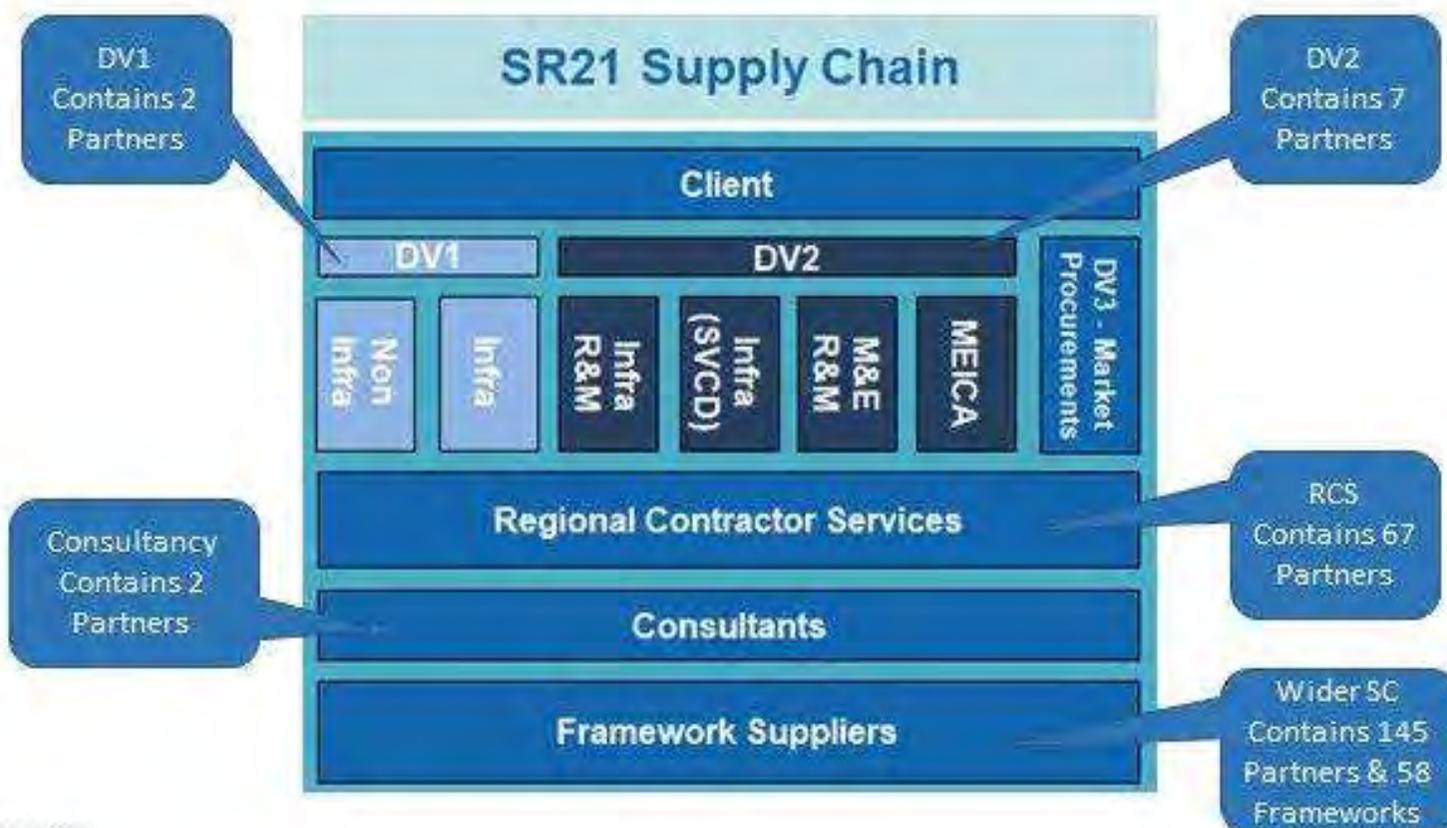
Table 3 below is a list of the procurement activity that is expected to start as part of the forward procurement plan. This does not include in-progress procurement activity.

Table 3 - Contracts/frameworks to be procured

No	Contract Title	Target Start Date
1	Provision of ad hoc Grounds Maintenance Services	Sep-23
2	Provision of Building Maintenance	Jul-23
3	Maintenance of Photovoltaic Equipment	Jul-23
4	Provision of Recruitment Agency Services for HGV Drivers	Nov-23
5	Provision of Traffic Management Service	Jan-24
6	Provision of Training Courses	Aug-23
7	Mobile & Field Connectivity	Aug-23
8	Provision for Access Covers (Non-Security)	Feb-24
9	The Provision of Renewable Energy Schemes	May-23
10	Vehicle Telematics	May-23
11	Low Carbon Kiosks	May-23
12	Wash Down Booster Sets	Oct-23
13	Powder Activated Carbon	Jun-23
14	H&S Lone worker System	Apr-23
15	Lean and Agile Specialist Support	Jul-23
16	Permit to Work System	May-23
17	Data Management Tools	May-23
18	Waste Management Solutions	May-23
19	Fire Extinguishers Framework	Jun-23
20	Roller Shutter Door Maintenance and Repair	May-23
21	Physical Data Capture and Management	Aug-23
22	Portable and Fixed Gas Detection	Sep-23
23	Provision of ad hoc Grounds Maintenance Services	Oct-23
24	Transformation - Communications & Engagements - Communications Consultancy	Jul-23
25	EPDM Gaskets & Bolt Sets	Feb-24
26	The Provision of Service Fittings, Collars and UP Valves	Aug-23
27	Provision of Flow Gauging	May-23
28	The Provision of Cleaning and Hygiene Services	Jul-23
29	PPE, Janitorial and Tools	Apr-24
30	Provision of Flood Mitigation	Feb-24
31	Carbon Dioxide	Jul-23
32	Powder Activated Carbon	Oct-23

Appendix 3 – SR21 Supply Chain

SR21 Dynamic & Agile Supply Chain Model



SW Internal
General