

Strathclyde Partnership for Transport  
**Procurement Annual Report 2024/2025**







Contents	page
1 Introduction	3
2 Regulated Procurement Activity	4
3 Review of Regulated Procurement Compliance	6
4 Community Benefits Summary	8
5 Supported Business Use	9
6 Sustainable Procurement	10
7 Planned Regulated Procurement Activity	12
8 Savings	14
Appendix 1: Summary of Regulated Procurements	15
Appendix 2: Strategy Action Plan 2023 - 2026	17
Appendix 3: Planned Regulated Procurement Activity	20



# 1 Introduction

Strathclyde Partnership for Transport (SPT) is the largest of Scotland's seven Regional Transport Partnerships and is responsible for planning and coordinating regional transport in the west of Scotland, delivering better public transport for all.

SPT provides subsidised bus services ensuring some of the region's more rural towns and villages remain connected; operates key bus stations; and administers the ZoneCard and other tickets to help people connect their journeys. We also operate the MyBus service – the essential door-to-door pick up and drop off service with over 138,000 journeys made enabling residents with mobility issues or without access to traditional public transport services to get around.

We maintain 11,182 bus stops including 3,489 bus shelters, 13,700 pole mounted information boards and 890 Real Time Passenger Information Screens, and are a key influence in the design of the bus network.

SPT operate Buchanan, East Kilbride, Greenock, Hamilton, Partick and Govan bus stations, which normally see around 1.3 million bus departures from these annually.

In addition SPT are responsible for the procurement of over 1,000 individual contracts providing 70,000 journeys per day, transporting approximately 36,000 pupils to school across the west of Scotland on behalf of 11 Local Authorities.

SPT operates the Glasgow Subway, the third oldest Underground system in the world, and now that the new rolling stock which is nearing the end of a major £288 million modernisation programme to ensure its future well into the 21st century. The Subway carried 13 million passengers in 2024/25 and patronage has now returned to pre-covid levels.

On behalf of Bus and Rail operators, SPT is also responsible for the operation and administration of the region's ZoneCard – an integrated multi-modal ticketing scheme supporting an estimated 10 million journeys per annum. On behalf of the 12 constituent Councils, we also operate and administer the Strathclyde Concessionary Travel Scheme, which provides discounted travel for those who are eligible on rail, subway and ferry.

This Annual Report is the eighth published by the organisation, and details SPT's procurement performance over the period 01 April 2024 to 31

March 2025 within the following activities, as defined by the Procurement Reform (Scotland) Act 2014:

- Regulated Procurement summary
- Review of Regulated Procurement compliance
- Community Benefits
- Supported Businesses
- Planned Regulated Procurement activity

SPT awarded a total of 950 contracts during the reporting period with a value of £67,264,916.95. Of these awards, 805 contracts were related to both local and school transport procured through the organisation's Transport Related and Subsidised Local Bus Dynamic Purchasing Systems at a combined value of £57,123,937.98.

The remaining 145 contracts awarded this year amounting to £10,140,978.97 relate to activities pertaining in the main to the Glasgow Subway and other property and support functions.





## 2 Regulated Procurement Activity

The term “Regulated Procurement” as defined by the Procurement Reform (Scotland) Act 2014, refers to any procurement:

- above £50,000 for goods and services or
- above £2m for works.

All Regulated Procurements are required to be undertaken in accordance with the applicable Scottish Procurement Regulations. As SPT operate the Glasgow Subway which is defined as a “Utility”, certain contracts specifically procured to facilitate the operation of the Subway will fall within the Utilities Contracts (Scotland) Regulations 2016, with the remaining organisational expenditure being covered by the Public Contracts (Scotland) Regulations 2015 and its subsequent revisions.

Regulated procurements can refer to new contracts and framework agreements, the award of mini-competitions and call offs from existing framework agreements, dynamic purchasing systems (DPS) and related “light touch” hybrid Procured Service Arrangements.

Specifically and for the purpose of this report, the total number of Regulated Contracts awarded by SPT is 270, comprising of 29 subsidised local bus contracts, 214 school transport contracts and 27 other Regulated procurements supporting the general operational business of the organisation. The Regulated procurements completed during the reporting period are described at Appendix 1.





## Key Achievements

During the reporting period progress has been made within a number of areas critical to SPT's business.

## Clyde Metro Professional Services Framework

In partnership with Glasgow City Council, a £20m, eight lot professional services Framework was procured and awarded. This Framework will be used specifically to support the Case for Investment to address the gap in public transport provision in the former Strathclyde Region, to allow more effective rail operations, create capacity for longer-distance high speed rail connections and provide connectivity between areas of deprivation and education, employment and leisure opportunities. It is envisioned that a significant number of high value professional services tenders will be offered via this Framework during its first year of operation, and that it will be used for future services for potential Bus Franchising, which will itself contribute to the overall aspirations of Clyde Metro.

## Digital Advertising Estate Maintenance

SPT has an extensive digital advertising estate which comprises of various sized screens located throughout the Glasgow Subway and within Buchanan St Bus Station. This estate is however nearing end of life and both the screens themselves and the supporting operating network have reached a point where specialist knowledge is required to maintain these to the point where a replacement system can be procured and installed. In partnership and in agreement with SPT's appointed advertising agent, the system maintenance agreement was moved to a contractor who had the specialist knowledge required and the access to specific compatible infrastructure, which has enabled life extension works to be undertaken and the system maintained in the best possible condition until a permanent solution can be sought.





### 3 Regulated Procurement Compliance

The Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's Procurement Strategy, so far as reasonably practical. This further describes that a review of whether those procurements complied with the procurement strategy and where these did not comply, a statement of how the organisation intends to ensure that future regulated procurements do comply.

SPT's Procurement Strategy for 2023 to 2026 sets out how regulated procurement would be undertaken in compliance with the Act and included a Procurement Strategy Action Plan which would ensure compliance with relevant Regulations and Directives for all activity. Both the Procurement Strategy and associated Action Plan action are reviewed annually to ensure that new legislative requirements and organisational aspirations are addressed.

All regulated procurement is undertaken in accordance with a set process aligned to the Scottish Government Procurement Journey, which ensures that each procurement is compliant with both legislative requirements and with the Strategy. Legal elements are further set out in SPT's Standing Orders Relating to Contracts, which were themselves fully reviewed in 2022.

Throughout this reporting period, regulated procurements were continuously reviewed and audited to ensure compliance. This process consisted of reviewing the key supporting documents that underpin the process including Sourcing Methodologies, use of template procurement documentation, scoring guides and tender approval reports. In addition, all SPT procurements in excess of £400k are submitted for approval prior to award at Committee level, which facilitates the scrutiny and validation of the process by a broad spectrum of elected and appointed members from across the west of Scotland. Best value aspects of key contracts are in addition monitored regularly as part of a robust contract management process undertaken by SPT's dedicated Contracts Manager and by the Procurement Team.



SPT's Procurement Strategy Action Plan 2023 - 26 is included as Appendix 2, and provides detail on the progress achieved for each of the 23 actions. A summary of the status for these actions as at 31 March 2025 is as follows.

Status	Actions	Comment
<b>Implemented</b>	<b>5</b>	Four targeted actions were fully completed by the end of the first year of the Action Plan, and further progress has been made within these to enhance the original intention.
<b>Ongoing</b>	<b>11</b>	A further 11 actions are classed as having been implemented but remain ongoing, and whilst the original target to commence the desired process or action has been met, the work to continue and enhance these remains.
<b>Outstanding</b>	<b>7</b>	There are 7 actions remaining incomplete, however significant progress has been made in all of them which will see these completed by then end of the Strategy period in 2026.
<b>Total</b>	<b>23</b>	

Of the actions outstanding from the 2023-2026 Strategy Action Plan and of those ongoing but with enhanced aims, significant progress has been made within the following areas within 2024/25 and will be largely concluded by the end of the Strategy period in March 2026. These include:

### E-Tendering Capability

SPT have introduced e-tendering for all open tendering/mini competition activity regardless of value whether Regulated or not, and use Public Contracts Scotland - Tender as the sole tendering tool. Both Procurement and non-Procurement staff additionally make use of Public Contracts Scotland Quick Quote for simple, low value requirements, which lessens the administrative burden of tendering for SME's and increases accessibility to SPT outsourced requirements.

The Single Procurement Document (SPD) has in addition been adopted as the sole method of bidder Selection regardless of value, providing a consistency of approach across all SPT tenders which we anticipate will assist companies when bidding for our contract opportunities. SPD's are not created using a "one size fits all approach" and instead are risk based and specifically tailored to the requirement, so to ensure they are both proportionate and appropriate to the subject matter and are as accessible as possible to Bidders of all sizes.

### Electronic Invoicing

During the financial year 2024/25, SPT processed 8,847 invoices for payment, 8,471 of these (or 95.7%) within 30 days of receipt.

SPT has the ability to both receive and process electronic invoices and our "No Purchase Order/ No Payment" policy requires that all invoices be both submitted to us via a dedicated mailbox and to provide sufficient detail, including the PO Number, to facilitate automatic matching and payment.

### Fair Work Practices and Implementation of the Real Living Wage

Over this reporting period, SPT has implemented payment of the Real Living Wage within a number of key contracts in industries where staff are predominantly low paid, including Security, Stewarding and Cleaning. SPT has worked closely with Living Wage Scotland and in July 2024 achieved Living Wage accreditation. All Regulated contracts including those relating to Local Bus Services now provide for criteria within them that measure compliance with the obligation to pay the Real Living Wage as part of the overall assessment of the Bidders commitment to Fair Work Practices.

SPT procures home to school transport on behalf of 11 partner Local Authorities, and at the time of this report 10 of these organisations are similarly Living Wage Accredited and have the inherent obligation that comes with this to ensure that their contractors pay staff working on these contracts accordingly. The DPS for Schools Transport will be retendered by SPT in 2026 and SPT will look to implement criteria into the procurement of this to mandate compliance.





## 4 Community Benefits

Where relevant and proportionate to do so and in applicable Regulated procurements, SPT have sought Community Benefits (CB's) with great success.

Most SPT contracts are however procured via existing internal and external Frameworks and Dynamic Purchasing Systems where CB's have either already been covered at the award stage and cannot therefore be revisited, or where the contracts called off from them are of insufficient value or duration to merit their inclusion. Whilst CB's are only required by legislation to be included in contracts over £4m in value, SPT has incorporated these during the reporting period in lower value contracts where there was a genuine prospect of meaningful benefits being achieved. As a direct result of our procurement activities and the contracts awarded, the following benefits have been realised:

Benefit	Achievement
<b>Employment, Training and Apprenticeships</b>	SPT contract awards have secured the continuation of 29 full time and 19 part time staff for security and stewarding, and the continuation of 30 full time cleaning staff, the majority of which have been employed from the local area. All staff are in addition paid as a minimum the Real Living Wage in accordance with SPT's Living Wage Accreditation.
<b>SME's</b>	Six small businesses within the Glasgow area were awarded work on a sub-contracting/supply chain basis as a result of engineering and maintenance works contracts awarded, with firms in plant hire, civil engineering design and electrical works benefiting.
<b>Work Placements</b>	Work experience placements were offered for school children on four separate contracts, with placements for University Undergraduates also taking place in Consultancy firms.
<b>Sponsorship</b>	Sponsorship for an SPT ran charity event "the Sub Stroll" was achieved, with two contractors making significant charitable donations to this.
<b>Miscellaneous Benefits</b>	Commitment to donate to local foodbanks and to conduct school visits was secured.

As defined within the Strategy Action Plan and as previously described, it is envisioned that in seeking Community Benefits in all relevant regulated procurements may assist SPT to continue this success and diversify the benefits offered.

Robust contract management and reporting will ensure the maximisation of all benefits realised.





## 5 Supported Business Use

A supported business is defined by the Public Contracts (Scotland) Regulations 2015 as an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, where at least 30% of the employees are disabled or disadvantaged.

Regulation 21 of the Public Contracts (Scotland) Regulation 2015 permits a contracting authority to reserve contract awards solely for supported businesses to the exclusion of the open market. When considering the route to market for all tenders, consideration is given by SPT of amongst other things, if the contract may be reserved and whether or not this would constitute best value.

SPT has a current contract with Haven Products Limited for the undernoted commodity, directly called off the Scottish Supported Factories and Businesses Framework in existence at that time.

### Supply and Delivery of Corporate Uniforms

<b>Start</b>	08 September 2023
<b>End</b>	10 September 2028
<b>Value</b>	£180,000.00

The reporting period saw continued pressure on raw material prices, and in recognition of this SPT have with Haven sought to review our Uniform requirement and rates in order to maintain the viability of the contract and that Haven are suitably recompensed for their products. This review saw a reduction in the range of items offered with the net effect of the award being made at the same overall annual value as the previous years and a cost neutral status being maintained.

SPT will continue to give consideration to the use of businesses of this nature and to use of the third sector, where these organisations are both available and appropriate.



## 6 Sustainable Procurement Duty

All Public Bodies have a Sustainable Procurement Duty under the Procurement Reform (Scotland) Act 2015. This Duty obliges that with every Regulated Contract, SPT will give consideration to this within any tender in how its award may:

- improve the economic, social, and environmental wellbeing of the authority's area,
- facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and
- promote innovation,

During the pre-tender preparation stage and following the publication of a Prior Information Notice, a Sourcing Methodology is completed for each Regulated Contract and within this these areas of sustainability are considered and their incorporation into the tender planned.

This preparation has resulted in the undernoted being achieved for all contracts not related to Bus Transport during the reporting period.

Number of Contracts awarded	
145	
Number Awarded to SME's	%
69	48%
Number Awarded to Living Wage Accredited Contractors	%
35	24%
Number awarded to Local (within the SPT Area) Contractors	%
61	42%

For all Bus/Taxi Transport related contracts these figures were:

Number of Contracts awarded	
Local Subsidised Bus Contracts	39
School Transport Contracts	766
Number Awarded to SME's	
Local Subsidised Bus Contracts	26 (67%)
School Transport Contracts	766 (100%)
Number Awarded to Living Wage Accredited Contractors	
Local Subsidised Bus Contracts	2 (5%)
School Transport Contracts	22 (3%)
Number awarded to Local (within the SPT Area) Contractors	
Local Subsidised Bus Contracts	39 (100%)
School Transport Contracts	766 (100%)





With a particular emphasis on Transport contracts where there are many micro enterprises and eProcurement capability is less well developed, to potentially enhance results SPT continues to maintain membership of the Supplier Development Programme (SDP) and plays an active role in its activities. This collaboration between SPT and SDP has facilitated the hundreds of current Transport Operators on SPT's contracted lists being invited to attend online events designed to enhance their tendering skills and increase their knowledge of SPT's requirements.

Following a successful in-person event which was designed to assist those bidders who had previously struggled with some aspects of tendering, in late 2025 prior to the next major tranche of schools contracts being tendered it is planned to host two larger open events in venues to the east and west of the SPT area which is hoped will further enhance bidders skills, the quality of the attendees tender returns and their subsequent competitiveness. It is anticipated that these events will in addition bring efficiencies to SPT and the Local Authorities it serves and in turn assist the local economy. The current DPS for School Transport expires in August 2026 and its renewal will bring opportunities to introduce further sustainable elements into its core requirements, not least the mandating of Living Wage and potentially Living Hours into these contracts.

Sustainability is at the core of SPT's values and to assist our carbon neutral aspirations we have substantially altered our Standing Orders Relating to Contracts and are embedding these changes into the culture of the organisation. Within these an entirely new section dealing with Sustainability was introduced which will effectively mandate that where practical, no tender will be advertised unless a sustainable and carbon reducing solution has been specified. It will not be sufficient to simply ask the bidder what solutions they may offer, and instead we will endeavour where possible to embed solutions into the tender upfront before it is released to the market.





## 7 Planned Regulated Procurement Activity

SPT's planned Regulated procurement activity in the next two years will include both recurring contracts and new requirements, but is dependent on both service need and available funding. The introduction of the new Subway Rolling Stock will have an impact on both of these factors, however the various commissions that will require procured in support of the Clyde Metro Project and Bus Franchising will absorb significant resources and result in a number of complex high value tenders being required.

This planned activity is likely to change over the course of the period, with some projects being cancelled, rescheduled or substituted as priorities, funding and budgets change.

The volume of School Transport contracts required in the coming two years is, as predicted, expected to return to a sustainable level now that all Local Authorities who have sought to alter the end user eligibility criteria for this have done so. The volume of Schools contracts being offered to the market has as a direct result been significantly larger than would be considered as normal, however from January 2026 the tender programme will offer far fewer shorter term contracts and instead will consist of those offering a longer contract period that offers a greater level of security to awarded bidders. In future years this will realise a reduction in the volume of tenders offered, however will drive better value from those included.

The list of all planned Regulated activity is included as Appendix 3, and includes the following:

### Home to School Transport Dynamic Purchasing System (DPS) – £500m

Work will commence in 2025 on the renewal of the present home to school transport DPS, and is expected to take up to a year to complete and be ready for use by October 2026 when the first batch of contracts for 2027 are offered to market. The current version has successfully delivered over 3500 contracts during its term, and the new iteration will build on this success with certain elements being altered to better suit legislative changes and the introduction of sustainable criteria to encourage the reduction of carbon emissions and mandate the payment of the Real Living Wage. The school transport and bus/taxi market in general has always been challenging to procure contracts from as many of the operators are small and micro organisations with limited tendering experience. SPT have however a wealth of experience in procuring within this environment and will work closely with the Supplier Development Programme to ensure that all potential bidders are given every opportunity and assistance to become appointed to this new DPS and become "tender ready".



### **Advertising - £7m**

Over the next two years SPT will provide the opportunity over up to three different tenders for the development, management and selling of advertising space within the Glasgow Subway, Bus Stations and on the Bus Shelters managed by us on behalf of Councils in the West of Scotland. This is an income generation contract and will include the current Digital and Classic advertising units at these locations together with the opportunity to develop large format outdoor units. SPT will be conducting protracted pre-market engagement discussions with a number of interested parties before any decisions are made as to how these opportunities will be offered, and any contract/s awarded will be in the region of 10 years in duration.

### **Bus Franchising Preparation - £5.25m**

The Strathclyde Region Bus Strategy and action plan currently in development will if approved, recommend that SPT take forwards a Bus Franchising model across the west of Scotland. A significant volume of supporting commissions will be required to outline and confirm the strategic, environmental and economic case for this prior to any contracts being offered to the market for the Franchises themselves, and a programme of work is in place over the course of 2026 to procure these. It is envisioned that these commissions will be offered via the existing Clyde Metro Professional Services Framework.





## 8 Savings

For all contracts awarded SPT seeks to ensure that best value is maintained at all times, and through improved preparation, market research and in particular enhanced contract management has realised a significant annual value of savings from its procurement activities.

The savings realised in the last 9 years are as follows:

Year	Savings Total
2016/17	£681,296.27
2017/18	£2,411,741.50
2018/19	£2,954,722.19
2019/20	£1,576,167.02
2020/21	£1,069,732.55
2021/22	£1,230,109.68
2022/23	£1,520,901.29
2023/24	£1,012,300.51
2024/25	£1,079,254.14

All savings are calculated in accordance with the Procurement Benefits Reporting Guidance for Scottish publicly funded sectors as published by the Scottish Government.

## Appendix 1: Summary of Regulated Procurements (by award date)

Contract Name	Name of Successful Tenderer	Total Value of Contract Awarded	Date of Award	Contract End Date
Provision of School Bus Transport Services	Various	£31,166,433.80	Various	Various
Provision of Subsidised Local Bus Transport Services	Various	£16,704,235.98	Various	Various
Merchant and Banking Services	Bank of Scotland	£460,000.00	05/04/2024	01/03/2027
Digital Hardware Refresh	Insight Direct UK	£337,403.91	26/04/2024	31/12/2024
UPS Maintenance	Vertiv Infrastructure Ltd	£55,970.00	01/05/2024	30/04/2026
Client Advisory Service	Turner and Townsend Ltd	£138,350.00	30/04/2024	01/10/2024
Water Hygiene Services	Integrated Water Services Ltd	£175,000.00	07/06/2024	09/06/2028
BBS Masterplan	Atkinsrealis UK Limited	£428,656.45	08/07/2024	30/10/2025
BBS Roof Works	Hugh LS McConnell Ltd	£601,979.65	16/07/2024	16/07/2025
Clyde Metro Professional Services	Various	£20,000,000.00	08/07/2024	08/07/2028
Provision of an HR and Payroll System	Softcat PLC	£288,756.59	23/08/2024	30/09/2029
OMS System	Computacenter UK Ltd	£103,383.82	25/09/2024	06/10/2027
Non-Destructive Rail Testing	Voestalpine Turnout Technology UK	£52,480.00	30/09/2024	31/03/2025
Step Free Access Feasibility Study	COWI UK Ltd	£64,957.50	09/10/2024	11/10/2025
Rostering System Provision	Kronos Systems Ltd	£109,468.00	22/10/2024	03/11/2029
Substation Relay Replacement	Lowery Ltd	£149,848.00	06/11/2024	01/01/2025
Temporary Labour	Venesky Brown Ltd	£2,400,000.00	14/11/2024	02/01/2029
Security Software	BT Global Services	£532,256.40	30/11/2024	29/11/2027
Fixed Line Telephony	Gamma Telecom	£67,850.36	11/12/2024	11/12/2025
Contact Centre Software	Computacenter UK Ltd	£185,718.17	13/12/2024	05/01/2028
Provision of Policing	BTP	£102,000.00	13/12/2024	31/03/2026
Rail Profile Management	Vossloh Rail Services Deutschland GmbH	£187,987.85	14/01/2025	26/02/2031



Contract Name	Name of Successful Tenderer	Total Value of Contract Awarded	Date of Award	Contract End Date
Digital Infrastructure	Harp Visual Communications Ltd	£65,123.08	16/01/2025	31/03/2025
Radio and Fibre Maintenance	Affini Technology Ltd	£160,000.00	17/01/2025	02/02/2028
Provision of Media Buying	The Media Shop Scotland Ltd	£320,000.00	07/02/2025	02/03/2028
Maintenance of Carriage Wash	Wilcomatic Ltd	£81,000.00	21/02/2025	24/02/2028
Microsoft Licensing	Insight Direct UK	£399,944.43	27/03/2025	30/04/2028
Clyde Metro - Cfl Stage 2A - Stag Appraisal	Mott MacDonald Limited	1,304,713.00	31/03/2025	31/08/2026
Clyde Metro - Cfl Stage 2F Preliminary Engineering Statement	Mott MacDonald Limited	£575,219.50	31/03/2025	30/04/2026

Clyde Metro Framework has a notional award value of £20m but is not included in total Regulated expenditure. All contracts called off from this Framework will be expressed separately and their award values noted.



## Appendix 2: Strategy Action Plan 2023/26

Objective	Planned action	Status
<b>Procurement Governance</b>	<ul style="list-style-type: none"> <li>Maintain and simplify where possible, legally compliant standard procurement documentation and processes.</li> <li>Quarterly Reporting of Procurement Performance.</li> <li>Production of an Annual Procurement Performance Report.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and Ongoing</li> <li>Implemented and Ongoing</li> <li>Implemented and Ongoing</li> </ul>
<b>Procurement Capability</b>	<ul style="list-style-type: none"> <li>The existing Sourcing Methodology will be revised as and when required to encompass all aspects of the Procurement process, and will be agreed by all parties prior to tender stage.</li> <li>Pre Market Engagement will be undertaken for all Regulated Procurements.</li> <li>The Supplier Development Programme will be engaged where appropriate during the pre-tender stages to enhance the capabilities and awareness of small to medium sized enterprises.</li> <li>Where appropriate, extend the use of fully electronic procurement to non-Procurement staff for all purchasing activity over £5k in value.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and Ongoing</li> <li>Implemented and Ongoing</li> <li>Implemented</li> <li>Implemented</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Appropriate and relevant Community Benefits will be included in all Regulated Procurements, including both Subsidised and School Transport contracts, and these benefits tracked and reported.</li> <li>The measurement of Fair Work Practices will form part of the assessment for all Regulated contracts, including those for both Subsidised and School Transport contracts.</li> <li>Sustainable solutions will be embedded within the Specifications of all regulated contracts, with progress tracked and reported.</li> </ul>	<ul style="list-style-type: none"> <li>April 2026</li> <li>August 2026</li> <li>Implemented</li> </ul>

Objective	Planned action	Status
<b>Contract and Supplier Management</b>	<ul style="list-style-type: none"> <li>A formal process for the management, measurement and recording of contractor performance will be developed and introduced across the organisation for all key contracts.</li> <li>A standard whole organisational reporting format to be adopted to increase stakeholder awareness of all procurement activity, both present and planned, together with the current position of all contracts.</li> <li>A process and programme will be developed to enhance the tendering skills of the Subsidised and School Transport market, with the goal of maximising capacity, capability and sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>April 2025</li> <li>August 2025</li> <li>November 2025</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>All staff involved in procurement activity will be appropriately trained and be in possession of the necessary tools to undertake their duties in an effective and efficient manner.</li> <li>An awareness of Procurement and the constraints in which it is bound will be imparted to both key stakeholders and where applicable new employees throughout the organisation.</li> <li>A succession plan will be implemented to ensure skills and experience gained are not lost through staff turnover.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and Ongoing</li> <li>Implemented and Ongoing</li> <li>Implemented</li> </ul>
<b>Prevention of Fraud and Criminal Activity</b>	<ul style="list-style-type: none"> <li>Declarations and clauses in Procurement documents will be revised as required to disrupt, deter and prevent attempted fraud and the involvement of organised crime in SPT tenders and contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and Ongoing</li> </ul>
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>New areas for collaborative working with internal and external stakeholders, and with Public Sector partnering organisations will be identified.</li> <li>Ensure collaboration is consistently considered for all procurement activities and increase the use of collaborative procurement where possible and where best value is served by this.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and Ongoing</li> <li>Implemented and Ongoing</li> </ul>



Objective	Planned action	Status
<b>Purchasing and Payment Systems</b>	<ul style="list-style-type: none"> <li>• Tender documentation will be amended to mandate payment to the same terms as those of awarded contracts within contractors related supply chains for all Regulated contracts.</li> <li>• The organisation will maximise the number of invoices paid within a 10 day period from receipt in accordance with current Scottish Government guidelines.</li> <li>• Upgrade the Financial Management System to take account of new procurement functionality.</li> <li>• Implement an integrated contract's module within the Financial Management System.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented</li> <li>• Implemented and Ongoing</li> <li>• October 2025</li> <li>• October 2025</li> </ul>

## Appendix 3: Planned Regulated Procurement Activity

Tender	Estimated value	Duration	Estimated publication date
Clyde Metro Non-Environmental Impact Assessments	£260,000.00	1 year	Jan-25
Clyde Metro Stag Appraisal	£190,000.00	1 year	Jan-25
Clyde Metro Land-use and Placemaking	£340,000.00	1 year	Jan-25
Transport Management Software	£1,000,000.00	6 years	Feb-25
Email Security	£70,000.00	3 years	Mar-25
Annual Pump Maintenance	£103,000.00	5 years	Apr-25
Fixed Fire Alarms & Monitors, Portable Extinguishers Maintenance & Call Outs	£100,000.00	4 years	May-25
Maintenance of Heating and Air Conditioning Systems Including Fire Dampers	£250,000.00	5 years	Jun-25
Roadside Advertising	£750,000.00	10 years	Jul-25
Supply of Electrical Materials	£200,000.00	4 years	Jul-25
Hillhead Ceiling Design	£250,000.00	3 years	Jul-25
Cash Collection & Delivery Services	£78,696.00	4 years	Aug-25
Dewatering System at Govan	£1,200,000.00	5 years	Oct-25
Aggregate Supplies for SPT (Permanent Way)	£180,000.00	4 years	Dec-25
Employment Law Support Services	£150,000.00	4 years	Dec-25
Design and Technical Professional Services Framework	£6,000,000.00	4 years	Jan-26
Scrap Metal Management	£150,000.00	4 years	Mar-26
CCTV System Maintenance	£169,375.00	5 years	Apr-26



Tender	Estimated value	Duration	Estimated publication date
DPS for Schools Transport	£500,000,000.00	10 years	Mar-26
Management, Development and Selling of Advertising Space on SPT Infrastructure	£5,000,000.00	10 years	Apr-26
Drainage Maintenance & Cleaning	£66,000.00	5 years	Apr-26
Step Free Access Works	£2,500,000.00	2 years	Apr-26
Bus Stop and Shelter Maintenance	£3,000,000.00	5 years	Jun-26
Network Managed Services	£750,000.00	5 years	Jun-26
Provision of Occupational Health Services	£87,000.00	4 years	Jun-26
Supply & Delivery of Subway Track Furniture Components	£560,000.00	4 years	Aug-26
Calibration Services for SPT	£150,000.00	4 years	Feb-27
DPS for Subsidised Transport	£200,000,000.00	10 years	Apr-27
Storage Area Networks	£210,000.00	4 years	Aug-27
Provision of School Bus Transport Services	£40,000,000.00	Various	Continually Throughout Year
Provision of Subsidised Local Bus Transport Services	£15,000,000.00	Various	Continually Throughout Year

**Strathclyde Partnership  
for Transport**  
131 St. Vincent Street  
Glasgow G2 5JF

**[spt.co.uk](http://spt.co.uk)**