

David MacBrayne Limited

Annual Procurement Report 2021-22

David MacBrayne Limited Procurement Vision and Policy Statement

David MacBrayne Limited (DML) is wholly owned by Scottish Ministers. It is the UK's largest ferry operator and one of the largest transport operators in Scotland, providing essential lifeline services and logistical support to island and remote communities. DML has several subsidiaries, including ferry operators CalMac Ferries Ltd, and a human resource subsidiary, David MacBrayne HR (UK) Ltd and Solent Gateway Ltd (SGL), a Joint Venture with GBA (Holdings) Ltd. In order to deliver these services DML procures a diverse range of works, supplies and services from its suppliers.

DML aims to ensure that commercial excellence is embedded throughout the organisation, services always deliver best value and excellence is embedded in commercial, procurement (the whole process from identification of need, specification, selection, evaluation and award) and commissioning practices and skills. Procurement objectives are aligned with DML's corporate objectives and the Scottish Government National Performance Framework.

DML is committed to the following, which must be adhered to by everyone involved in the procurement process, whether as budget holder, end user or purchaser:

- Staff undertaking procurement decisions have the appropriate authority and capability;
- Demonstrate leadership and the highest standards of honesty, integrity, impartiality and objectivity in all our dealings with suppliers and potential suppliers;
- Procurement to be conducted through the most appropriate Procurement route to market;
- Improve supplier access to DML contract opportunities, including the publication of contract notices on Public Contracts Scotland and enabling SMEs, third sector and supported businesses to compete for work, either as a contractor or sub-contractor;
- Deliver efficiencies and savings to ensure value for money, including consideration of whole life costs and the best price/quality ratio;
- Enabling optimum procurement practices, continuous improvement and innovative solutions;
- Embed sustainability in procurements in a relevant and proportionate manner using Scottish Government sustainable procurement tools including the Prioritisation Methodology and Sustainability Test as required by the Procurement Reform (Scotland) Act 2014;
- Apply the WTO Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition in all procurements;
- Compliance with the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015, the Utilities Contracts (Scotland) Regulations 2016, and all other relevant legislation or regulations;
- Compliance with the Utilities Contracts Regulations 2016 for SGL;
- Undertake consultation with key internal and external stakeholders, including early engagement to ensure relevant risks and opportunities are considered in commodity strategies;
- Collaborate with other contracting authorities where appropriate including relevant use of sector or National Frameworks and sharing of best practice;

- Payment of suppliers on time in accordance with contractual arrangements;
- Monitor and report performance annually against DML's Procurement Strategy and intended objectives.

The Procurement Policy, endorsed by senior management, will be reviewed on an annual basis.

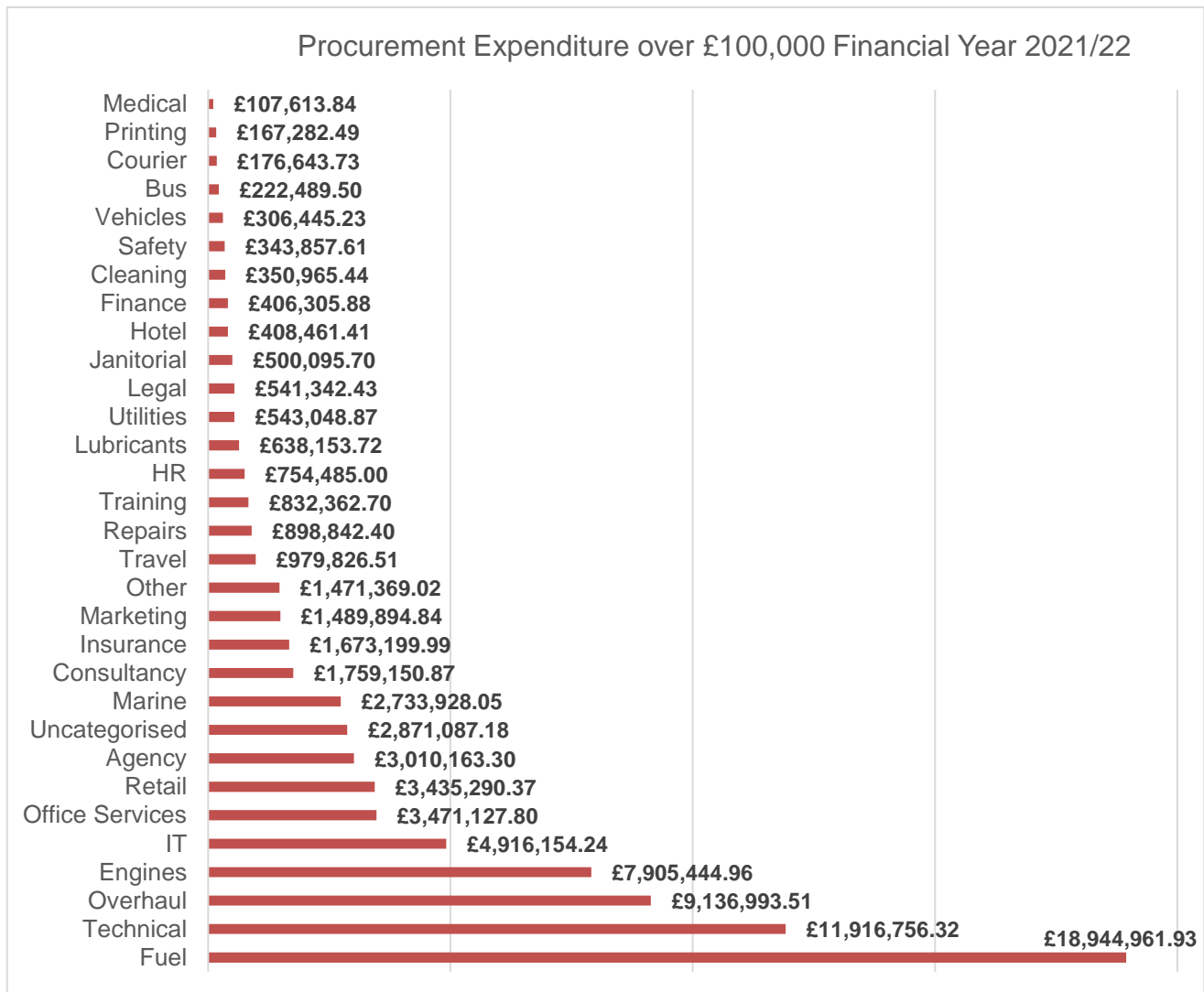
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1 Introduction

David MacBrayne Ltd, which is wholly owned by Scottish Ministers, is the UK's largest ferry operator, running 29 routes to over 50 destinations across 200 miles of Scotland's west coast. Our fleet of 35 vessels complete approximately 136,000 sailings a year with crossings ranging from 5 minutes to 7 hours. We provide an everyday lifeline service to west coast communities, and for tourism, we play a critical role in enabling its development, which is hugely important for the area's economy.

DML's annual procurement expenditure from April 2021 – March 2022 was £83,226,685.64 the breakdown of our spend for this period is shown by category in the following table. It includes spend of £100,000 or over, by category:



Procurement is the process of obtaining goods, services and works from third parties; from the consideration and identification of the need, specification of relevant requirements, supplier selection, contract award and invoice payments. It is an important enabler of organisational and National outcomes. This Strategy also considers the appropriate management of awarded contracts to monitor and report relevant outcomes.

Details of the projected contracting activity for Financial year 2022/23 are included in Annex A. This may be subject to change due to budgetary readjustments, prioritisation and the requirements of the business.

1.1 Procurement Contracts Awarded (April 2021 – March 2022)

The total value of Procurement contracts awarded over the financial year 2021/2022 was £14,196,189 with a total of 167 contract awards being made. A further breakdown of these contract awards can be seen below.

	Total Number of Contracts Awarded	Total Value of Contracts Awarded
Small/Medium Enterprise (SME)	104	£4,209,580
Large Enterprise	63	£9,986,609

2 Procurement Principles

In all dealings with suppliers and potential suppliers, DML will act with the highest standards of honesty, integrity, impartiality and objectivity.

Those engaged in commissioning of tenders/contracts must:

- Be fair, efficient, firm and courteous;
- Maintain the highest possible standard of integrity in all business relationships;
- Achieve appropriate professional standards in the management of contracts;
- Comply with the law, guidance on professional practice and contractual obligations;
- Declare any personal interest which may affect or be seen by others to affect impartiality;
- Respect the confidentiality of information received and ensure that information given is honest and clear;
- Respond promptly, courteously and efficiently to suggestions or enquiries, including handling Freedom of Information obligations according to Group policies.

DML will ensure that its procurement activities always operate in accordance with the following principles so that it treats economic operators equally and without discrimination:

- **Equal treatment and non-discrimination** – giving everyone the same chance to win a contract regardless of nationality or familiarity;
- **Transparency** - stating the requirements up front and adhering to them in an open and inclusive manner;
- **Proportionality** - setting the requirements in accordance with the needs of the contract in question;
- **Mutual Recognition** – giving equal validity to qualifications and standards from all Member States, where appropriate;
- **Confidentiality** – respecting the confidentiality of any information received regarding tenders and economic operators;
- **Standardisation** – making use of standardised procurement templates and tools where possible to ensure consistency, compatibility and efficiency, including the standard pre-qualification questionnaire;

- **Business-friendly** - making it easier for business, including SMEs and the third sector, to Procurement is the process of obtaining goods, services and works from third parties; from the consideration and identification of the need, specification of relevant requirements, supplier selection, contract award and invoice payments. It is an important enabler of organisational and National outcomes. This Strategy also considers the appropriate management of awarded contracts to monitor and report relevant outcomes.

Details of the projected contracting activity for Financial years 2022/23 are included in Annex A. This may be subject to change due to budgetary readjustments, prioritisation and the requirements of the business.

In order to apply these principles DML will:

- Undertake relevant early market engagement to inform the Procurement Strategy prior to the publication of a Contract Notice on Public Contracts Scotland (PCS), allowing more time for tender responses;
- Publish our "buyer profile" on PCS and advertise as many contract opportunities as possible and publish Contract Award Notices - to give suppliers free access to contract opportunities;
- Use the "quick quote" facility for very low value contracts - to allow suppliers to bid for very low value contracts with the minimum of bureaucracy;
- Ensure that all language used, and outcomes set are clear and precise allowing all "reasonably well-informed and normally diligent tenderers to interpret it in the same way";
- Use the European Single Procurement Document, adjusted to suit the procurement in a relevant and proportionate manner;
- Make standard Terms and Conditions widely available, including on our website;
- Enable a range of economic operators to compete for business including SMEs, third sector, supported businesses, suppliers from under-represented groups including consideration of the suitability of breaking contract requirements into smaller lots;
- Reviewing the potential for reserving contracts for supported businesses, reflecting the EU definition. This follows DML's experience in working productively with local Supported Businesses in the provision of the Clyde and Hebrides Ferry services;
- Ensure that contract requirements as established within specifications, invitations to tender, supplier selection, evaluation and award and contract management are relevant and proportionate to the subject matter of the contract reflecting market capacity and relevant intended outcomes. This will reflect early market and stakeholder engagement, a systematic consideration of relevant risks and opportunities, with purchasers having the capability to apply requirements in a relevant and proportionate manner;
- Open and inclusive publication of potential requirements, prior information notices, invitations to tender, awards and other documentation using:
 - The use of electronic communication for all procurement activity, Public Contracts Scotland for all procurements over £50,000;
 - Open public and market engagement including the use of "Meet the Buyer" events, community and market consultation;
 - Prompt notification of the outcome of bids, and supplier debriefing to facilitate better future performance.

2.1 Value for Money

DML will seek Value for Money from procurements. Its approach is as follows:

In accordance with procurement regulations DML will ensure that regulated procurements reflect the Most Economically Advantageous Tender (MEAT) and the Best Price-Quality Ratio.

DML also embraces The Scottish Model of Procurement and the appropriate balance of cost, quality and sustainability. This reflects the objectives as set out in this Strategy, that are a priority for procurements.

All regulated procurement by DML will therefore consider the relevant balance, according to the nature of the procurement, recognising that it can vary from project to project. This is embedded in Procurement practices. DML also enables purchasers to have the appropriate capability to determine the relevant balance.

All regulated procurements will be considered for their relevant life cycle costs, that may relate to costs of acquisition, use and maintenance and end of life.

By treating potential and incumbent suppliers equally in a non-discriminatory manner, DML will facilitate greater competition, promote innovation, and encourage a wide range of economic operators to become involved in DML procurement and so achieve better value for money.

Consideration of Quality and Sustainability outcomes, the scope of life cycle costs and the eventual balance between cost, quality and sustainability will be undertaken in a transparent and consistent manner.

2.2 Responsible and Sustainable Procurement

DML has a clear set of sustainable procurement outcomes to be considered in a relevant and proportionate manner and embedded within procurement practices.

DML will utilise available guidance to assist the embedding of relevant and proportionate sustainability requirements.

DML's intended sustainable outcomes are aligned with those embedded within procurement tools that support the delivery of the Sustainable procurement duty (outlined in Procurement Reform (Scotland) Act 2014), and this enables DML to apply a systematic approach to identifying risk and opportunity across organisational spend:

- **Prioritisation Methodology** – this enables DML to understand the commodities it procures which represent the highest combination of spend, environmental and socio-economic risks and opportunities.
- **Sustainability Test** – this is embedded in Procurement Practices to enable consideration of relevant and proportionate sustainability requirements for regulated procurements.
- **Life Cycle Impact Mapping** – this is a tool to assist purchasers to consider with key stakeholders, the scope of potential sustainability risks and opportunities.

The total value of DML's expenditure with supported businesses over the period 2021/2022 was £1,360.45. A further breakdown can be seen in the chart included below.

Supported Business	Annual Spend (April 2021/March 2022)
Royal British Legion Industries T/A Scotland's Bravest Manufacturing Company	£1,360.45

Annex A – Data Summary

1. Organisation and report details

a) Contracting Authority Name	David MacBrayne Limited
b) Period of the annual procurement report	2021-22
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes

2. Summary of Regulated Procurements Completed

a) Total number of regulated contracts awarded within the report period	167
b) Total value of regulated contracts awarded within the report period	£14,196,189
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	167
i) How many of these unique suppliers are SME's	104
ii) How many of these unique suppliers are Third sector bodies	0

3. Review of Regulated Procurement Compliance

a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	167
a) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0

4. Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

a) Number of jobs filled by Priority groups	N/A
b) Number of apprenticeships filled by Priority groups	38
c) Number of work placements for Priority groups	0
d) Number of qualifications achieved through training of Priority groups	0
e) Total value of contracts sub-contracted to SME's	£4,209,580
f) Total value of contracts sub-contracted to Social Enterprises	£0
g) Total value of contracts sub-contracted to Supported Businesses	£0
h) Other community benefits fulfilled	0

5. Payment Performance

a) Number of valid invoices received during the reporting period	26,119
b) Percentage of invoices paid on time during the period	93%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains	167
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	0

6. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period	0
b) Total spend with supported businesses during the period covered by the report, including:	£1360.45

i)	Spend within the reporting year on non-regulated contracts	£1360.45
iii)	Spend within the reporting year on non-regulated contracts	£0
7. Spend and Savings Summary		
a)	Total procurement spend for the period covered by the annual procurement report	£83,226,685.64
b)	Total procurement spend with third sector bodies during the period covered by the report	£0
c)	Total targeted cash savings for the period covered by the annual procurement report	£869.19K
	i) targeted cash savings for Cat A contracts	£0
	ii) targeted cash savings for Cat B contracts	£0
	iii) targeted cash savings for Cat C contracts	£869.19K
d)	Total delivered cash savings for the period covered by the annual procurement report	£1.08M
	i) delivered cash savings for Cat A contracts	£0
	ii) delivered cash savings for Cat B contracts	£0
	iii) delivered cash savings for Cat C contracts	£1.08M
e)	Total non-cash savings value for the period covered by the annual procurement report	£0
8. Future regulated procurements		
a)	Total number of regulated procurements expected to commence in the next two financial years	139

Annex B – Regulated Procurements forecast April 2022 – March 2024

Contract title	Supply Type	Contract status	Procurement function	Business Function
– Voith Schneider Spares And Kits For Vessels Which Run With Voith Schneider Propulsion Systems	Goods	In Progress	Asset Management	Asset Management
– MV Hebridean Isles & MV Lord Of The Isles Telegraph System	Goods & Services	Live	Asset Management	Asset Management
– Tender File For 2 Lots - Examination, Testing & Certification Of Lifting Equipment And Associated Lifting Accessories For All Vessels	Services	Live	Asset Management	Asset Management
– IOA RoRo Control & Monitoring System	Goods	Live	Asset Management	Asset Management
– Mv Lochnevis Replacement Of Sewage Treatment Unit	Goods	Live	Asset Management	Asset Management
– Mv Loch Fyne Replacement Of Forward & Aft Sewage Treatment Units	Goods	Live	Asset Management	Asset Management
– Asset Management Technology	Services	In Progress	Asset Management	Asset Management
– Provision Of Kongsberg Equipment Servicing And Supply Of Parts	Services	In Progress	Asset Management	Asset Management
– Annual Overhauls For Argyll Flyer And Ali Cat	Goods & Services	Live	Asset Management	Asset Management
– Provision Of Marine Oils And Greases Onboard The Vessels.	Goods	In Progress	Asset Management	Asset Management
– FRB Servicing	Services	Planned	Asset Management	Asset Management
– Survitec Marine Evacuation Systems And Rescue Craft, Periodic Servicing Agreement & Annual Maintenance	Services	Live	Asset Management	Asset Management
– Batteries & Filters	Goods & Services	In Progress	Asset Management	Asset Management
– Mooring Ropes	Goods	Planned	Asset Management	Asset Management
– Viking Safety Equipment	Goods	Planned	Asset Management	Asset Management
– Examination, Testing And Certification Of Lifting Equipment And Associated Lifting Accessories For Small And Intermediate Vessels	Services	Live	Asset Management	Asset Management
– Asset Storage And On Call Facilities	Services	Planned	Asset Management	Asset Management
– Examination, Testing And Certification Of Lifting Equipment And Associated Lifting Accessories For All Major Vessels	Services	Live	Asset Management	Asset Management
– Compass Adjusting	Services	Live	Asset Management	Asset Management
– Mit - Marine Industrial Transmissions	Services	Planned	Asset Management	Asset Management
– Hybrid Battery Replacement	Goods	Planned	Asset Management	Asset Management
– MES Replacement	Goods	Live	Asset Management	Asset Management

- Finlaggan Praxis Alarm & Monitoring System Update	Goods	Live	Asset Management	Asset Management
- Walk-In Freezer Replacement	Goods	Planned	Asset Management	Asset Management
- Main Engine Pump Spares	Goods	Live	Asset Management	Asset Management
- Replace Small Vessel Rescue Boats	Goods	Planned	Asset Management	Asset Management
- Machinery Monitoring Wiring & Sensor Upgrade	Goods	Planned	Asset Management	Asset Management
- Loch Portain Remote Operated Valves	Goods	Live	Asset Management	Asset Management
- Loch Seaforth Ups Charger Cooling Upgrade	Goods	Live	Asset Management	Asset Management
- Gas Detection Equipment	Goods	Planned	Asset Management	Asset Management
- Changing Places Service Agreement Hebrides	Goods	Planned	Asset Management	Asset Management
- Naval Architecture, Design & Engineering Consultancy Framework	Services	Live	Asset Management	Asset Management
- Naval Architecture Design & Engineering Consultancy Framework	Services	Live	Asset Management	Asset Management
- Naval Architecture, Design & Engineering Consultancy Framework	Services	Live	Asset Management	Asset Management
- Naval Architecture Design & Engineering Consultancy Framework	Services	Live	Asset Management	Asset Management
- Naval Architecture Design & Engineering Consultancy Framework	Services	Live	Asset Management	Asset Management
- Naval Architecture Design & Engineering Consultancy Framework	Services	Live	Asset Management	Asset Management
- Film Production	Services	In Progress	Corporate Services	Commercial
- Printing Of Tickets 2022	Goods & Services	Planned	Corporate Services	Commercial
- Customer Experience Measurement Solution	Services	Planned	Corporate Services	Commercial
- Video Production Services	Services	In Progress	Corporate Services	Commercial
- Brand Transformation DPS	Services	Planned	Corporate Services	Commercial
- Brand Transformation Asset Delivery - (Print And Distribution - Dynamic Purchasing System)	Services	Planned	Corporate Services	Commercial
- Events Management And Events Catering	Services	Planned	Corporate Services	Commercial
- Film Production	Services	Planned	Corporate Services	Commercial
- Supply And Delivery Of Alcohol And Promotional Off Sale Lines	Goods	In Progress	Corporate Services	Commercial
- Confectionary And Soft Drinks	Goods	Planned	Corporate Services	Commercial
- Supply And Delivery Of Milk To Nominated Vessels	Goods	Planned	Corporate Services	Commercial
- Fully Managed Ecommerce Platform And End To End Fulfilment Service.	Services	Planned	Corporate Services	Commercial
- Fuel Cards	Services	Live	Corporate Services	Finance
- Confidential Waste Document Shredding Service	Services	Live	Corporate Services	Finance
- Cash Collection	Services	Live	Corporate Services	Finance

- Fuel Hedging Contract	Services	Planned	Corporate Services	Finance
- Broker Fee Annual Fixed Fee Non Commission Arrangement For Main Book Of Policies	Services	Planned	Corporate Services	Finance
- Medical Care Onboard Ship Training	Services	Live	Corporate Services	HR
- Electronic Chart Display And Information Systems Training	Services	Live	Corporate Services	HR
- Life Saving Courses	Services	Planned	Corporate Services	HR
- Passenger Safety Training	Services	Planned	Corporate Services	HR
- Ship Security Training	Services	Planned	Corporate Services	HR
- Food Hygiene Level 3 (Intermediate) - Full / Refresher Online Training Solution	Services	Planned	Corporate Services	HR
- The Provision Of External Coaching Services	Services	Live	Corporate Services	HR
- Childcare Voucher Scheme	Services	Planned	Corporate Services	HR
- The Provision Of Private Healthcare BUPA	Services	Planned	Corporate Services	HR
- The Peoples Pension Scheme	Services	Planned	Corporate Services	HR
- Offshore Crewing Contract	Services	Planned	Corporate Services	HR
- STCW Manila Amendment Safety Training Courses	Services	Planned	Corporate Services	HR
- Company Wide LMS (Replacement For Current Legacy Systems)	Services	Planned	Corporate Services	HR
- Identification And Control Of Dangerous Goods (Freight) Training Course	Services	Planned	Corporate Services	HR
- Supply And Delivery Of Port Staff Life Jackets	Goods	Live	Corporate Services	HSQE
- Framework Agreement For Investigations (HSQE Request)	Services	Planned	Corporate Services	HSQE
- Dpoaas Consultancy	Services	Planned	IT	HSQE
- Franking Machines	Goods	Planned	Corporate Services	HSQE
- Pulsant Datacentre Hosting - Managed Service And Disaster Recovery Solution	Services	Planned	IT	IT
- Field Support Services For WAN, LAN And Internet - Network Support	Services	Planned	IT	IT
- High Site Rental At 2 Locations (Ardrossan Harbour, Battery Point (Stornoway))	Goods	Planned	IT	IT
- Managed Print Service	Services	In Progress	IT	IT
- Electronic Display Board - Variable Message Boards Located Around The Network	Services	Planned	IT	IT
- Network Refresh Phase 2	Services	In Progress	IT	IT
- Finance And Procurement System	Services	In Progress	IT	IT
- Managed Service For Support And Development Of COMPASS	Services	Planned	IT	IT

– Microsoft Enterprise Agreement	Services	Planned	IT	IT
– Managed Service For CPS Purchasing And Maintenance Etc.	Services	Planned	IT	IT
– HSQE Software Platform And Support Services.	Services	Planned	IT	IT
– Saffron EKM YPO Framework	Services	Planned	IT	IT
– Open Accounts / Open People - Maintenance And Support	Services	Planned	IT	IT
– MS Dynamics Support	Services	In Progress	IT	IT
– BT (Historic Services)	Services	Planned	IT	IT
– Ceg Quantum Coex	Services	Planned	IT	IT
– Freshservice - ITSM Tool	Services	Planned	IT	IT
– The Supply And Delivery Of Flags And Related Consumables	Goods	Live	Corporate Services	Operations
– Ardrossan Upgrades Shuttlebus Services	Services	In Progress	Corporate Services	Operations
– Examination, Testing & Certification Of Ships Gangways And Associated Lifting Accessories	Services	Live	Corporate Services	Operations
– The Provision Of Janitorial Consumables For Ports And Vessels (Excludes Vessel Engineering)	Goods	Live	Corporate Services	Operations
– The Provision Of On Demand Ship And Port Facility Security	Services	Planned	Corporate Services	Operations
– Replacement Of Portacabins At Various Ports	Goods	Planned	Corporate Services	Operations
– General Consumables Framework Agreement (Hoses, Paint, Lockers, Storage)	Goods	Planned	Corporate Services	Operations
– White Goods Framework Agreement (Domestic Microwaves, TV's, Washing Machines, Toasters, Kettles, Etc)	Goods	Live	Corporate Services	Operations
– Washroom Hygiene Service For Ports And Vessels	Goods	Planned	Corporate Services	Operations
– Company Two Way Radio's (Replacements, Repairs, Batteries, Hands Free Sets, Etc)	Goods	Planned	Corporate Services	Operations
– Company Wayfinding Signage	Goods	In Progress	Corporate Services	Operations
– Logistics Provider For Domestic Freight Requirements	Services	Planned	Corporate Services	Operations
– Supply And Delivery Of Corporate Uniforms	Goods	In Progress	Corporate Services	Operations
– Crew Bunkabin Accommodation For Summer Timetable Where Additional Crew Are Operating On The Vessels	Goods	Planned	Corporate Services	Operations
– Weather Forecasting Solution	Services	Planned	Corporate Services	Operations
– Medical Stores	Goods	In Progress	Corporate Services	Operations
– Dunoon To Gourock On Call Transport Service	Goods	In Progress	Corporate Services	Operations
– Kerrera Ferry Welfare (Composting Toilet)	Goods	Planned	Corporate Services	Operations
– Trade Services Framework Agreement - Clyde	Services	Planned	Corporate Services	Operations
– Trade Services Framework Agreement - Argyll & Lochaber	Services	Planned	Corporate Services	Operations

- Trade Services Framework Agreement - Hebrides	Services	Planned	Corporate Services	Operations
- CalMac Ferries Gourock / Dunoon Security Guard Service (See CSOP21-464/1)	Services	Planned	Corporate Services	Operations
- Petrol For FRB And Kerrera Ferry	Goods	Planned	Corporate Services	Operations
- Supply And Delivery Of Catering Equipment And Sundries	Goods	Planned	Corporate Services	Operations
- The Provision Of Food Safety Consultancy	Goods	Planned	Corporate Services	Operations
- Supply And Delivery Of Mattresses And Wheel Marked Bedding	Goods	Planned	Corporate Services	Operations
- The Provision Of General And Disposable PPE And Workplace Safety Equipment	Goods	Live	Corporate Services	Operations
- General Chandlery & Industrial Supplies	Goods	Live	Corporate Services	Operations
- Provision Of Window Cleaning At Brodick	Services	Live	Corporate Services	Operations
- Disposal Of Sewage MV Loch Frisa	Services	In Progress	Corporate Services	Operations
- Supply And Delivery Of Marine Gas Oil (MGO) - Gleaner	Goods	Live	Corporate Services	Operations
- Daily Cleaning Of MV Coruisk	Services	Live	Corporate Services	Operations
- Facilities Management For Solent Gateway Ltd	Services	Planned	Corporate Services	Operations
- Ar Turas Testing May-Oct	Services	Live	IT	IT
- Hootsuite Enterprise Social Media Relationship Platform	Services	Live	IT	IT
- Vulkan spares and servicing	Services	Live	Asset Management	Asset Management
- Ar Turas Ebooking Device Performance Survey	Services	In Progress	Corporate Services	IT
- Design & Supply Of Clothing T-Shirts & Sweatshirts For Sale Onboard And Online	Goods	Live	Corporate Services	Commercial
- Mobile Voice And Data Managed Service - Vodafone	Services	Live	IT	IT
- Mv Loch Shira Replacement Of Sewage Treatment Unit	Goods	Live	Asset Management	Asset Management
- Overhaul Of Fleet Spare Engine	Goods	Live	Asset Management	Asset Management
- Provision Of Mellex Transport Services	Services	Live	Asset Management	Asset Management
- Supply Of Anodes For Vessels	Goods	In Progress	Asset Management	Asset Management
- Framework For Provision Of Storage & On Call Facilities	Services	Live	Asset Management	Asset Management
- Supply Of Galley Equipment	Goods	Live	Asset Management	Asset Management
- Multi-Vessel Ramp Life Extension Project	Goods	Live	Asset Management	Asset Management