



# SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland



## Scottish Fire and Rescue Service Annual Procurement Report

*for the period: 1st April 2019 – 31st March 2020*

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# 1. INTRODUCTION

- 1.1 As required under section 15 of the Procurement Reform (Scotland) Act 2014 (“the Act”), a contracting authority must publish an Annual Procurement Report, required by section 18 of the Act.
- 1.2 The Annual Procurement report monitors the authority’s regulated procurement activities against delivery of its procurement strategy.
- 1.3 The Scottish Fire and Rescue Service is pleased to publish its Annual Procurement Report for the period 1st April 2019 – 31st March 2020. The content of this Report covers all regulated procurements completed during this period and details how those procurements supported the objectives included within our Corporate Procurement Strategy.
- 1.4 We continue to champion the Scottish Procurement Model by embedding sustainable procurement throughout all procurement activity undertaken by the SFRS.
- 1.5 Within the reporting period, the Procurement Capability and Improvement Programme (PCIP) assessment was undertaken, the outcome of which saw SFRS achieve 81%. This outcome being testament to the commitment by SFRS to continuous improvement in procurement across the organisation.
- 1.6 Stakeholder engagement continues to be a key element in ensuring the successful undertaking of our procurement activity and is a fundamental element in ensuring SFRS regulatory compliance and that our strategic procurement objectives are met, thereby assisting in the delivery of SFRS broader aims and objectives as stated in our Strategic Plan, Annual Operating Plan and supporting Scotland’s National Outcomes.
- 1.7 This report details six main areas, the first five cover mandatory reporting with the sixth discretionary, these being:
  - i. Summary of Regulated Procurement Completed
  - ii. Review of Regulated Procurement Compliance
  - iii. Community Benefits Summary
  - iv. Supported Business Summary
  - v. Future Regulated Procurement
  - vi. Procurement Performance Analysis

We also take the opportunity within the report to detail the key achievement of our Procurement Team and our key priorities for the Team in financial year 2020-21.



**Sarah O'Donnell**  
**Director of Finance and Contractual Services**

## 2. SUMMARY OF REGULATED PROCUREMENT

- 2.1 Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”
- 2.2 The Procurement Reform (Scotland) Act Section 18 states that relevant bodies must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practical after the end of the financial year. A regulated procurement as defined by the Act is any procurement for supplies or services with a value more than £50,000 and for works contracts with a value over £2million.
- 2.3 A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.
- 2.4 Wherever possible, the SFRS, has sought to make use of national, sectoral and local collaborative contracts and frameworks.
- 2.5 SFRS regulated procurement within the reporting period was undertaken across 6 categories of spend:
- i. Fleet
  - ii. Personal Protective Equipment
  - iii. Operational Equipment
  - iv. Property and Facilities
  - v. ICT
  - vi. Corporate
- 2.6 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1st April 2019 – 31st March 2020.

<b>Number of Regulated Procurement Awarded</b>	<b>63</b>
<b>Total estimated value of awarded regulated procurements</b>	<b>£48,510,519</b>

Table 1: Summary of Regulated Procurement

- 2.7 Full details of these regulated procurements can be found in Appendix A together with details of all other procurements with a value below those thresholds detailed in paragraph 2.2 above.

## 3. OUR MENTAL HEALTH PLEDGE

- 3.1 Section 17 of 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.
- 3.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), “a review of whether those procurements complied with the authority’s procurement strategy” and, at 18(2)(c), “to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply”.
- 3.3 The Scottish Fire and Rescue Service Procurement Strategy was revised and approved by the Board of the Scottish Fire and Rescue Service in December 2018 and covers the period up to March 2021. The Strategy sets out the basis for all procurement activity across the SFRS and it ensures that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties. It is aligned to the Scottish Model of Procurement, as devised by the Scottish Government with the aim of promoting the power of public spending to deliver genuine public value beyond simply cost and /or quality on procurement.
- 3.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it continues to ensure that procurement activity supports delivery of the SFRS Strategic Plan and Annual Operating Plan.
- 3.5 The Corporate Procurement Steering Group (CPSG), which is chaired by the Director of Finance and Contractual Services, provides a strategic and corporate overview of the procurement activity of the SFRS and the delivery of the Corporate Procurement strategy.
- 3.6 The SFRS has adopted the Scottish Governments Procurement Journey methodology and uses contract strategy templates to ensure new purchase requirements consider all aspects of the Board’s procurement strategy.
- 3.7 A comprehensive set of key performance measures are detailed within the Strategy and are reported to the CPSG on an annual basis.
- 3.8 All Procurements undertaken in the reporting period observed the following four themes as fully detailed within our Procurement Strategy:

### i. Value for Money and Efficiency

The benefits of collaborating with partner organisations is recognised and the SFRS Procurement Team continually seek new opportunities to undertake joint working where possible. In the reporting period, approximately 85% of total contract spend was through collaborative contracts.

Work continues to further develop relationships with the wider UK Fire and Service for the procurement of common goods and services, with SFRS continuing to make use of National Frameworks for key operational personal protective equipment and front-line vehicles. The SFRS continues to work with Kent Fire and Rescue in the procurement process for Water Rescue PPE, which is part of a wider UK initiative for Specialist Personnel Protective Equipment. The project was put on hold due to COVID-19, but is anticipated to resume some time in financial year 2020-21.

When responding to the COVID-19 pandemic, the SFRS worked closely with Scottish Government, Police Scotland and the Scottish Prison Service to ensure the PPE requirements of the service were met and to share guidance and advice to partner organisations.

Work also continues with partners such as Scottish Government, Transport Scotland, Scottish Enterprise and the Energy Savings Trust, to explore future opportunities for collaboration and innovation within our Fleet Category.

We have worked with our existing contractors to develop our low carbon infrastructure within SFRS properties. Several examples of the initiatives progressed, are detailed in Section 3.8iv (Sustainability) and these will assist not only with the SFRS response to the climate emergency by reducing carbon emissions, but also in driving down heat waste and costs.

Spend and contract analysis continues to inform the planning of our procurement. The outcome of the analysis assists in the development of a rolling three-year programme of work which is agreed with stakeholders. The programme of work is submitted to the Corporate Procurement Steering Group for approval and is monitored for progress at regular intervals by the Group and the Capital Monitoring Forum.

In the reporting period, the procurement activity undertaken by the SFRS can be summarised as follows (full details are listed in Appendix A):

Procurement Type	Nos.	Projected Total Value (£)
<b>Regulated Procurement</b>	63	£48,510,519
<b>Quote</b>	24	£442,014
<b>Non- Competitive Action</b>	10	£110,892
<b>TOTAL</b>		<b>£49,063,425</b>

The SFRS is committed to exploring collaborative opportunities with partner organisations across all sectors within the public sector, and makes full use of relevant collaborative opportunities available through Scottish Government, Crown Commercial Services and other UK wide public sector purchasing consortia. Such collaboration assists the SFRS to achieve both cash and non-cash savings within its procurement activity, reduces the burden of risk and the number of resource intensive local tenders, and contract and supplier management is shared.

In undertaking our own procurement activity and in using collaborative frameworks, the SFRS achieved cashable savings of £2,203,661 within the reporting period, with £980,109 of this total being achieved using Scottish Government frameworks alone. Non-cash process savings of £282,000 were also achieved using existing frameworks.

We are committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. We act in a responsible and sustainable manner so prompt payment is a priority. Our on-time payment performance is as follows:

Payment Term	Level Achieved
<b>Payment within 30 days</b>	96%
<b>Payment within 10 days</b>	81%

The SFRS is committed to supplier inclusion, and we seek to conduct our procurement activity with a wide range of providers including Small and Medium Enterprises (SMEs), and third sector, including supported business. We continue to build upon our relationship with the Supplier Development Programme to encourage the ongoing use of SME's in the delivery of SFRS requirements. In financial year 2019/20, approximately 42.25% of the SFRS total spend was with suppliers based in Scotland and approximately 46% of our overall supplier base can be classified as SME's.

End user involvement and consultation continues to be key to the development of Commodity Strategies and Tender Documents to ensure that technical specifications meet their needs and can be clearly understood by suppliers.

We have developed guidance to assist with pre-procurement market engagement which enables the SFRS to undertake dialogue with the market in a manner which is fair, transparent and non-discriminatory. Market engagement is undertaken in all relevant procurement activity.

Customer feedback is sought to assist in improving delivery and enhancing the procurement process.

## ii. Enhancing Capability

Within the reporting period, the SFRS procurement activity was assessed through the Scottish Government led Procurement Capability Improvement Programme (PCIP), with improvements against all 4 areas of assessment:

- Leadership & governance
- Strategic sourcing
- Contract management
- Processes

A score of 81% was achieved, the outcome of which was the SFRS progressing to the highest banding (F1) that can be achieved in the assessment. This highlights a significant increase from the initial assessment undertaken at the beginning of 2016 and demonstrates the improvement in the organisation's strategic approach to procurement. This outstanding outcome, as noted by Scottish Government, being testament to the commitment to continuous improvement in procurement across the organisation.

When reporting the outcome of the Procurement and Commercial Programme (PCIP) assessment, the Scottish Government highlighted several areas of note, reflecting on the full complement procurement team and the ongoing investment in training and in particular the wider training initiative being progressed throughout the organisation for those individuals involved in the SFRS procurement activity. The Procurement team works to embed best commercial practice across our organisation and the PCIP feedback noted the Team is delivering tangible benefits in terms of outcomes secured through the tender process and improved client support across the Service.

A PCIP Action Plan was developed in response to the outcome of the assessment, with improvement actions developed to assist in strengthen current performance and build upon the progress noted in the assessment. The recommendations made by Scottish Government have been incorporated in the Action Plan. Progress against the Action Plan will be reported to the CPSG, at regular intervals.

The Procurement Team continue to be dedicated to specific workstreams and directorates, ensuring a focus is maintained on stakeholder engagement and category management.

Continual improvement is key to ensuring the SFRS procurement governance regime remains fit for purpose and delivers tangible benefits to end users of the procurement service. To this end, the procurement governance model was reviewed in areas relating to the User Intelligence Group process and Practical Evaluation Trials.

We have actively sought opportunities to expand our partnership working. Within the reporting period, the SFRS became an Associate Member of Scotland Excel. Membership affords the SFRS access to numerous additional frameworks, many of which will enable the Service to tackle many of the remaining areas of non-contract spend in a more effective and efficient manner.

Training was rolled out and delivered with the assistance of the Training Department. Training was delivered to all Directorates at multiple locations, and provided those individuals who are regularly involved in the procurement activity of SFRS a fuller understanding of all stages of the procurement process and associated risks. The training will add significantly to the organisation's competence and capability in undertaking procurement activity.

The SFRS continues to invest in our Procurement Team, supporting team members to progress through a recognised professional qualification as recognised by the Chartered Institute of Procurement and Supply. Senior members of the team continue with their studies in relation to Masters in Public Procurement Law and Policy.

Two trainees' solicitor's posts were created within the Legal Services Team, with one post embedded within the Procurement Team. The post further enhances the capability and skills of the Procurement Team.

Directorates continue to undertake the Quick Quote Process relating to low risk / low value procurement supported by the Procurement Team. All staff involved in this activity receive training and instruction prior to registration on Public Contracts Scotland with refresher training provided as necessary.

### iii. **Governance and Risk**

The CPSG, chaired by the Director of Finance and Contractual Services, continues to provide a strategic overview of the procurement activity of SFRS and is a key to the successful implementation of procurement governance and the adoption of good practice. The role of the CPSG was highlighted in the PCIP outcome as an excellent example of cross functional working.

Procurement governance was revised in accordance with guidance as issued by Scottish Government to account for the impact of COVID-19 on SFRS supply chains. This revision, in conjunction with other internal controls, ensured that the SFRS could meet the organisation's procurement requirements during the time when supply chains were severely impacted by the pandemic and still ensure compliance with governance requirements.

Police Scotland were engaged to enable the SFRS to better understand the issues relating to the involvement of Serious Organised Crime within the Public-Sector Procurement Environment. This engagement involved colleagues from Police Scotland presenting to the CPSG on areas of highest risk, and work continues on the development of the proposed Information Sharing Protocol between the SFRS and Police Scotland which will assist in addressing the risk of involvement of Serious Organised Crime in the SFRS procurement activity.

The PCIP Assessment noted the low level of maverick spend (less than 1%) due to the strong internal controls in place across the Service.

In October 2019, Audit Scotland published their "Red Flag Procurement" document. The document detailed a list of controls which should be considered to minimise fraud within an organisation's procurement activity. The SFRS drafted an Action Plan in response to the document, which explains the SFRS current position and proposes improvement actions to further enhance existing controls.

The Procurement Team's engagement with customers reinforces the application of the procurement governance model and ensures that all regulated procurement is undertaken in accordance with the legal and procedural framework.

The impact of EU Exit on SFRS contract delivery continues to be monitored and actions were completed to support the wider SFRS preparatory actions in this area.

### iv. **Sustainability**

The SFRS recognise our responsibility to carry out all our procurement activities in an environmentally and socially responsible manner whilst achieving value for money on a whole life basis. We are committed to observing our sustainable procurement duty as stated within the Procurement Reform (Scotland) Act 2014 and continue to review and update our internal policies and procedures to reflect our legal duty and to ensure the proper consideration of how best we can improve the social, environmental and economic wellbeing of our communities through our procurement activity.

In support of our commitment to our sustainable procurement duty, we have a nominated a Sustainable Procurement Champion who is responsible for ensuring compliance with legislation across the service and the promoting the adoption of sustainable procurement practices.

Our procurement activity is undertaken in an open, fair and transparent manner. All relevant regulated procurement activity is advertised on Public Contracts Scotland ensuring that all suppliers have an equal opportunity to participate in the procurement activity undertaken by the Service.

The Procurement Team utilises the Sustainability and Prioritisation Toolkits within the Procurement Journey, which assists in the Commodity Strategy development, and assists to identify areas which have the greatest impact in relation to economic, environmental and social issues thereby assisting in the achievement of Scottish Government National Outcomes.

Market engagement is undertaken where appropriate, to ensure that SFRS consult and engage with the market when planning our procurement activity to ensure that suppliers are aware of SFRS requirements and to inform the market to issues such as our commitment to Fair Work provisions.

SFRS is an Accredited Living Wage employer. As well as ensuring that SFRS pays its own employees the current Living Wage, it will continue to ensure that its procurement activity contributes to maintaining Fair Work provisions including Living Wage for supplier staff working in SFRS sites. All relevant procurement activity includes criteria to address Fair Working Practices.

SFRS continues to consider Equality and Diversity in its procurement activity and the need to comply with the Equality Act 2010. SFRS has, where appropriate, included undertakings in all relevant procurement activity in the contract award criteria and/or the conditions pertaining to contract performance, with impact assessments being undertaken where these are required for the project under consideration. The Sustainability Prioritisation Tool used by the Procurement Team provide specific guidance to inform decisions about equality matters within tenders & contracts.

The SFRS is a member of Stonewall Diversity Champions programme, this leading programme helps create inclusive and accepting environments for LGBT people. We are also part of the Stonewall Good Practice Programme to support effective organisational collaboration and partnership working to drive excellence in the provision of public service to LGBT communities in Scotland.

The SFRS recognises the importance of ensuring that it continues to comply with the Health and Safety at Work Act 1974 and that our contractors are familiar with this legislation, understand their responsibilities and operate safe systems of work. The SFRS continues to check and monitor

contractors understanding of their responsibilities. For relevant contracts, the SFRS addresses specific Health and Safety issues as they relate to the contract requirement. Relevant contractors are also required to demonstrate and ensure compliance with the CDM Regulations 2015.

We continue to maintain our membership of the Supplier Development Programme (SDP) which offers free training, advice and information to SME's and the Third Sector on public procurement matters. We continue to support both national and regional "Meet the Buyer" events.

The SFRS is a member of the Scottish Free Trade Forum and our standard procurement process includes consideration of what Fair Trade provisions or equivalent could apply appropriately in the delivery of the contract provision. Our Soft Facilities management contractor, Sodexo has a commitment to the use of Fair Trade products.

The SFRS utilises the guidance provided by Government Buying Standards (GBS) when specifying a range of goods. GBS set out relevant sustainability provisions including in terms of ethical sourcing. When procuring timber which is required for training purposes, the SFRS requires our contractor to provide product which is certified as being sourced from legal and sustainable sources. Timber supplied to the SFRS must be accredited to meet either the Forest Stewardship Council (FSC) or the Program for the Endorsement of Forest Certification (PEFC). Conformity to this requirement is monitored throughout the contract duration.

SFRS procurement activities continue to promote and explore opportunities to engage with the Supported Business sector for Reserved Contracts wherever there is synergy between SFRS requirements and the goods or services offered by this sector. Our success in involving Supported Businesses in our procurement activity is detailed in Section 4 (Community Benefits) and Section 5 (Supported Business Summary).

We have changed our organisational structure in response to the growing challenges posed by accelerating Climate Change by forming an executive cross-functional Environmental and Carbon Management Board (ECMB). This ensures that a balanced and measured approach to carbon reduction, pollution prevention and environmental impact reduction is embedded within Service decisions including those associated with our procurement activity.

SFRS continues to grow a comprehensive national electric vehicle (EV) fleet and associated charging network in advance of 2024 in order that we can introduce a battery electric light fleet in a staged and robust fashion ready to make the transition for all light fleet from internal combustion engines from 2025. To support this, we have continued to invest in our electric fleet and in collaboration with Partner Bodies, we are in the progress of expanding our EV Charging Infrastructure. The second phase of infrastructure provision will provide added resilience and capacity growing our network in Glasgow in advance of United Nations Climate Change Conference (COP26) and within the remaining Scottish Low Emission Zone cities. We will also continue to work with Blue Light Partners in advance of COP26 to understand the feasibility to create a "Green Corridor" of EV infrastructure assets located to support the links between and around Prestwick and Glasgow Airports, Glasgow Conference Centres, Edinburgh Airport and the Scottish Parliament.

We are also rolling out EV charging to support future EV testing within selected island communities.

The strategic development of our EV infrastructure has required engagement with the Distribution Network Operators (DNOs). Our work with Scottish and Southern Energy has identified several common objectives particularly with 'edge of grid' energy grid weakness, with the future potential of developing joint approaches to energy storage to facilitate EV charging at relevant locations.

A Joint Blue Light Electric Vehicle Infrastructure Group is chaired by SFRS Head of Asset Management, which is scoping out the potential for collaborative opportunities. This potential opportunity is still in early stages of development having been delayed due to the impact of COVID-19.

The SFRS Sustainability team identified that our fleet contributes one third of all organisational carbon. In August 2019 the Team commissioned the Energy Savings Trust to undertake a detailed analysis of numerous vehicle profiles and use patterns of both heavy and light fleet with specific regard to mapping out effective pathways to decarbonise the fleet and deliver on Scottish Government Carbon Reduction targets. The completed report is heavily informed by SFRS telematics data and has provided a forensic analysis across all sectors of the SFRS fleet exploring themes including how intensively is our fleet used, use patterns, fleet age and condition by sector and weight. The report was approved by our ECMB in March 2020 and the recommendations and analysis captured by the report form a science based cornerstone of the emerging SFRS Fleet Strategy 2020-2025. Key recommendations include continuing the existing roll out of telematics systems, adopting ULEVs where possible and EVs for all cars and vans as appropriate vehicles come into the marketplace, challenge historic whole life models and introduce fuel efficient driver training.

We are working in partnership with Scottish Government, Transport Scotland and Scottish Enterprise, to understand the feasibility of the market to deliver a zero-emissions fire appliance and how this can be best introduced into the Service.

We have delivered a comprehensive national waste and recycling contract as part of our Soft Facilities Management Contract which enables waste and recycling stream management and reductions in associated carbon emissions. In the period March 2019 – February 2020, 937 tonnes of waste were removed from SFRS sites with 87% of this waste diverted from landfill.

Our Property Team continues with our Hard Facilities Management provider, Mitie, in the development of a database of licenced waste carriers and disposal sites used by them. This will enable SFRS to cross check details with the SEPA database to ensure that waste generated in disposed of in a legally compliant manner.

We have developed a Standard Station Design document, which incorporates environmental efficiency requirements for new stations, giving a whole life consideration to their design.

Following the recent climate change emergency declaration, the SFRS developed our Climate Change Response Plan 2045. The plan was approved and subsequently published in February 2020. Work is underway to develop our first Carbon Management Plan. This will be a five-year plan to run from 2020-2025 and will be the first stage in an ongoing 25-year carbon reduction programme to 2045. This high level structured plan will set an interim carbon reduction target to be met within the five-year plan period.

We are key stakeholders in public-sector sustainability reporting, sharing carbon and environmental reporting mechanisms and we continue to work with the Sustainable Scotland Network and Adaptation Scotland who both contributed to our long-term strategy the SFRS Response to Climate Change 2045.

We continue to engage with key Climate Change stakeholders including the Scottish Environment Protection Agency and play an active role in the Scottish public sector's response to Climate Change mitigation and adaptation.

Our Sustainability Team seeks to inform our ECMB by providing guidance together with a range of organisation specific targets and interventional projects which align SFRS and Scottish Government goals.

## 4. COMMUNITY BENEFITS SUMMARY

SFRS is building capacity to support the delivery of Scotland's Low Carbon Future. Key low carbon technology is already in place for fleet, energy generation and decarbonising heat.

Space heating represents the dominant energy cost to the Service. SFRS is committed to driving down heat waste by installing enhanced Building Management Systems providing greater comfort and control to building users on many larger fire stations.

We aim to reduce our dependence on grid energy and significantly reduce associated carbon outputs. In support of this, the SFRS employs a range of low carbon energy technologies ranging from Heat Pumps, Combined Heat and Power Plant and Solar Technology across our sites.

Our existing capacity was recently significantly boosted by the installation of large Photovoltaics (PV) arrays, which convert solar energy into direct-current electricity, at our sites in Perth and Newbridge.

Our Newbridge Asset Resource Centre has a large 200kwp System, which is predicted to provide renewable energy for 35-40% of the power requirements for the site when operational.

PV arrays will also be installed at our larger corporate hubs in Dundee and Inverness.

The SFRS recognised the potential benefits that can be delivered by of adopting more of these low carbon technologies, which include reduced grid energy costs, the option to decarbonise heating and hot water systems, and the potential to provide the ability to power our electric vehicle fleet from onsite generation.

We are also aware of emerging technologies which could assist in meeting our energy need. SFRS is trialling a conversion of one of our rural oil heated stations to low carbon Air Source Heat Pumps (ASHP). We intend to develop this concept further harnessing onsite generation which could deliver a carbon neutral fire station.

The application of existing biomass boilers at our National Headquarters holds significant potential for carbon reduction. Some SFRS sites feature Combined Heat and Power technology and their performance is being monitored to gauge the potential for future roll out across the rest of the estate.

Hybrid Solar & Wind systems are emerging on the market. Many of our western coastal sites are well suited to this technology and we are currently trialling a Solar PV and battery storage installation on a Whole-time station and are developing plans for a similar system for retained station use. These projects are being piloted to find the best use for emerging technologies within our estate.

- 4.1 Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include "a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report".
- 4.2 Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities "must consider whether to impose community benefit requirements as part of the procurement" when the estimated contract value is greater than or equal to £4,000,000. However, as stated in SFRS Standing Orders for the Regulation of Contracts, we aim to consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant.
- 4.3 The SFRS Procurement Strategy clearly states the organisation's commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity.
- 4.4 The following key projects highlight SFRS continued commitment to deliver community benefits through the delivery of relevant procurement activity:

### i. Enhancement of Electric Fleet and EV Charging Infrastructure

We continue with investment in our electric fleet and in collaboration with Partner Bodies we are in the process of expanding our EV Charging Infrastructure.

We are aiming to roll out our EV charging to support future EV testing within selected island communities.

The strategic development of our EV infrastructure has required engagement with the Distribution Network Operators (DNOs). Our work with Scottish and Southern Energy has identified several common objectives particularly with 'edge of grid' energy grid weakness, with the future potential of developing joint approached to energy storage to facilitate EV charging at relevant locations.

Our approach to expanding our EV Fleet is consistent with the SFRS aim to minimise the environmental impact of our activities and will promote SFRS as a leading driving force within the public sector for embracing the Scottish Government's Climate Change Plan and assisting in the delivery of National Outcomes.

### ii. Carbon Management Initiatives

The SFRS has already achieved a 15% reduction in carbon emissions, which has largely been enabled by the delivery of cleaner grid energy sources and we are committed to building capacity to support the delivery of Scotland's Low Carbon Future.

We aim to reduce our dependence on grid energy and significantly reduce associated carbon outputs. In support of this, the SFRS employs a range of low carbon energy technologies ranging from Heat Pumps, Combined Heat and Power Plant and Solar Technology across our sites.

We will strive to reduce our carbon emissions by an average of 6% per annum

Starting with the 'quick wins' such as reducing energy waste and refining the existing low carbon technologies, we recognise that we will increasingly need to identify and invest in new approaches to carbon savings as delivering the required reductions will become increasingly challenging.

**iii. Soft Facilities Management**

As part of our Soft Facilities Management Contract which is delivered by Sodexo, we have developed a comprehensive national waste and recycling contract which enables waste and recycling stream management and reductions in associated carbon emissions. In the period March 2019 – February 2020, 937 tonnes of waste were removed from SFRS sites with 87% of this waste diverted from landfill.

**iv. McDonald Road Modernisation**

A complete reconfiguration and refurbishment is currently underway at McDonald Road Fire Station in the City of Edinburgh. Over £8.5 million is being invested in the site, which will include a substantial upgrade to the fire station. The Scottish Ambulance Service will also have a significant presence on completion of the project as they increase the complement of first responders based at the location underlining the SFRS commitment to partnership working. The upgrade is primarily for an efficient and operational fire station, but this extends to other functions in the building, which will also provide a modern office environment for support staff, reflecting our corporate identity. The modernisation project will boast a community engagement centre for the capital, which includes a Museum of Fire.

Key performance information for the project is detailed in Appendix Bi and includes data related to the social impact of the projects in terms of work experience, engagement with schools/higher education, adult employment opportunities, apprenticeships and diversity.

**v. Newbridge Training Centre**

In September 2019, the construction of our Newbridge Training Centre was completed. The build of the £10.4 million state of the art facility began in February 2018 and was completed after only 19 months.

The facility will be used to train more than 1600 firefighters each year and more than 60 community fire stations will benefit from new state of the art technology at the training centre.

Key Performance information for the project is detailed in Appendix Bii. This data does not include and data related to the social impact of the project. This being due to the contractor's staff currently being on furlough due to the impact of COVID-19.

**vi. Portlethen Training Facilities Refurbishment**

Refurbishment of our training facilities at Portlethen will progress in financial year 2020-21. This project highlights our continued investment in training facilities, which is intended to enable appropriate training to be delivered as locally as possible, minimising disruption to family life and other employment.

The project is currently at pre-construction phase and performance data like that for the McDonald Road and Newbridge Projects will be collected as the project progresses.

The project will be the first occasion in which a Project Bank Account (PBA) is undertaken on a major SFRS construction project.

A PBA is a ring-fenced account which see payments made directly and simultaneously by SFRS to members of the construction supply chain involved in the Project.

The Review of Scottish Public-Sector Procurement in Construction noted that the construction sector suffers from endemic late and extended payment terms between businesses. PBA's were recommended to address these issues.

Prompt payment helps keep firms involved in construction projects solvent and viable. It improves the overall return on investment in public assets by promoting the flow of cash along supply chains and out into the wider economy, thereby enabling a range of subsequent investment and purchasing decisions beyond the delivery of a specific public asset, such as that being undertaken by SFRS at Portlethen.

This benefits individuals, businesses and the broader Scottish economy.

**vii. Youth Volunteer Scheme Uniform Contract**

We worked in partnership with Haven to develop SFRS requirements for PPE and uniforms for the Youth Volunteer Scheme. The young people involved in the scheme were involved in design elements which were reflected in the final design of the uniforms.

The contract that was awarded to Haven, estimated to be worth approximately £160,000 over the life of the contract, was a direct award made through the Scottish Government supported business framework and highlights SFRS commitment to the inclusion of the sector within our procurement activity.

The contract for uniforms was a key element in the launch of the scheme which contributes towards improving local outcomes, integration, addressing inequalities and inclusion for young people in society.

## 5. SUPPORTED BUSINESS SUMMARY

- 5.1 Section 18(2) (e) of the Procurement Reform Act requires organisations to include a “summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the year covered by the report”.
- 5.2 A supported business is defined in Regulation 21 of The Public Contracts (Scotland) Regulations 2015 and means “an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.
- 5.3 SFRS recognise that the inclusion of Supported Business in SFRS procurement activity is a key aspect in delivering its Sustainable Procurement Duty and have a clear commitment to this contained within its Procurement Strategy.
- 5.4 In the feedback provided as part of the PCIP assessment, the Scottish Government noted the proactive support of Supported Business and the SFRS will continue this engagement with the Sector and seek new opportunities to encourage such organisations to bid for contract opportunities going forward.
- 5.5 From the 1st April 2019 to 31st March 2020, the SFRS total spend with supported businesses was £86,891, representing almost 100% increase on the spend in the previous financial year:

Supported Business	Value (£)
Haven Products Limited	£63,536
Ulster Supported Business	£12,427
Haven Recycle	£5,785
Lady Haig Poppy Factory	£5,143
<b>Total</b>	<b>£86,891</b>

## 6. FUTURE REGULATED PROCUREMENT

- 6.1 Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.”
- 6.2 Future regulated procurements have been identified via the following means:
- Current contracts on the SFRS contracts register that will expire and need to be extended or re-let over the next three years.
  - New procurements identified via future work plans provided by SFRS Directorates.
  - New procurements identified via anticipated work plans for service transformation.
  - Projects identified from Capital Programme approved by the Board of Scottish Fire and Rescue Service on 26th March 2020.
- 6.3 A full list of procurements which are anticipated to be carried out in the next three years is detailed in Appendix C.

# 7. PROCUREMENT PERFORMANCE ANALYSIS

## 7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1st April 2019 – 31st March 2020) was approximately £86.48million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-scope Spend	74.37
Out of Scope Spend	12.11
Below £4,000	0.64
<b>Total</b>	<b>87.12</b>

Notes:

- i. "Out of Scope" spend includes payments to local authorities, pension authorities, government bodies etc.
- ii. "In-scope spend" is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.
- iii. Below £4,000 spend amounted to £0.64million, a reduction of 23% on the previous financial year. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.
- iv. Purchase Card spend of £0.15million is not included in the above total. This spend which represent a 9.5% reduction in previous year spend, is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

7.1.2 In-scope spend can be broken down as follows:

Category of Spend	1st April 19 – 31st March 2020		KPI Target
	Value (£) Million	%	
Contract Spend	68.87	92.60	92.00%
Non- Contract	5.50	7.40	
<b>Total</b>	<b>74.37</b>	<b>100.00%</b>	

- i. Non-contract spend was reduced by 2.80million (34%) from the previous financial year figure.
- ii. It is anticipated that with contracts due to be awarded in the 1st quarter of financial year 2020-21 together with planned procurements to be completed in financial year 2020-21, approximately £3.4million of the outstanding non-contract spend will be addressed financial year 2020-21 with full benefit being seen in financial year 2021-22. The remaining areas of non-contract spend are planned to be addressed in future years. Where resources and priorities permit, the workplan will be revised to enable this to be addressed sooner.
- ii. Appendix C details the projects that the SFRS anticipates will be progressing in financial years 2020-21 / 2021-22 / 2022-23 that will assist in the delivery of the Capital Programme and addressing remaining areas of non-contract spend.

7.1.3 A total of 1064 suppliers were used in the reporting period across the in-scope spend, a reduction of 16% on the previous financial year. These can be broken down as follows:

Category	Numbers of Suppliers	KPI Target
Contract	211	
Non-contract	228	
Below £4,000	625	
<b>Total</b>	<b>1064</b>	<b>1200</b>

- 7.1.4 Contract spend against the top 50 supplier's amounts to 92% of total contract spend.
- 7.1.5 Below £4,000 spend was reduced by 23% from £0.84million to £0.64million, reflecting the consolidation of spend into longer term contracts.
- 7.1.6 Approximately £0.13million of the below £4,000 spend is below £1,000 in value and is spread over 389 suppliers. Work will continue with the analysis of this spend to understand how the goods and services affected can be best delivered.
- 7.1.7 Approximately 85% of total contract spend was through collaborative contracts.
- 7.1.8 Total savings of £2,203,661 were achieved using Frameworks Agreement and other procurement activity undertaken by the SFRS Procurement Team.

## 7.2 Key Achievements

- 7.2.1 The Procurement and Commercial Improvement Programme (PCIP) Assessment was undertaken in June 2019 with a full assessment being completed across 24 areas under four themes – Leadership and Governance, Development and Tender, Contract Management and Key Purchasing Processes. The SFRS evidence significant improvements across all four themes which resulted in the Service achieving 81% (F1 Banding) which is the top banding within the Assessment Programme.
- 7.2.2 An Action Plan was developed in response to the PCIP Assessment and this will enable the SFRS to continue with increasing the capacity and competence of the Service to undertake its procurement activity in accordance with legislative requirements and best practice.
- 7.2.3 The new Procurement Team is now established and has delivered a significant programme of work over the reporting period together with a number of improvement actions which is reflected in the PCIP outcome.
- 7.2.4 The primary focus for SFRS procurement activity in financial year 2019-20 has been to ensure the continuity of supply for key goods, services and works against the agreed workplan. Sixty-Three Regulated Procurements with a potential value of £48.5 million over the contract term were awarded during the reporting period.
- 7.2.5 Twenty-four quotations with an estimated potential value of £0.44 million over the contract term were awarded during the reporting period. This represents a reduction of 44% on previous years and is reflective of the consolidation of spend into larger value contracts which deliver greater value for money and efficiency.
- 7.2.6 Non-Competitive Action (NCA) processes were undertaken on 10 occasions with an aggregated value of £0.11 million and their continued use reflects the need to maintain “business as usual” in several key areas where due to operational and business needs there is limited scope for competition. The NCA processes followed the approval route as stated in the Standing Orders for the Regulation of Contracts.
- 7.2.7 Cash savings of £2.2million were delivered across all procurement activity, together with non-cash efficiency savings of £0.282 million which were achieved using collaborative arrangements.
- 7.2.8 Non-contract spend continues to be addressed with a 32% reduction in the previous year’s figure being delivered.
- 7.2.9 Work continues on the enhancement of the Procurement ihub site which aids the wider organisation in understanding the governance arrangements and contract availability.
- 7.2.10 A Procurement Training Programme was delivered to both the Procurement Team and wider organisation thereby enhancing current capability and competency across the Service. The training also serves to further embed procurement governance within the organisation.
- 7.2.11 Progress continues with the delivery of Procurement Strategy Action Plan in line with agreed timetable.
- 7.2.12 The SFRS continues to be represented at various national procurement forums as co-ordinated by Scottish Government. The organisation also continues to build relationships with other UK Fire Services and continues to support the delivery of Water Rescue Personal Protective Equipment for the UK Fire and Rescue Services. The SFRS also continues to seek collaborative opportunities with other partner organisations such as Crown Commercial Services with whom a number of projects have been outsourced.
- 7.2.13 Within the reporting period, the SFRS became an Associate Member of Scotland Excel thereby increasing the number of collaborative opportunities available to the Service.
- 7.2.14 An Action Plan was drafted in response to Audit Scotland Report “Red Flags Procurement”. Once agreed, progress against the Plan will be reported and monitored by CPSG.
- 7.2.15 Procurement governance was revised in accordance with guidance as issued by Scottish Government to account for the impact of COVID-19 on SFRS supply chains. This revision, in conjunction with other internal controls ensured that the SFRS could meet the organisation’s procurement requirements during the time when supply chains were severely impacted by the pandemic and still ensure compliance with governance requirements.
- 7.2.16 The Corporate Procurement Steering Group, chaired by the Director of Finance and Contractual Services continues to meet on a 6-weekly basis and supports the SFRS in achieving its corporate procurement objectives.
- 7.2.17 Supplier engagement initiatives were progressed throughout the year with membership of the Supplier Development Programme being maintained and “Meet the Buyer” events supported at both local and national level.
- 7.2.18 The work carried out by our Sustainability Team continues to strengthen the SFRS proactive approach to building capacity to support the delivery of Scotland’s Low Carbon Future.
- 7.2.19 Key projects awarded or commenced during the reporting period have included the following:
- Installation of Electric Vehicle Charging Infrastructure
  - Fuel Cards
  - Modern Desktop
  - Paging Devices
  - Liquid Fuels
  - Fire Service Uniforms and Associated Items
  - Internal Audit Services
  - Youth Volunteer and Fire Skills Uniforms
  - Workshop Equipment Maintenance and Calibration
  - Ladders
  - Smoke, Heat and CO Detection Alarms
  - Turntable Ladders
  - Timber for Operational and Training Requirements
  - Light Portable Pumps
  - Powered Rescue Equipment
  - Portable Satellite Communication Terminals and Associated Services
  - Lubricating Oils, Grease and Antifreeze
  - Microsoft Licensing Agreement
  - Post Incident Support Services
  - Vehicle Spare Parts
  - North Training Facility
  - West SDA Office Refurbishment
  - Operations Control Johnston Refurbishment

### 7.3 PROCUREMENT PRIORITIES IN FINANCIAL YEAR 2020-21

- 7.3.1 In 2020-21 the focus for procurement will be ensuring business as usual for SFRS through the delivery of contractual arrangements to meet the organisation's needs with prioritisation given to the delivery of the Capital Programme. Appendix C details future procurements for years 2020-21 / 2021-22 / 2022-23. We will work with our customers to ensure that the rolling three-year workplan continues to meet the needs and expectations.
- 7.3.2 Key projects leading to the award of contracts for Hard Facilities Management and new ICT system in relation to People, Training, Finance and Assets (PTFA) will commence.
- 7.3.3 We will Review and update business continuity arrangements and governance as required to minimise the impact of COVID-19 on our procurement activity and contract delivery.
- 7.3.4 The key contract for Water Rescue Boats will be awarded.
- 7.3.5 Preparatory work will be completed for the internal audit exercise which will be undertaken in the fourth quarter of the year.
- 7.3.6 We will complete Procurement and Commercial Improvement Programme Improvement actions for the period.
- 7.3.7 Procurement Strategy Action Plan will be progressed with outstanding actions completed by March 2021.
- 7.3.8 Actions in relation to Audit Scotland "Procurement Red Flags" will be progressed.
- 7.3.9 We will update our Quality Review process, with a view to enhance the scrutiny of our procurement process.
- 7.3.10 Work will commence on our new Procurement Strategy, which will be submitted to the Board for approval.
- 7.3.11 We will assist with the development of the Benefits Tracker system being developed by Finance colleagues, contributing procurement savings both cashable and non-cash savings.
- 7.3.12 We will make use of technology available in the marketplace to develop a mechanism to record and report the Community Benefits being delivered through our procurement activity
- 7.3.13 We will progress an exercise to check the status of relevant contractors who are required to prepare, and publish a Slavery & Human Trafficking Statement in relation to Section 54 of the Modern Slavery Act 2015.
- 7.3.14 We will continue to work with Police Scotland on the development of an Information Sharing Protocol (ISP). This will provide the basis for the SFRS to undertake Serious Organised Crime (SOC) checks of suppliers (as permitted by the Public Procurement Regulations) with Police Scotland. The focus will be to validate new suppliers generally but particularly in business areas which Police Scotland has assessed as being 'at risk' of SOC activity. These checks support the supplier self-declarations made through the European Single Procurement Document (ESPD).
- 7.3.15 We will continue to proactively reduce the overall supplier base through the aggregation of spend and will target below £1,000 annual spend as an area for further reduction of numbers.
- 7.3.16 In conjunction with Finance/ HR Systems and Risk and Audit teams, develop the Technology One improvements for procurement elements (supplier portal, supplier classification, contract

management commodity coding, catalogues and e-invoicing and spend analysis)

- 7.3.17 Collaboration opportunities will be maximised with partner organisations such as NFCC, Scottish Government, other Emergency Services and Crown Commercial Services to ensure the best use of SFRS resources.
- 7.3.18 Work will continue progressing our Flexible Framework Action Plan as we move towards the achievement of Level 3.
- 7.3.19 We are aware of the challenges around EU Exit and we will revise our procedures and processes in line with future post EU Exit arrangements.
- 7.3.20 Procurement performance will continue to be monitored to ensure that it meets customers' needs and will be reported to the Corporate Procurement Steering Group on a regular basis.

## 8. ANNUAL PROCUREMENT OWNERSHIP AND CONTACT DETAILS

For further information on our annual report or any other information on the procurement work that we're doing in SFRS please contact:

**John Thomson**

Head of Finance and Procurement

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## APPENDIX A (i) –

### LIST OF REGULATED PROCUREMENTS AWARDED IN FINANCIAL YEAR 2019-20

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-068-1819	Hazmat Training	Tactical Hazmat Ltd	Call Off from Framework	£115,000	01/04/2019	31/12/2020	31/12/2020
F4A-036-1920	Provided Cars	Volvo Car UK Limited	Call Off from Framework	£35,484	10/07/2019	09/07/2019	09/07/2022
F5A-047-1920	Provision of Egress Licences	Softcat PLC	Call Off from Framework	£40,469	24/06/2019	23/06/2021	23/06/2021
F1A-084-1920	Medical Supplies and Defibrillators	Aero Healthcare Ltd	Call Off from Framework	£852,000	02/07/2019	02/07/2021	02/07/2023
NP5A-038-1920	Provision of EISEC Services	BT PLC	Negotiated Procedure	£67,000	05/07/2019	04/07/2024	04/07/2024
F4A-040-1920	Provided Cars	Volkswagen Group United Kingdom Ltd	Call Off from Framework	£37,991	25/07/2019	24/07/2022	09/07/2022
F4A-007-1920	Provision of Fuel Cards	AllStar Business Solutions	Call Off from Framework	£5,500,000	23/07/2019	22/03/2021	22/03/2024
F5A-109-1920	Provision of Application Patching Solution	Softcat PLC	Call Off from Framework	£26,964	31/07/2019	30/10/2022	30/10/2022
F5A-097-1920	Provision of Server Maintenance	Park Place Technologies Ltd	Call Off from Framework	£30,000	24/09/2019	23/09/2021	23/09/2021
F5A-057-1920	Provision of Modern Desktop	Synergi Software Limited t/a Synergi IT	Call Off from Framework	£300,000	06/09/2019	05/09/2021	05/09/2023
F5A-057-1920	Provision of Modern Desktop	Sword IT Solutions	Call Off from Framework	£250,000	06/09/2019	05/09/2021	05/09/2023
F5A-106-1920	Provision of Travel Services	CTM (North) UK limited	Call Off from Framework	£5,400,000	01/09/2019	31/08/2023	31/08/2023
F5A-073-1920	Provision of Interim I.T Staff Services (3)	Lorien Resourcing Limited	Call Off from Framework	£11,471	23/09/2019	20/12/2019	20/12/2019
F3C-004-1920	Provision of Inspection and Maintenance of Gymnasium Equipment	Sportsafe UK Ltd	Framework	£64,345	09/09/2019	08/09/2022	08/09/2023
F5A-048-1920	Provision of Paging Devices	Nycomm Ltd t/a Rocorn	Call Off from Framework	£301,695	30/09/2019	29/09/2022	29/09/2023
F4C-130-1819	Provision of Liquid Fuels - North and Central Scotland	Certas Energy t/a Scottish Fuels	Call Off from Framework	£6,000,000	14/10/2019	30/03/2022	30/03/2023
F4C-130-1819	Provision of Liquid Fuels - West and South Scotland	Highland Fuels	Call Off from Framework	£150,000	14/10/2019	30/03/2022	30/03/2023

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-061-1920	Provision of Test Management and Reporting Tool	Softcat PLC	Framework	£46,787	25/10/2019	24/10/2022	24/10/2022
F1A-096-1920	Fire Service Uniform and Associated Items	Ballyclare Limited	Call Off from Framework	£780,000	01/11/2019	31/11/2023	31/11/2023
F1A-096-1920	Fire Service Undress / Ceremonial Uniform	Hunter Apparel Solutions Limited	Call Off from Framework	£32,000	01/11/2019	31/11/2023	31/11/2023
F3A-033-1920	Internal Audit Services	Scott Moncrieff	Call Off from Framework	£306,000	01/04/2020	31/03/2024	31/03/2024
F5A-060-1920	Provision of Interim I.T Staff Services (Robert Makai McKechnie)	Lorien Resourcing Limited	Call Off from Framework	£75,125	12/08/2019	23/12/2020	30/06/2020
F5A-090-1819	Provision of Consolidated ICT Project (Clarizen Project Management Software)	Softcat PLC	Call Off from Framework	£41,648	01/03/2019	28/02/2021	28/02/2022
F1A-074-1920	Provision of Youth Volunteer and Fire Skills Uniforms	Haven Products Ltd	Call Off from Framework	£150,000	01/11/2019	31/10/2021	31/10/2023
T4C-127-1819	Workshop Equipment Maintenance and Calibration	Autoparts Garage Equipment Services	OJEU Open Procedure	£180,820	06/01/2020	05/01/2023	05/01/2024
T1C-066-1920	Supply and Delivery of Ladders	Supply Plus Ltd	OJEU Open Procedure	£1,600,000	10/12/2019	10/12/2021	10/12/2023
T3A-107-1920	Provision of Smoke, Heat and CO Detection	Fireblitz Extinguisher	OJEU Open Procedure	£1,446,540	11/12/2019	10/12/2021	10/12/2023
F5A-070-1920	Provision of ArcGIS Development	ESRI (uk) Limited	Call Off from Framework	£255,000	01/04/2020	31/03/2023	31/03/2023
F3A-114-1920	Provision of Interim Professional Staff Services (1)	Venesky Brown Recruitment Limited	Call Off from Framework	£2,652	16/01/2020	20/02/2020	20/02/2020
F5A-115-1920	Provision of Nessus Licences and Associated Services	Softcat (UK) PLC	Call Off from Framework	£15,535	27/01/2020	26/01/2023	26/01/2023
F3A-118-1920	Provision of Interim Professional Staff Services (2)	Pertemps Limited	Call Off from Framework	£5,708	20/01/2020	09/04/2020	09/04/2020
F5A-119-1920	Provision of Interim I.T Staff Services	Lorien Resourcing Limited	Call Off from Framework	£46,377	22/01/2020	23/12/2020	30/06/2020
F4A-039-1819	Provision of Turntable Ladders	Emergency One (UK) Ltd	Call Off from Framework	£1,457,428	10/12/2019	09/12/2022	09/12/2024

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
T3C-083-1819	Provision of Timber for Operational and Training Requirements	Thornbridge Sawmills Ltd	OJEU Open Procedure	£608,112	17/01/2020	16/01/2023	16/01/2025
F4A-113-1920	Provision of Ford Ranger 4x4 Vehicles	Ford Motors UK	Call Off from Framework	£82,205	21/01/2020	20/01/2023	20/01/2023
F4C-035-1920	Provision of Panel Vans	Mercedes Benz Western Commercial	Call Off from Framework	£290,220	21/01/2020	20/01/2023	20/01/2023
F4A-120-1920	Provision of Support Vehicles	Mercedes Benz Western Commercial	Call Off from Framework	£439,328	27/01/2020	26/01/2023	26/01/2023
F3A-077-1819	Provision of Energy Management Software and Bureau Service	Inspired Energy	OJEU Open Procedure	£80,500	27/01/2020	24/01/2022	26/01/2023
T1C-071-1920	Light Portable Pumps	Godiva	OJEU Open Procedure	£338,400	24/12/2020	24/12/2021	23/12/2023
T1C-065-1920	Powered Rescue Equipment	Clan Tools and Plant Limited	OJEU Open Procedure	£1,006,200	13/01/2020	13/01/2022	13/01/2024
F5A-122-1920	Provision of Interim Professional Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£7,038	03/02/2020	31/07/2020	31/07/2020
F5A-123-1920	Provision of Interim I.T Staff Services	Lorien Resourcing Limited	Call Off from Framework	£10,217	17/02/2020	30/04/2020	30/04/2020
F5A-076-1920	Provision of Fireground Radio Maintenance	Radiocom Systems Ltd	Call Off from Framework	£120,000	20/01/2020	19/01/2024	19/01/2024
F5C-085-1920	Provision of Interim IT Staff Services (Safe & Well)	Harvey Nash	Call Off from Framework	£78,200	30/09/2019	10/07/2020	10/07/2020
F5A-067-1920	Provision of Application Hosting Services	Amazon Web Services	Call Off from Framework	£160,000	01/04/2020	31/03/2022	31/03/2023
T5A-062-1920	Provision of Portable Satellite Communication Terminals and Associated Services	Excelerate Technology Ltd	OJEU Open Procedure	£121,500	11/02/2020	10/02/2024	10/02/2024
F5A-112-1920	Provision of TextHelp Read&Write	Softcat PLC	Call Off from Framework	£49,000	28/02/2020	27/02/2023	27/02/2023
F4A-102-1920	Provision of Lubricating Oils, Greases and Antifreeze	Fuchs Lubricants (UK) Plc	Call Off from Framework	£351,000	16/03/2020	15/03/2023	15/03/2023
F5A-011-1920	Provision of Microsoft Enterprise Agreement	Softcat PLC	Call Off from Framework	£4,592,367	31/03/2020	31/03/2023	31/03/2023

## APPENDIX A (ii) –

### LIST OF QUOTATIONS AWARDED IN FINANCIAL YEAR 2019-20

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)	
F5A-070-1920	Provision of ArcGIS Development	ESRI (uk) Limited	Call Off from Framework	£180,000	01/04/2020	31/03/2023	31/03/2023	
F5A-111-1920	Provision of Dell Boomi Integration	Dell Corporation Limited	Call Off from Framework	£166,971	13/03/2020	12/03/2022	12/03/2023	
T3C-044-1718	Post Incident Services	Rivers Centre/NHS Lothian	Restricted	£157,200	01/11/2019	31/10/2022	31/10/2023	
F4C-129-1819	Hookloaders With Demountable Units	Emergency One (UK) Ltd	Call Off from Framework	£3,558,360	18/11/2019	17/11/2022	17/11/2024	
T4C-124-1819	Vehicle Spare Parts	1 Scania GB Ltd, 2 Volvo UK Ltd, 3 AM Phillip Ltd, 4 Fleet Factors Ltd, 5 Dingbro Ltd	Restricted	£3,000,000	10/02/2020	09/02/2024	09/02/2024	
F5A-010-2021	Provision of Interim Staff Services	Lorien Resourcing Limited	Call Off from Framework	£39,707	10/02/2020	31/07/2020	31/07/2020	
F5A-011-2021	Provision on Interim Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£115,374	13/01/2020	31/12/2020	31/12/2020	
F6C-112-1920	Installation of Electric Vehicle Charging Infrastructure	Swarco UK Ltd	Call Off from Framework	£620,000 (initial order value)	01/02/2020	31/01/2021	31/01/2023	
0064-1516	Employee Services	Edenred (UK Group) Ltd	Call Off from Framework	£620,472	22/07/2019	23/07/2022	23/07/23	
	West SDA: Office Refurbishment Design Services	Perfect Circle	Call Off from Framework	£80,858	22/05/2019	on completion	on completion	
	West SDA: Office Refurbishment- Works	AKP Ltd	Works Quote	£770,000	20/09/2019	on completion	on completion	
	North Training Facility: Works	Robertson Construction	Call Off from Framework	£4,650,000	18/12/2019	on completion	on completion	
	West Operation Control Johnston - Design Services	Perfect Circle	Call Off from Framework	£105,096	23/04/2020	on completion	on completion	
	West Operation Control Johnston - Works	WH Kirkwood	Works Quote	£488,155	13/09/2019	on completion	on completion	
	<b>TOTAL:</b>				<b>£48,510,519</b>			

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-099-1819	Provision of ManageEngine ADSelfService	Softcat PLC	Quotation	£4,237	01/04/2019	31/03/2020	31/03/2020
Q5A-081-1920	Provision of SQL & Oracle Licences & Maintenance (FME)	Software Box Ltd	Quotation	£9,694	01/04/2019	31/03/2023	31/03/2023
Q4C-079-1819	Workshop Electro-Hydraulic Mobile Column Lifts	Tecalemit	Quotation	£25,536	16/04/2019	30/04/2021	30/04/2021
Q5A-087-1819	Provision of a Home Fire and Safety Visit Request Line	CommLink	Quotation	£15,750	24/04/2019	23/04/2020	23/04/2021
Q2C-006-1920	Provision of Youth Ladders 2	Supplyplus	Quotation	£14,105	05/05/2019	05/05/2020	05/05/2020
Q5A-037-1920	Provision of Test Management and Reporting Tool	Phoenix Software Ltd	Quotation	£11,681	18/07/2019	17/07/2021	17/07/2021
Q5A-030-1920	Provision of Autodesk Support	Thom Micro Systems	Quotation	£9,435	25/08/2019	24/08/2022	24/08/2022
Q5A-059-1920	Provision of Penetration Testing Services	SEC-1 Ltd	Quotation	£29,250	26/08/2019	25/08/2022	25/08/2022
Q5A-056-1920	Provision of Commvault Maintenance and Support	Phoenix Software Limited	Quotation	£37,143	01/09/2019	31/08/2020	31/08/2020
Q3A-021-1920	Provision of Virtual Reality Headsets	AVMI	Quotation	£15,580	02/09/2019	01/09/2021	01/09/2021
Q3C-072-1920	Provision of Functional Fitness Equipment	Anytime Leisure Limited t/a as Origin Fitness	Quotation	£20,000	06/09/2019	29/11/2019	29/11/2019
F3A-085-1920	Printing of Variation to Contract - PVG Scheme Membership	AFS Group (Scotland) Ltd	Quotation	£2,968	14/10/2019	13/10/2021	13/10/2021
Q3C-090-1920	Senior Leadership Development Services	Franklin Covey Ltd	Quotation	£46,300	18/11/2019	31/03/2020	21/03/2020
Q5A-045-1920	WAN Re-Tender Analysis	FairPoint Ltd	Quotation	£19,575	18/11/2019	24/01/2020	24/01/2020
Q3A-089-1920	Provision of Fire Safety Training for Fire Officers Working	CS Todd & Associates Ltd	Quotation	£49,000	01/12/2019	31/03/2020	31/03/2020

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-094-1920	Provision of Retirement Tally	Fire Services Fund Raising Shop CIC	Quotation	£15,060	09/12/2019	08/12/2022	08/12/2022
Q3C-109-1920	Provision of Corporate Narrative	The Lane Agency	Quotation	£15,000	24/12/2019	31/03/2020	31/03/2020
Q3C-124-1920	Permanent Staff Recruitment	Badenoch and Clark	Quotation	£4,908	31/12/2020	31/12/2020	31/12/2020
Q3C-055-1920	Asbestos Testing	ACS Physical Risk Ltd	Quotation	£19,760	06/01/2020	31/03/2020	31/03/2020
Q2C-135-1920	Supply and Delivery of Smoke and Heat Alarm Carrying Bags	Speedings Ltd	Quotation	£20,000	20/02/2020	On delivery of goods	On delivery of goods
Q2C-136-1920	Supply & Delivery of Multi Material Detectors	Fyfe & McGrouther	Quotation	£32,191	20/02/2020	On delivery of goods	On delivery of goods
Q5A-029-1920	Provision of Squared Up for SCOM	Software Box Ltd	Quotation	£4,125	16/03/2020	15/03/2021	15/03/2021
Q5A-100-1920	Provision of Sharegate Licence Renewal	Phoenix Software	Quotation	£5,016	26/03/2020	25/03/2021	25/03/2021
Q3A-103-1920	Provision of Geodemographic Dataset	CACI Ltd	Quotation	£15,700	27/03/2020	26/03/2021	26/03/2021
<b>TOTAL:</b>				<b>£48,510,519</b>			

## APPENDIX A (iii) –

### LIST OF NON-COMPETITIVE ACTIONS (NCA) AWARDED IN FINANCIAL YEAR 2019-20

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N6C-008-1920	SFG20 Subscription	BESA Publications	NCA	£12,500	17/04/2019	16/04/2024	16/04/2024
NC3C-053-1920	Honours Degree in Fire Risk Engineering	Glasgow Caledonian University	NCA	£5,730	25/06/2019	24/06/2021	24/06/2021
NC2C-051-1920	Replacement Air Bag	Angloco Ltd	NCA	£24,135	11/07/2019	10/07/20	10/07/20
NC3C-054-1920	Health and Safety Management Information System	RIVO Sphera	NCA	£5,500	1/09/2019	31/03/2020	31/03/2020
NC3C-077-1920	Unintentional Injuries Funding Request	Care and Repair	NCA	£8,000	5/09/2019	4/09/2023	04/09/2023
NC3C-079-1920	Scottish Institute for Business Leaders	SIBL	NCA	£6,360	6/09/2019	5/09/2020	05/09/2020
NC3C-101-1920	Winch Instructor Training	Bushey Hall Winch Master	NCA	£5067	1/11/2019	31/05/2020	31/05/2020
NC3C-110-1920	Youth Engagement Support Initiative	Inverness Kart Raceway	NCA	£400 per occasion	29/11/2019	28/11/2020	28/11/2020
NC3C-139-1920	Professional Membership PRCA	Public Relations and Communications Association	NCA	£24,000	2/03/2020	1/3/2023	1/03/2023
NC3C-099-1920	Wildland Prescribed Burning Training	Catalan Fire and Rescue Service	NCA	£19,200	10/03/2020	9/03/2021	9/03/2021
<b>TOTAL:</b>				<b>£110,892</b>			

## APPENDIX B (i) –

### KEY PERFORMANCE DATA: MCDONALD ROAD MODERNISATION

KPI	Purpose	Target	Actual
<b>Waste diverted from landfill</b>	The amount of non-hazardous waste diverted from landfill as a percentage of the total amount of non-hazardous waste produced during the construction process.	96% of waste to be diverted from landfill	95.31%
<b>Local labour</b>	To determine the level of local employment on a project. The travel distance of all people working on site measured on a direct line from their home/lodgings to the site location within the following bands: Up to 10 miles / 10-20 miles / 20-40 miles.	20% to be within 10 miles 40% to be within 20 miles 75% to be within 40 miles	42.81% 54.56% 95.29%
<b>Local spend</b>	To determine the level of local spend on a project. The spend with each supply chain member (Tier 2 – subcontractors and suppliers with direct to main contractor and Tier 3 – subcontractors and suppliers working for Tier 2) based on the location of their office undertaking the work on a direct line to the site location within the following bands: Up to 10 miles / 10-20 miles / 20-40 miles.	20% to be within 10 miles 40% to be within 20 miles 75% to be within 40 miles	71.43% 78.13% 88.15%
<b>SME Engagement</b>	To determine the level of engagement with SME's. Calculated by the proportion of the supply chain subcontractors engaged on a project that are defined as SME's, expressed as a percentage of the total number of supply chain subcontractors engaged. Small and medium sized enterprises as defined in EU law, i.e. less than 250 employees and less or equal to £50m turnover or £43m balance sheet total.	85% of supply chain subcontractors to be SME's	95.24%
<b>SME spend</b>	To determine the level of spend with SME's. The value of the construction contract work that is spent with SME subcontractors, expressed as a percentage of the total subcontractor's value. Small and medium sized enterprises as defined in EU law, i.e. less than 250 employees and less or equal to £50m turnover or £43m balance sheet total.	85% of subcontractor's value to be with SME subcontractors	98.77%
<b>Fair Payment – Client Payment</b>	Client Payments made on time.	100%	100%
<b>Fair Payment – Tier 2 Payment</b>	The number of payments made to the Tier 2 supply chain (by number not value) within 19 days of each due date.	100%	100%
<b>Fair Payment – Tier 3 Payment</b>	The number of payments made to the Tier 3 supply chain (by number not value) within 23 days of client certifying payment.	100%	100%

Social Performance Data	Target	Delivered
<b>Work Experience</b>		
Work Experience under 16yrs (No. of students)	2	9
Work Experience over 16yrs (No. of students)	9	9
<b>Engagement with Schools</b>		
School Visits / Workshops	5	7
Lectures at Local Schools (No. of lectures)	3	4
School Leaver Recruitment	1	1
<b>Engagement with Universities and Colleges</b>		
University / College Visits	3	6
Activities at University / College (No. of engagements on campus)	2	1
University / College Sponsorship of Students (No. of students)	1	1
Work Placement During University / College Course (No. of student weeks)	5	8

Social Performance Data	Target	Delivered
<b>Engagement with Universities and Colleges</b>		
Graduate Recruitment (No. of students)	1	1
<b>Adult Employment Opportunities (19yrs+)</b>		
Number of Opportunities Created (No. achieved)	5	28
Number Employed (No. achieved)	5	26
<b>Apprentices</b>		
Number Created (No. achieved)	3	7
<b>Diversity</b>		
No. of women into employment (No. recruited)	1	3
No. BAME in Work Experience over 16 (No. of students)	1	1
<b>Other</b>		
Community Project	1	1

## APPENDIX B (ii) –

### KEY PERFORMANCE DATA: NEWBRIDGE TRAINING CENTRE

KPI	Purpose	Target	Actual
<b>Waste diverted from landfill</b>	The amount of non-hazardous waste diverted from landfill as a percentage of the total amount of non-hazardous waste produced during the construction process.	96% of waste to be diverted from landfill	100%
<b>Local labour</b>	To determine the level of local employment on a project. The travel distance of all people working on site measured on a direct line from their home/lodgings to the site location within the following bands: Up to 10 miles / 10-20 miles / 20-40 miles.	20% to be within 10 miles 40% to be within 20 miles 75% to be within 40 miles	22.43% 41.41% 99.90%
<b>Local spend</b>	To determine the level of local spend on a project. The spend with each supply chain member (Tier 2 – subcontractors and suppliers with direct to main contractor and Tier 3 – subcontractors and suppliers working for Tier 2) based on the location of their office undertaking the work on a direct line to the site location within the following bands: Up to 10 miles / 10-20 miles / 20-40 miles.	20% to be within 10 miles 40% to be within 20 miles 75% to be within 40 miles	79.08% 85.31% 97.98%
<b>SME Engagement</b>	To determine the level of engagement with SME's. Calculated by the proportion of the supply chain subcontractors engaged on a project that are defined as SME's, expressed as a percentage of the total number of supply chain subcontractors engaged. Small and medium sized enterprises as defined in EU law, i.e. less than 250 employees and less or equal to £50m turnover or £43m balance sheet total.	85% of supply chain subcontractors to be SME's	97.44%
<b>SME spend</b>	To determine the level of spend with SME's. The value of the construction contract work that is spent with SME subcontractors, expressed as a percentage of the total subcontractor's value. Small and medium sized enterprises as defined in EU law, i.e. less than 250 employees and less or equal to £50m turnover or £43m balance sheet total.	85% of subcontractor's value to be with SME subcontractors	97.36%
<b>Fair Payment – Client Payment</b>	Client Payments made on time.	100%	100%
<b>Fair Payment – Tier 2 Payment</b>	The number of payments made to the Tier 2 supply chain (by number not value) within 19 days of each due date.	100%	100%
<b>Fair Payment – Tier 3 Payment</b>	The number of payments made to the Tier 3 supply chain (by number not value) within 23 days of client certifying payment.	100%	100%

# APPENDIX C –

## LIST OF FUTURE REGULATED PROCUREMENTS

Financial Year	Future Regulated Procurements	Estimated Value	Projected Procurement Start Date	Projected Award Date
<b>ICT</b>				
2020/2021	Server Virtualisation		May 2020	August 2020
2020/2021	Wide Area Network	£3,500,000	February 2020	October 2020
2020/2021	Provision of CISCO Enterprise Agreement	£400,000	April 2020	November 2020
2020/2021	Assets Integration	£50,000	June 2020	January 2021
2020/2021	Provision of Helpdesk and Remote Support for RDS Application	£40,000	June 2020	March 2021
2020/2021	Provision of Commvault Maintenance and Support	£50,000	June 2020	March 2021
2020/2021	Provision of LucidChart Licenses	£20,000	June 2020	March 2021
2020/2021	Provision of Oracle Linux Premier Support	£20,000	June 2020	March 2021
2020/2021	Provision of ADManager Plus Professional License	£15,000	June 2020	March 2021
2020/2021	Provision of Squared Up for SCOM V3 Enterprise	£10,000	June 2020	March 2021
2020/2021	Provision of Tiger Prism Support	£30,000	June 2020	March 2021
2020/2021	Provision of Capivate TLP 5 Government 10 Licence	£30,000	June 2020	March 2021
2020/2021	Provision of Creative Cloud for Teams	£40,000	June 2020	March 2021
2020/2021	Provision of ManageEngine - ADSelf Service Plus	£15,000	June 2020	March 2021
2020/2021	Provision of Mobilisation Bearers	£140,000	June 2020	March 2021
2020/2021	Provision of Gazetteer Support	£300,000	June 2020	February 2021
2020/2021	Provision of Cyber Security Training	£30,000	July 2020	July 2020
2020/2021	Provision of Cyber Security	£5,000,000	July 2020	February 2021
2020/2021	In vehicle systems	TBC	July 2020	March 2021
2020/2021	Provision of ITIL	£50,000	July 2020	March 2021
2020/2021	Multiple systems replacements comprising of People, Training, Finance and Asset Management Systems	TBC	July 2020	Multiple dates from 2021 - 2024
2021/2022	Provision of Server Maintenance	£30,000	January 2021	August 2021
2021/2022	Provision of Egress Renewal	£100,000	February 2021	April 2021
2021/2022	Mobile Strategy	£500,000	February 2021	July 2021
2021/2022	Provision of CISCO Prime	£70,000	September 2021	March 2022
2021/2022	Provision of Firewalls Replacement	£100,000	November 2021	September 2021
2021/2022	Provision of Web Proxy	£150,000	February 2022	December 2022

Financial Year	Future Regulated Procurements	Estimated Value	Projected Procurement Start Date	Projected Award Date
<b>ICT</b>				
2022/2023	Provision of Microsoft Enterprise Agreement	£4,500,000	June 2022	March 2023
2022/2023	Provision of Arc GIS Development	£180,000	June 2022	March 2023
2022/2023	Provision of Dell Boomi	£170,000	June 2022	March 2023
2022/2023	Performance Management System	£100,000	July 2022	January 2023
2022/2023	Provision of Qlikview Maintenance	£200,000	July 2022	March 2023
2022/2023	Provision of Application Patching	£30,000	July 2022	October 2022
2022/2023	Provision of Application Hosting	£160,000	August 2022	March 2023
2022/2023	ITSM Solution	£160,000	August 2022	January 2022
2022/2023	Provision of IT Hardware	£1,000,000	October 2022	March 2022
2022/2023	Nessus	£16,000	November 2022	January 2023
2022/2023	Provision of Paging Devices	£300,000	February 2023	September 2023
<b>CORPORATE</b>				
2020/2021	Provision of Media Planning, Buying and Associated Services	£1,400,000	August 2020	November 2020
2020/2021	Document Scanning	£50,000	August 2020	December 2020
2020/2021	Occupational Health Services	£70,000	December 2020	August 2021
2020/2021	Provision of a Home Fire and Safety Visit Request Line	£16,000	December 2020	April 2021
2020/2021	Provision of Legal Services	£200,000	TBC	March 2021
2020/2021	Provision of Franking Machines	£30,000	January 2021	May 2021
2021/2022	Provision of Smoke, Heat and CO Detection	£1,500,000	April 2021	December 2021
2021/2022	Group Life Insurance Broker	180,000	April 2021	July 2021
2021/2022	Physiotherapy	£500,000	April 2021	December 2021
2021/2022	Fireground Fitness Assessments	£40,000	April 2021	July 2021
2021/2022	Group Life Insurance Provision	850,000	October 2021	March 2022
2022/2023	Energy Management Software and Bureau Service	120,000	April 2022	Jan 2023
2022/2023	Insurances – Engineering	175,000	April 2022	Mar 2023
2022/2023	Provision of Inspection and Maintenance of Gymnasium Equipment	£70,000	November 2022	August 2023
2022/2023	Post Incident Services	£180,000	November 2022	August 2023
2022/2023	Timber for Operational and Training Requirements	£700,000	November 2022	August 2023
2022/2023	Provision of Travel Services	£5,400,000	January 2023	31.08.23
2022/2023	Counselling Services	£175,000	March 2023	October 2023

Financial Year	Future Regulated Procurements	Estimated Value	Projected Procurement Start Date	Projected Award Date
<b>PERSONAL PROTECTIVE EQUIPMENT / OPERATIONAL EQUIPMENT</b>				
2020/21	<b>Cleaning, Inspection and Repair of Firefighter PPE</b>	4,000,000	April 2020	October 2020
2020/21	<b>Safe Working at Height Equipment</b>	700,000	April 2020	October 2020
2020/21	<b>Water Rescue Boats, Outboards and Trailers</b>	650,000	April 2020	October 2020
2020/21	<b>Breathing Apparatus Compressors Maintenance</b>	TBC	April 2020	November 2020
2020/21	<b>Bottled Water</b>	110,000	April 2020	August 2020
2020/21	<b>Batteries</b>	TBC	August 2020	October 2020
2020/21	<b>Powered Rescue Equipment</b>	TBC	August 2020	December 2020
2020/21	<b>Ladders</b>	TBC	August 2020	December 2020
2020/21	<b>Portable Pumps</b>	TBC	August 2020	December 2020
2020/21	<b>Footwear</b>	TBC	August 2020	December 2020
2020/21	<b>Fluid Transfer</b>	TBC	August 2020	March 2021
2020/21	<b>Right Angle Torches</b>	TBC	August 2020	March 2021
2020/21	<b>Scientific Services</b>	TBC	August 2020	March 2021
2020/21	<b>Radiation Protection Advisory Services</b>	TBC	August 2020	March 2021
2020/21	<b>Cleaning Products</b>	TBC	September 2020	March 2021
2020/21	<b>Foam</b>	TBC	TBC	TBC
2020/21	<b>Water Coolers</b>	TBC	TBC	TBC
2021/22	<b>Trauma Bags (supported business)</b>	54,750	April 2021	November 2021
2021/22	<b>Office Furniture</b>	TBC	April 2021	March 2022
2021/22	<b>Medical Oxygen</b>	250,000	October 2021	October 2022
2022/23	<b>Breathing Apparatus</b>	2,500,000	April 2022	August 2023
2022/23	<b>Hot Pack Meals</b>	70,000	March 2022	March 2023
2022/23	<b>Medical Supplies and Defibrillators</b>		July 2022	July 2023

Financial Year	Future Regulated Procurements	Estimated Value	Projected Procurement Start Date	Projected Award Date
<b>FLEET</b>				
20/21	<b>Medium Rescue Pumps</b>	£24,000,000	January 2021	August 2021
	<b>Low Carbon Appliance</b>	£500,000	August 2020	March 2021
	<b>Fuel Management System</b>	£78,000	January 2021	June 2021
21/22	<b>Fleet Services</b>	£500,000	April 2021	December 2021
	<b>18 Tonne Rescue Pumps (chassis and body build in one)</b>	£20,000,000	January 2022	December 2022
	<b>Fuel Site Maintenance Services</b>	£35,000	January 2022	August 2022
	<b>Liquid Fuels</b>	£8,000,000	March 2022	December 2022
	<b>Lubricating Oils, Greases and Antifreeze</b>	£375,000	March 2022	November 2022
	<b>Vehicle Telematics</b>	£360,000	March 2022	January 2023
22/23	<b>Vehicle Spares</b>	£3,000,000	February 2023	December 2023
<b>PROPERTY / FACILITIES</b>				
2020	<b>Hard FM</b>	£39,000,000	July 2020	May 2021

## APPENDIX D –

### PROCUREMENT PERFORMANCE MEASURES

Performance Measure		2020/2021
1	<b>Total Savings Achieved</b>	£2,203,661
2	<b>Customer Satisfaction Survey</b>	91.67%
3	<b>Supplier Satisfaction Survey</b>	Not Yet Measured
4	<b>Percentage procurement spend that is channelled through a collaborative contract</b>	85%
5	<b>Percentage Spend with contracted suppliers (on contract)</b>	92.60%
6	<b>Total spend with SMEs</b>	36%
7a.	<b>Percentage of procurement officers who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS): 50%</b>	50%
7b.	<b>Percentage of procurement officers with an appropriate procurement qualification</b>	70%
7c.	<b>Percentage of procurement spend actively influenced by a procurement professional</b>	100%
8	<b>Percentage procurement staff undertaking formal training</b>	60%
9	<b>Percentage of purchase orders/ to total number of (in scope) invoices</b>	62%
10	<b>Number of electronic invoices/total number of (in scope) invoices</b>	Not Yet Measured
11.	<b>Number of supported business contracts</b>	4
12.	<b>*Number of procurement milestones achieved during period against plan</b>	100%
13.	<b>Number of in-scope live trade suppliers on the system</b>	1064

\* Project milestones is based on the planned procurements to be commenced and delivered in financial year 2019-20 against the actual number of projects commenced/delivered. It does not include projects originally planned for delivery but have not been commenced and/or completed in agreement with Client Department either for reasons of priority or resource (Client).



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