



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**ANNUAL PROCUREMENT REPORT
FOR THE PERIOD
1 APRIL 2021 – 31 MARCH 2022**

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SECTION 1 – INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally from three strategically positioned hubs based in the North, West and East of the country.
- 1.2 The strategic priorities for the SFRS are set out within the Fire and Rescue Framework for Scotland 2022 and the SFRS Strategic Plan 2022-25.
- 1.3 In delivering our services, we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.
- 1.4 An Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.
- 1.5 In accordance with its legislative obligations under the Procurement Reform (Scotland) Act 2014, the SFRS publishes a Corporate Procurement Strategy which is maintained by the SFRS Finance and Procurement Department and it aligns procurement activity with the SFRS Corporate Plan and Annual Operating Plan.
- 1.6 As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report, as required by section 18 of the Act.
- 1.7 The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy.

- 1.8 The SFRS is pleased to publish our fifth Procurement Report covering the period 1 April 2021– 31 March 2022. 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.
- 1.9 The success in delivery of the Corporate Procurement Strategy is achieved only by working in partnership with colleagues across the Service and this positive commitment and collective contribution from all is highlighted within this report. We look forward to the continuation of this collaborative approach in the delivery of our new procurement strategy.
- 1.10 Our Corporate Procurement Strategy articulates how our procurement activity is aimed at supporting the delivery of SFRS strategic priorities and undertaking these in a manner which supports delivery against National Outcomes.
- 1.11 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
- 1.12 We also take the opportunity within the report to detail the key achievements of our Procurement Team and our key priorities for the Team in financial year 2021-22.

John Thomson

Acting Director of Finance and Procurement

SECTION 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 £2 million.
- 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 summarises the regulated procurement awarded by the SFRS in the period 1 April 2021 – 31 March 2022:

Number of Regulated Procurements Awarded	45
Total Estimated Value of Awarded Regulated Procurements (excl. VAT)	£186,358,893

- 2.7 Full details of these regulated procurements can be found in [Appendix A](#).
- 2.8 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. Details of the non-regulated procurements awarded during the reporting period can be found in [Appendix A](#). This information has been provided in order for the SFRS to provide transparency of this area of expenditure.
- 2.9 Section 9 of the Procurement Reform (Scotland) Act 2014 details the sustainable procurement duty and in particular the facilitation of the involvement of small and medium sized enterprises. During the period circa £27 million of the £82 million third party spend was with SMEs.
- 2.10 The SFRS is a Living Wage Accredited Employer and is committed to working with our contractors to ensure the same commitment to fair working practices. In all relevant procurement exercises, there is provision included within the invitation to tender for those organisations who participate in our procurement activity to highlight their commitment.

SECTION 3 – REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 Overview of Regulated Procurement Compliance

- 3.1.1 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.
- 3.1.2 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”.
- 3.1.3 The Corporate Procurement Strategy 2021-24, as approved by the Board of the SFRS in April 2021, 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.
- 3.1.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it continues to ensure that procurement activity enables delivery of the SFRS Strategic Plan and Annual Operating Plan. The Strategy also reflects the SFRS legal obligation to ensure compliance with Procurement legislation and associated Statutory Guidance across its procurement activity.
- 3.1.5 The SFRS has a fully documented procurement governance framework which provides a well-established set of policies and processes to support effective and compliant public procurement.

3.1.6 All procurements progressed by the Procurement Team and undertaken in the reporting period observed the following five themes as fully detailed within our Procurement Strategy which are detailed in the following pages.

3.2 Value for Money and Efficiency

3.2.1 Our activities continue to increase around the delivery of Regulated Procurements. 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 (£) – Excl. VAT
Regulated Procurement	45	£186,358,893
Framework Call-Offs (Below £50,000)	11	£256,995
Property Contracts (below £2,000,000)	2	£936,730
Quote	23	£547,665
Non-Competitive Action	17	£237,467
Total	98	£188,587,750

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

3.2.3 We continue to utilise national frameworks established by Scottish Government and achieved cash savings of £1.18million through their use. We are associate members of Scotland Excel and make use of relevant frameworks. Work continues to further develop relationships with the wider UK Fire and Rescue Services 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.

- 3.2.4 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 particularly within our Fleet Category to minimise the impact of climate change.
- 3.2.5 Within the reporting period, we awarded a contract to Emergency One in Cumnock, for the development of a prototype low emissions fire appliance, which will have a range of approximately 220 miles with an 80% charge. The electric appliance is anticipated to be delivered later in 2022 and will have the same capability and equipment as the diesel-powered appliances utilised by the Service. Funding of £500,000 was secured from Transport Scotland to assist in procuring the appliance.
- 3.2.6 Innovation is one of the values of the Service and plays a key role in improving firefighter safety and improving service delivery. Two examples highlight the SFRS commitment to considering innovation in their procurement activity.
- 3.2.7 Following the Grenfell disaster, it was identified that Fire and Rescue Services (FRS) should have equipment / PPE that allows FRS personnel to self-rescue if trapped within a toxic / smoke filled environment where Self-contained Breathing Apparatus (SCBA) is not being worn and also have the ability to provide to members of the public who may require this breathing system to escape safely. Work undertaken by the SFRS and Draeger, our current supplier of SCBA identified a solution to this issue, with the solution being introduced in to contracted services in early April 2022 with the addition of an Escape Hood System.
- 3.2.8 The SFRS is heavily reliant on full time and part time fighters, to provide services to the rural and urban communities of Scotland. The majority of these part time fire fighters have full-time employment, serving the local community, but who respond to emergency calls within their local area as and when required. It is critical to the operations of the SFRS to be able to quickly alert these firefighters to operational incidents within the local

community. A resilient paging network is currently used to facilitate this. Changes within existing paging technology which will soon become redundant meant that the SFRS required a new solution to maintain operational resilience.

- 3.2.9 Through the support provided by the Can Do Innovation Fund, The SFRS undertook a [Small Business Research Initiative](#) (SBRI) competition, run over two phases, with the aim of developing 2 x GD92 complaint mobilising bearers (communications protocol specified by the United Kingdom Home Office for Fire and Rescue Service resource mobilising) which are not reliant of the Airwave or SFRS Wide Area Network to provide resilience to mobilisation of Firefighters in the communities of Scotland to operational incidents.
- 3.2.10 Phase 1 involved research and development together with a feasibility study to prove design of concept has been completed. The SFRS is now about to move onto Phase 2 which will further develop the solution in order to a prototype stage and undertake field testing.
- 3.2.11 The benefits in developing a successful solution is a high level of resilience to the SFRS mobilisation of resources, when demands for the Fire Service are greatest during poor weather, and during major civil emergencies. It is expected that the successful supplier may be able to provide the solution developed to emergency services and the public sector though-out the UK and potentially worldwide. Providing similar services to remote communities, and ensuring resilience of these critical mobilisation services is preserved.
- 3.2.12 We continue to work with our existing contractors to develop our low carbon infrastructure within SFRS properties and over the reporting period we have invested approximately £3.71 million in support of initiatives to assist in the delivery of our Carbon Management Plan which has been developed to assist not only with the SFRS response to the climate emergency by reducing carbon emissions, but also in driving down heat waste and costs.

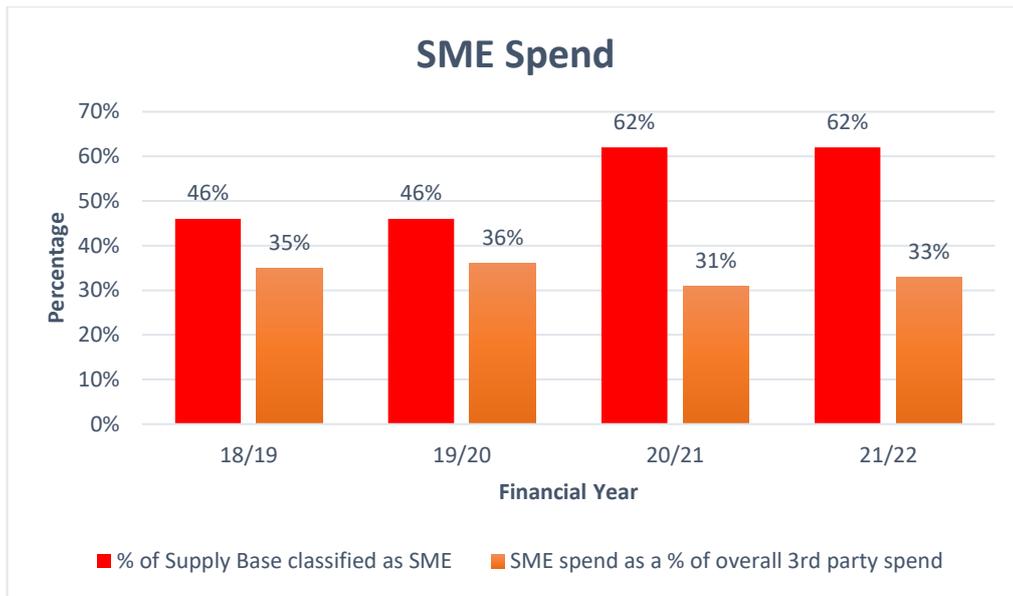
3.2.13 Spend and contract analysis continues to inform the planning of our procurement. The outcome of the analysis assists in the development of a rolling three-year programme of work which is agreed with stakeholders and monitored throughout the financial year.

3.2.14 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 for financial year 2021/22 is detailed below together with previous year's performance:

Payment Term	2018/19	2019/20	2020/21	2021/22
Payment within 30 days	97%	96%	97%	98%
Payment within 10 days	67%	81%	82%	82%

3.2.15 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 Scottish SMEs in the delivery of SFRS requirements.

3.2.16 In financial year 2021/22, 47.25% (£46.15million) of the SFRS total spend was with suppliers based in Scotland, which represented an increase of 1.10% on the previous reporting period. The table below details the breakdown of SMEs as a percentage of overall Suppliers in scope and SME spend as a percentage of overall 3rd party spend in scope:



3.2.17 End user involvement and consultation continues to be key to the development of Commodity Strategies and Tender Documents to ensure that technical specifications meet Service needs and can be clearly understood by suppliers. Early engagement with End users continues to be progressed by the Procurement team.

3.2.18 The Procurement Team continue to engage and build on existing relationships with internal customers ensuring their involvement in the planning and undertaking of SFRS procurement activity and aiding greater understanding of the need to observe the sustainable procurement duty. The success of this customer focused approach is reflected in the end of year internal survey of those individuals who are directly involved in the procurement process, e.g. through the UIG process, with 100% customer satisfaction rated as good or excellent.

3.2.19 Market engagement is undertaken in all relevant procurement activity and is used to assist understanding of market capability to address the SFRS needs and to inform the development of the specification and ensure that the procurement route chosen and the Invitation to Tender requirements are appropriate and well-developed.

- 3.2.20 This was particularly relevant in Hard FM, as the contract would be the largest contract in monetary terms awarded by SFRS and which would offer significant opportunities for the participation of SMEs through sub-contract opportunities.
- 3.2.21 A User Intelligence Group, representing all stakeholders, met at regular intervals prior to launch of the competition and their expertise was used to develop award criteria including specific areas of Risk Management, Problem Identification and Resolution, Supply Chain Management (SCM), Carbon Reduction, Waste Minimisation, Environmental Mitigation, and Elimination of Inequalities.
- 3.2.22 The UIG understood that SCM would be crucial in ensuring that the award criteria were transferred into real benefits and the active management of the Service Provider's performance and delivery, specifically of those areas above, would be required to ensure the achievement of social value through contract implementation.
- 3.2.23 The Supplier Development Programme (SDP) was engaged to support this during development and competitive stages of the project as a potential facilitator of many of these outcomes and as a means of engaging more directly with potential supply chains and Small and Medium Sized Enterprises (SMEs).
- 3.2.24 Two stages of supplier engagement were undertaken. Initial involvement was in development of the specification / contractual outcomes, and during the competition to ensure that the industry understood the Service's emphasis on and commitment to these outcomes before being asked to make commitments to their delivery. Secondly, SDP were involved during the early stage of the competitive phase to clarify requirements and prepare tenderers to a new approach to contract management which would support delivery of these outcomes.

- 3.2.25 The SFRS recognises that SMEs, including third and fourth sector organisations, can support economic growth and employment in Scotland. This is particularly important in the recovery from COVID-19. As detailed in our Corporate Procurement Strategy, we are committed to improving the access to such opportunities. In January 2022, the SDP invited SFRS to participate in a free online event with Robertson to engage suppliers in subcontract and CWB opportunities for Hard FM.
- 3.2.26 The free online event in January 2022 was attended by 118 suppliers, including 78 unique Scottish SMEs and gave a robust operational overview of potential opportunities with Robertson. Nearly all Scottish SMEs (96%) were more likely to bid after participating; almost two-thirds (65%) felt more positive about potentially working with Robertson FM. SDP shared the recording and wrote a good practice case study on open and transparent supply chain engagement. SMEs from 29 of 32 Scottish local authorities attended the event.
- 3.2.27 Through SDP, Robertson FM was introduced to more than 100 new suppliers it says it may otherwise have been unaware of, which will be key to the successful delivery of the contract. Robertson committed to building upon SDP's expertise throughout the duration of the contract.
- 3.2.28 The success of the partnership approach to the contract and supplier methodology employed on the Hard FM project was highlighted in being selected as a finalist for the national GO Awards 2022/23 in the category of Contract and supplier Management.
- 3.2.29 As well as the targeted support provided by the SDP as highlighted in the example of Hard FM, the SFRS continues to attend both national and regional Meet the Buyer Events which were held online during the reporting period, due to the continued impact of COVID-19.

3.3 Governance, Risk and Fraud

- 3.3.1 The SFRS has a well-established procurement government framework with supporting documentation and standard template which support the delivery of its procurement activity and ensure compliance with legislation and associated Statutory Guidance.
- 3.3.2 Within the reporting period, we revised our Standing Orders for the Regulation of Contracts which have now been approved by our Board and subsequently published. The revised Standing Orders reflect the aims of our Strategy and seeks to empower the wider organisation Strategy aims to be outwardly orientated, seeking to work with others, in support of our continuous improvement in this area.
- 3.3.3 The Procurement Team continues to engage with customers to reinforce the application of the procurement governance model and ensures that regulated procurement is undertaken in accordance with the legal and procedural framework. Training is provided to those individuals who are involved in supplier selection and tender evaluation.
- 3.3.4 The Procurement Team attended relevant training to provide awareness of potential forthcoming changes to UK procurement legislation.
- 3.3.5 Progress continued with the delivery of the “Red Flag Procurement Fraud Action Plan” with approximately 80% of improvement actions completed and the Plan on track to be delivered over the period of our Procurement Strategy.
- 3.3.6 Application of SFRS procurement governance framework and the undertaking of our quality review process to provide assurance on projects undertaken ensured that there were no successful legal challenges within the reporting period, with any issues raised by unsuccessful tenderers being robustly defended in conjunction with Legal Services and external legal support as required.

- 3.3.7 We completed a survey for all relevant contractors who have a legal duty to comply with the Modern Slavery Act and obtain copy of their Modern Slavery Statements. This exercise will be refreshed at regular intervals.
- 3.3.8 The Procurement Team worked with colleagues within Property Services to enhance governance relating to works projects which will be rolled out within the period of the Procurement Strategy. Direct support is also now provided by the Procurement team in undertaking Works Services projects, which was previously undertaken by the Property Team.
- 3.3.9 Work continues with the delivery of the Procurement Capability Improvement Programme Action Plan in preparation of the next assessment which is due in Autumn 2023.

3.4 Transparency

- 3.4.1 Transparency in public procurement requires the SFRS to show openness, visibility to its procurement activities and to have ready accessibility to information regarding its procurement plans and spend, all of which provides external parties with confidence that we undertake our procurement activity in a fair and transparent manner.
- 3.4.2 The SFRS Procurement Strategy for the period 1 April 2021 – 31 March 2024 was published in April 2021 and is our third procurement strategy since the formation of the Service in 2013. Procurement resource and capability has now successfully been developed and our performance reported through our published annual procurement reports. This growing and evolving procurement maturity gives confidence to develop a more outward focused procurement strategy that responds to the wider challenges presented today and the aspirations of Scottish Government.
- 3.4.3 The Performance Indicators related to the Strategy delivery are listed in [Appendix D](#) for the reporting period.

- 3.4.4 The SFRS utilise Public Contracts Scotland (PCS) to advertise all regulated procurement activity with a value of £50,000 or more. All relevant procurement activity is also published on UK Find a Tender site.
- 3.4.5 In accordance with the Public Contracts (Scotland) Act 2014, the SFRS has published and maintained a Contracts Register thereby providing visibility on live contracts.
- 3.4.6 In all relevant procurements, evaluation methodology is fully detailed in the Invitation to Tender and full debriefs are provided to all participants in all regulated procurement and quotes undertaken by the Service.
- 3.4.7 During the reporting period, we introduced “Cenefits” which, when fully rolled out, will enable the SFRS to manage, measure and realise community benefits, sustainability impact as well as generally assist in the management of relevant contract activity. The use of the system will enable ease of recording and reporting in a consistent manner.

3.5 Enhancing Capability

- 3.5.1 We continue to make use of technology to assist in the delivery of the Corporate Procurement Strategy. We continue with the use of Achilles Themis, which provides up-to-date case law interpretation together with various guidance documents which assist in the update / maintenance of our procurement governance framework.
- 3.5.2 The SFRS continues to support Procurement team members with their professional studies which will lead to full membership of the Chartered Institute of Procurement and Supply.
- 3.5.3 A further training needs analysis has been undertaken which will assist in informing individual requirements both within the Procurement Team and the

wider organisation. The Procurement Team has also completed Climate Literacy e-learning training and sustainability training.

- 3.5.4 The Procurement Competency framework is also utilised by the Procurement Team, aligning its use with the SFRS appraisal system. This national toolkit sets out the skills and competency levels required of procurement teams involved in the public-sector procurement process and its use is aligned to each individual / role within the Procurement Team.
- 3.5.5 Partnership working involving the sharing of knowledge and best practice continues with the NFCC for fire sector specific goods and services where the SFRS is represented on various committees related to national procurement activity. The SFRS also continues to contribute to the Central Government Procurement Collaboration Group and work continues with Police Scotland and the Scottish Ambulance Services to identify areas of collaboration.
- 3.5.6 The structure of the Procurement Team was reviewed and a new post of Procurement Specialist was introduced, thereby offering a further enhancement to the career structure within the team.
- 3.5.7 There continues to be successful close engagement between Procurement and all Directorates / key stakeholders through the planning of procurement activity and the User Intelligence Group process where input is sought on specification development and relevant stakeholders are also engaged in supplier selection, tender evaluation, contract award decisions and in supporting contract and supplier management arrangements.
- 3.5.9 The manner by which the Procurement Team interacts with suppliers is a key factor in the success of relevant projects. The SFRS undertakes pre-procurement activity, early market engagement and being accessible to prospective suppliers. This involves the use of the Prior Information Notice to alert the market to forthcoming opportunities and holding supplier briefing

days, both virtual when home working and face-to-face, where this could be undertaken during COVID-19 restrictions.

3.6 Sustainability

- 3.6.1 The SFRS is 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.
- 3.6.2 Sustainability is an area that the SFRS can and does influence by making sure the elements which impact on sustainability are built into the procurement process at an early stage and considered throughout the procurement lifecycle in the specification development, tender evaluation and contract management.
- 3.6.3 For all procurements for goods and services with a value of £50,000 or more, we develop a Commodity Strategy which requires the use of the Sustainable Procurement Toolkit which assists in embedding relevant and proportionate requirements in our procurement activity.
- 3.6.4 Reflecting the requirement contained within SPPN1/2021 that Procurement professionals have a responsibility to be climate literate and to have an appreciation of how contracting activity can support net-zero aims for their organisation and Scotland, all members of the Procurement Team have completed their Literacy e-learning and Sustainability Training to best understand how to account for such areas within relevant procurement activity.
- 3.6.5 In support of our commitment to our sustainable procurement duty, we have a nominated Sustainable Procurement Champion who is responsible for

ensuring compliance with legislation across the Service and promoting the adoption of sustainable procurement practices.

- 3.6.6 Our Procurement Strategy 2021-2024 was published in April 2021 and is anticipated to remain relevant until March 2024, but it is reviewed on an annual basis and adjusted to ensure that it remains current to the challenges faced by the SFRS. The strategy re-iterates our commitment to ensure the consideration of issues that may assist in improving the economic, social and environmental wellbeing of the communities that we serve.
- 3.6.7 We include the consideration of community benefits in all relevant procurement activity and use these to deliver wider benefits for the communities which we serve. Section 4 of this Report details the Community Benefits delivered in financial year 2021/22. We have introduced the use of a new system (Cenefits Benefits Realisation Software) to assist in the recording, management and reporting of the sustainability impact which are delivered through our procurement activity.
- 3.6.8 Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended the “virtual” Meet the Buyer events held online both on a national and local basis.
- 3.6.9 Targeted action, as detailed in [Section 3.2](#), was undertaken by the SFRS in partnership with the SDP as part of the market engagement for the Hard Facilities Management Project and this partnership working continued when the new contractor was appointed, with a sub-contractor event held explaining the opportunities that would be available in the wider supply chain.

- 3.6.10 The SFRS has successfully introduced project bank accounts (PBA) in relevant procurement projects in previous years and this has continued with the award of the West Asset Resource Centre where a PBA has been agreed with the appointed contractor. Project Bank Accounts are designed to pay sub-contractors at the same time as main contractors in relevant procurement activity.
- 3.6.11 Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. Although no new contracts were awarded within the reporting period, there was still spend of approximately £90,000 excl. VAT with this sector through existing arrangements. We are working in partnership with the Scottish Prison Service on a contract for the Supply of Station Storage Solutions which provides opportunities for those individuals within the care of the Scottish Prison Service to gain valuable social skills and realistic work skills to enhance employability prospects. [Section 5](#) of this Report details our spend with Supported Business.
- 3.6.12 We support the Scottish Government's goal to become net zero by 2045. SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction. To support this, we continue to invest in technologies to reduce waste energy. The SFRS Sustainability Team champions climate emergency and waste management activity, and oversee progress against our Climate Change Response Plan 2045 across the service. In financial year 2021/22, we completed 127 projects linked to climate change and invested £3.70 million and worked with our contractors to install smart energy controls, low carbon heating, pollution prevention measures, solar panels in our properties throughout Scotland. The table below summarises the projects completed in the reporting period with a comparison with previous reporting period together with spend to date information:

Carbon Management Plan 2020-25 – Total Number of Projects Completed to date

Rolling Programme Since April 2020	2020/21	2021/22	Rolling Total Completed to date
Building Management System and Controls	23	19	42
Heatboss system Controls	16	37	53
Retained Station Energy Package	1	11	12
Solar PV	24	30	54
Insulation Works		26	26
Biomass Boilers	2	2	4
AMR Install Programme		1	1
Consultancy support		1	1
Total	66	127	193

Carbon Management Plan 2020-25 – Spend to Date

Rolling Programme Since April 2020	2020/21	2021/22	Rolling Total to date
Building Management System and Controls	£550,000	£559,259	£1,109,259
Heatboss system Controls	£150,000	£466,754	£616,754
Retained Station Energy Package	£100,000	£1,029,919	£1,129,919
Solar PV	£1,090,000	£1,121,910	£2,211,910
Insulation Works		£125,062	£125,062
Biomass Boilers		£322,600	£322,600
AMR Install Programme		£89,646	£89,646
Consultancy support		£1,400	£1,400
Total	£1,890,000	£3,716,549	£5,606,549

3.6.13 With financial support provided by Transport Scotland and working in partnership with Scottish Government and Scottish Enterprise, we have awarded a contract for the development of a prototype low carbon fire

appliance which will have similar operational capabilities to the current diesel internal combustion engine appliances operated by the Service.

- 3.6.14 Through continued funding provided by the Scottish Government's Switched on Fleets initiative for the procurement of electric vehicles and charging infrastructure, we purchased an additional 60 electric cars and 3 minibuses within the financial year. The SFRS now operate a fleet of 174 low emissions vehicles to support the work of rural firefighters and have charging points at 65 locations which supports the decarbonisation of our light fleet.
- 3.6.15 The SFRS is an Accredited Living Wage employer and, through our procurement activity, we recognise that inviting suppliers to adopt fair working practices will reduce inequalities and develop a more inclusive and sustainable society. We continue to ensure that all relevant procurement activity includes criteria to address Fair Work Practices. We are committed to developing our requirements further to include mandating the payment of the Real Living Wage where it is relevant and proportionate.
- 3.6.16 In the reporting period, the SFRS completed an exercise to validate that relevant contractors to the SFRS had published a Slavery and Human Trafficking Statement in compliance of Section 54 of the Modern Slavery Act 2015.
- 3.6.17 The SFRS continues to consider Equality and Diversity in all relevant procurement activity and observes the requirement to comply with the Equality Act 2010 and the 'General Duty'. Completion of an Equality and Diversity Impact Assessment is undertaken and where appropriate provision is included in the conditions of contract, specification and contract award criteria, with performance measured through management of the contract.
- 3.6.18 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.

- 3.6.19 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 similar commitment to Fairtrade.
- 3.6.20 SFRS is currently engaging through our Local Senior Officers (LSOs) as part of our partnership working with local authorities to support Community Wealth Building Projects. Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. The SFRS Procurement Team continues to support LSOs to provide subject matter expertise as part of these projects.
- 3.6.21 We procure timber for use in carbonaceous training facilities with all timber products supplied by our contractor 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.
- 3.6.22 The SFRS has adopted the flexible framework tool for Sustainability and we will utilise this to measure our level of performance and identify the actions required to embed good procurement practice to realise intended sustainable outcomes. We will seek to achieve level 3 on the flexible framework by 31 March 2024.

SECTION 4 – COMMUNITY BENEFITS SUMMARY

- 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 in relevant procurement activity.

4.5 **Hard FM**

The contract for Hard FM was awarded in October 2021, with the contract formally commencing on 1 April 2022 after a period for contract implementation. The successful contractor, Robertson made measurable commitments to:

- risk management;
- managing and developing the supply chain including engagement with SMEs and third / fourth sectors, representative bodies and economic development agencies;

- contributing to the Service's target of a 6% reduction in carbon output year on year;
- eliminating / minimising waste arisings;
- maximising contribution to long-term employability particularly in deprived areas / rural communities, enhancing local skills base; specific numbers of apprentices / trainees, engaging with schools and moving long-term unemployed people into employment;
- maximising contribution to the elimination of inequalities;
- contributing to the development / restoration of natural environment and biodiversity levels.

Prior to the contract go-live date of 1 April 2022, Robertson and SDP hosted a free Talking Tenders webinar on the SFRS Hard FM Services contract in January 2022. In total, 118 suppliers attended, including 76 unique Scottish SMEs and two social enterprises: Dovetail Enterprises and Scotland's Bravest Manufacturing Company.

Robertson's commitment to the contract commitments can be seen in the short time the contract has been live. From April to June 2022, 72 total subcontractors had been utilised by Robertson FM, including some third sector businesses.

In addition:

- 16% of 545 total hours of volunteering time has been provided by Robertson to support local community projects;
- 28% of 100 total hours toward initiatives to engage people in health interventions is complete;
- 26% of total hours supported older, disabled and vulnerable people into work to build stronger community networks.

Sample activity from this period also includes:

- Supporting a wellbeing scheme for a charity working with clients who are persistent drinkers with digital inclusion;
- Working with community radio charity;
- Mentoring a BAME S5 pupil Career Ready programme via a four-week paid internship;
- Participation in Developing the Young Workforce Roadshow;
- Environmental work for Clackmannanshire community resilience team;
- Supporting HMP Grampian with employability advice around facilities management as a route into employment;
- Volunteering with Glasgow girl football team.

4.6 Soft Facilities Management

The following highlights the progress made by Sodexo in the delivery of the Soft FM contract over financial year 2021/22:

Catering Provision

- Active participation in Community Garden now being produced for catering menus;
- Leanpath introduced at all 3 sites and waste reduction targets being set;
- Plant based menu options introduced;
- New menu cycle introduced with more specialised and differentiated products introduced in order to cater for different age, gender and ethnic groups.

Cleaning Provision

- Engagement with social enterprise to fulfil vacancies.

Security Provision

- New security officers recruited for Newbridge and top up training arranged for licence renewals.

Waste Provision

- Climate action plan developed;
- Engagement with waste subcontractor planned for industry updates;
- Litter pick completed with 28 bags of rubbish picked up with a special menu created for World Earth Day.

Grounds Maintenance

- 17 Cherry trees donated for plant a tree for the jubilee project with Tivoli agreeing to do all pre-plant work.

Supplier Engagement

- 41% of catering spend is sourced in Scotland with a further 34% from the UK;
- £0.80 million worth of purchases in the 12 months of the reporting period was with SMEs.

General Service Provision

- Sodexo launched a 100% hybrid and electric vehicle company car policy in November 2021. In FY21, over 68% were hybrid vehicles. All petrol and diesel vehicles will be replaced with electric and hybrid alternatives.

People Initiatives

- 14 Recognising You Awards made:
 - 1 Star of the Month nomination;
 - 55 safety conversations completed;
 - 20 hours volunteering;
 - 4 carbon literacy certificates awarded;
 - 338 online hours training completed;
 - Collection for Ukraine completed;
 - Gift presentation for cleaner leaving due to family commitments;
 - 12 staff completed First Aid refreshers.

4.7 West Asset Resource Centre

The contract for the Design and construction of the West Asset Resource Centre was awarded to McLaughlin Harvey in February 2022. McLaughlin Harvey have made a commitment to the use of local labour, SME engagement, fair payment as detailed in [Appendix Bi](#). Performance against targets will be measured over the contract term.

A Project Bank account will also be used on the project.

4.8 McDonald Road Modernisation

McDonald Road refurbishment was completed within the financial year. The upgrade is primarily for an efficient and operational fire station, but this extends to other functions in the building. The investment will provide a modern environment for support staff, reflecting our corporate identity. The Scottish Ambulance Service will also have a significant presence on completion of the project, as they increase the complement of first responders based here, underlining our joint commitment to partnership working.

Work continues on completion of the Museum of Fire.

Over the contract term, local labour provision, fair payment, SME engagement, SME spend, Micro Business Engagement, local school / college / university engagement, apprenticeships were all delivered.

[Appendix Bii](#) details the Performance Indicators associated with the project delivery.

4.9 Portlethen Training Centre

Refurbishment of our training facilities at Portlethen was completed during financial year 2021/22, with a total social value impact inclusive of local economic value of £924,381 being delivered. [Appendix Biii](#) details the breakdown of this total.

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.

Payments were made through the Project Bank Account (PBA) associated with this project, with both sub-contractors and the main contractor signing up to its use. The PBA required payments made directly and simultaneously by SFRS to members of the construction supply chain involved in the Project and supports prompt payment which assist firms involved in construction projects with their cashflows, this has been particularly important over the reporting period when accounting for the impact of the global pandemic.

4.10 Wireless Smoke Alarms

Following the tragic fire at Grenfell Tower in London, a Ministerial Working Group on Building and Fire Safety was established to review Scotland's building and fire safety regulatory frameworks.

As part of this work, the group undertook a consultation on fire and smoke alarms. As a result, a fire alarm new standard was agreed that will cover all homes in Scotland which meant that homes would require to have interlinked alarms.

A new contract was awarded for such alarms to ensure that the SFRS was in a position to provide wireless smoke alarm provision to high-risk households under The Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019.

Meeting this requirement will assist the SFRS in meeting Scottish Government National Outcomes and ensure that the Service are leading on best practice for Home Fire Safety for high risk groups within the UK.

4.11 Fire Retardant Bedding

The SFRS works closely with local communities and partners to identify those most at risk of unintentional harm within their home. Many of the most vulnerable members of our communities can have underlying health conditions, mobility issues or a dependency to drugs and/or alcohol; this impacting their judgement and lifestyle choices.

Statistics show that smoking is one of the main causes of fire fatalities within the home. Therefore, the SFRS is focussed on prevention activity to target those most at risk, to reduce fire casualties and fatalities, and support intervention activity designed to improve outcomes for our communities across Scotland. The supply of fire retardant textiles can be an effective solution to reduce or mitigate the risk of careless or accidental disposal of smoking materials.

A contract was awarded to Thomas Kneale & Co. Limited for the provision of Fire Retardant Bedding, Throws, Blankets and Mattress Toppers following a call-off from the West Midlands Fire Service National Framework.

4.12 Carbon Management and Climate Change

SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction. To support this, we are investing in technologies to reduce waste energy. This has involved working with our contractors to install smart energy controls, low carbon heating, pollution prevention measures, solar panels in our properties throughout Scotland. Full details are contained in [Section 3.6 – Sustainability](#).

4.13 Fleet Initiatives

A number of contracts were awarded in our fleet category which will assist the SFRS in lessening the impact of our activities on the environment. Working in partnership with the Scottish Government, Transport Scotland and Scottish Enterprise, we awarded a contract for a prototype low emissions fire appliance to local firm Emergency One who are located in Cumnock, East Ayrshire.

The electric appliance, which will be delivered later this year, will have the same capability and equipment as a diesel model and it will be able to assist in emergencies. It has a range of approximately 220 miles with an 80% charge, which is the equivalent of driving to Dunbar to Dundee and back again.

The performance of the appliance will be monitored over an operational deployment pilot period of 18 months.

In addition, we invested in our light fleet and purchased an additional 60 electric cars and 3 minibuses within the financial year. The SFRS now operate a fleet of 174 low emissions vehicles to support the work of rural firefighters and have charging points at 65 locations which supports the decarbonisation of our light fleet.

4.14 Fair Work

SFRS is an Accredited Living Wage employer and, through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period, twenty-three regulated contracts included Fair Work criterion in the evaluation process. Eleven suppliers who were awarded a regulated contract committed to pay the Real Living Wage and 4 suppliers who were awarded contracts are accredited Living wage employers.

4.15 SME Engagement

Targeted action was undertaken by the SFRS in partnership with the Supplier Development Programme (SDP) as part of the market engagement for the Hard Facilities Management Project and this partnership working continued when the new contractor was appointed, with a sub-contractor event held explaining the opportunities that would be available in the wider supply chain.

A free online event held in January 2022 was attended by 118 suppliers, including 78 unique Scottish SMEs. The event provided an overview of potential opportunities with Robertson in the delivery of the Hard FM contract. The SDP shared the recording and wrote a good practice case study on open and transparent supply chain engagement. SMEs from 29 of 32 Scottish local authorities attended the event.

Through this event and other SDP initiatives, Robertson FM was introduced to more than 100 new suppliers it says it may otherwise have been unaware of, which will be key to the successful delivery of the contract. Robertson committed to building upon SDP's expertise throughout the duration of the contract.

4.16 SFRS Donation for Ukraine

At the outset of the conflict in Ukraine, the SFRS was approached for assistance by the Scottish Emergency Rescue Association (SERA) based in Edinburgh. Asset Management then made arrangements for the release of three appliances from the SFRS disposal list and ensuring that these were fuelled up, serviced and ready to drive across to Poland and/or Romania with eventual deployment in Ukraine. In addition, 'end of life' firefighting kits and uniforms were sent along with the vehicles.

An example of how such vehicles and equipment which would normally have been discarded have been utilised in a manner in which to extend their life cycle.

SECTION 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 Spend with supported business for the period 1 April 2021 to 31 March 2022 was as follows:

Supported Business	Value (£) Excl. VAT
Capture-All Ltd	£59,368
Haven Products Limited	£12,091
Ulster Supported Business	£7,840
Lady Haig Poppy Factory	£5,525
Dovetail Enterprises	£2,972
Total	£87,796

- 5.5 The following tables highlights the consistency of spend with supported business over the past 4 years:



5.6 A contract was also awarded to Scottish Prison Service Industries for the provision of Station Storage Solutions. The contract will provide opportunities for those in the care of the Scottish Prison Service to gain valuable social skills and realistic work skills to enhance employability prospects. The SFRS spend approximately £16,000 on this contract in financial year 2021/22.

SECTION 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.”

Regulated procurement reflects contracts over £50k in value for goods and services or over £2m in value for public Works (excluding VAT).

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 SFRS.

6.3 A full list of procurements which are anticipated to be carried out in the next three years is detailed in [Appendix C](#).

6.4 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. We have included the latter for information to provide transparency of this area of expenditure.

6.5 This Section reflects the range of Goods, Service or Works contracts which, as at June 2022, the SFRS reasonably expects to tender either in 2022-23 or 2023-24 / 2024-25. Whilst SFRS can forward forecast and anticipate a number of contract renewals, the SFRS forward work programme in this

Section 5 (both the number of Regulated procurement projects and the estimated £ value) is dynamic and subject to variation annually.

- 6.6 Emerging or changing business needs and availability of funding or capital to support investment activity also influence when projects may be progressed. In some cases, the SFRS has yet to take a decision whether to exercise an option to extend an existing contract or to retender. The decision-making process will include due consideration of the procurement route options (including collaborative government contracts) which the SFRS could take, and the duration of any new contract.
- 6.7 The appendix lists potential future Goods or Service contracts on the basis of the estimated annual value – this is on the basis that decisions about the duration of the forward contracts are generally confirmed closer to the date of any Contract Notice advertisement.

SECTION 7 – PROCUREMENT PERFORMANCE ANALYSIS

7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1 April 2021 – 31 March 2022) was approximately £93.39 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-Scope Spend	81.64
Out of Scope Spend	11.18
Below £4,000	0.57
Total	93.39

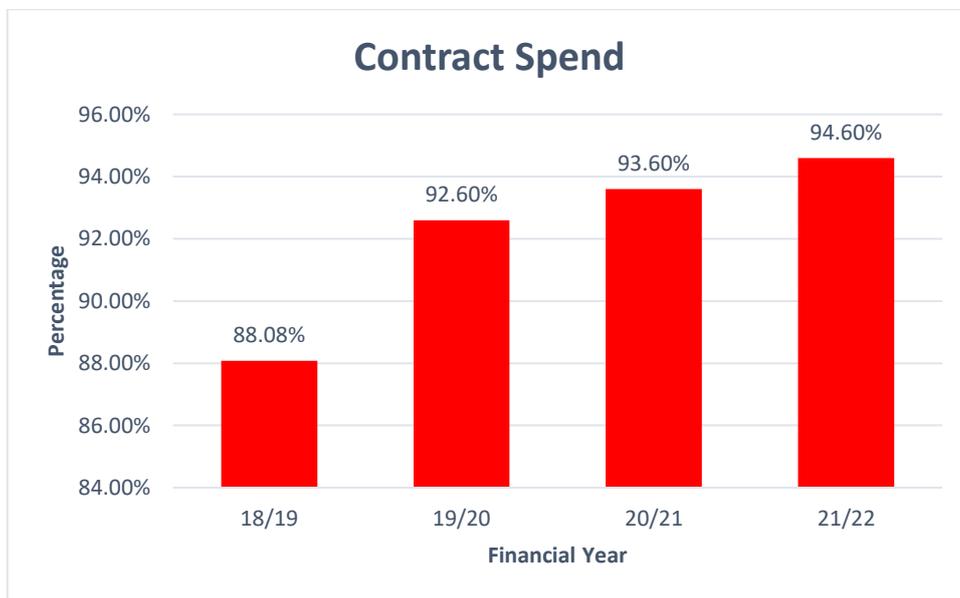
Notes:

- 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 £0.57million. 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 approximately £0.13 million is not included in the above total. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

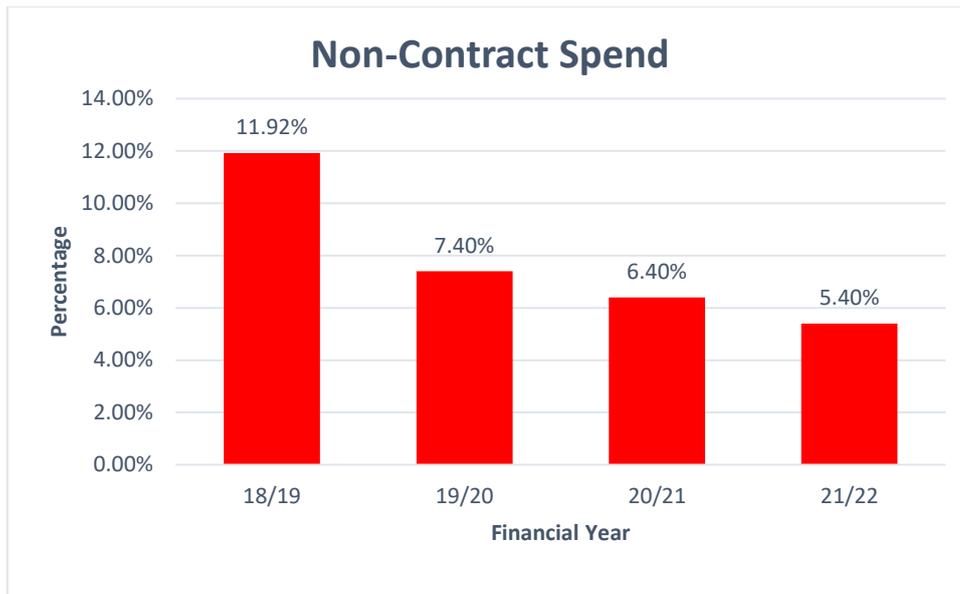
7.1.2 In-scope spend can be broken down as follows:

	1 April 21 – 31 March 2022		KPI Target
Category of Spend	Value (£) Million	%	
Contract Spend	77.24	94.60%	95.00%
Non-Contract	4.40	5.40%	
Total	81.64	100.00%	

- i. Contract spend increased over the reporting period when compared with the previous reporting period.



- ii. Non-contract spend was reduced by £0.60 million (12%) from the previous financial year figure as detailed in the table below, which highlights the breakdown of non-contract spend over the past 4 financial years.

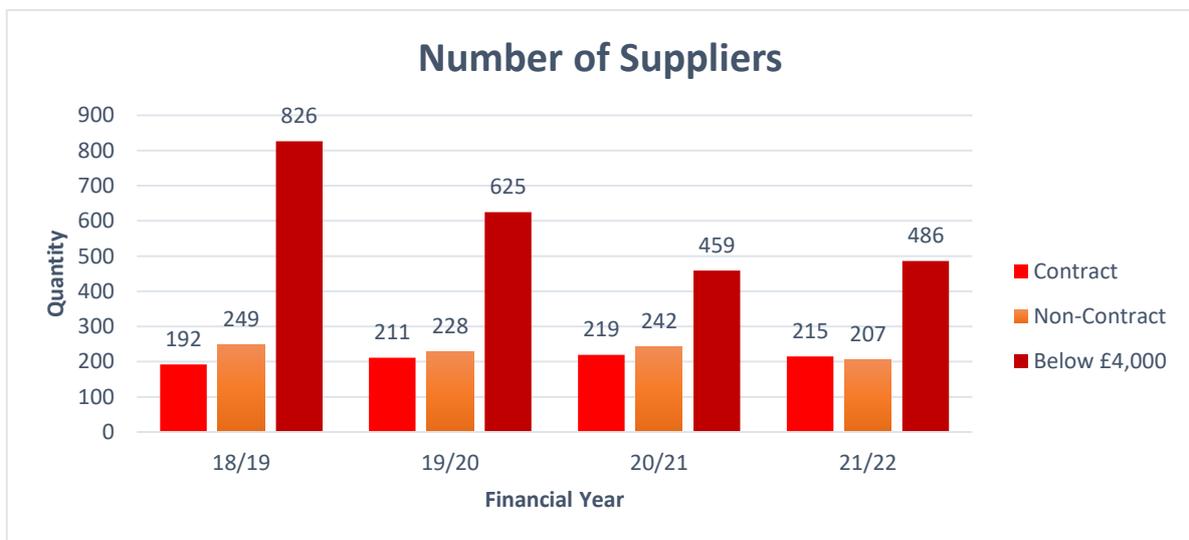


- iii. It is anticipated that with contracts due to be awarded in the 1st / 2nd quarter of financial year 2022-23 together with planned procurements already commenced, approximately £0.40 million of the outstanding non-contract spend will be addressed financial year 2022-23 with full benefit being seen in financial year 2023-24. The remaining areas of non-contract spend are planned to be addressed in current financial / future years. Where resources and priorities permit, the workplan will be revised to enable this to be addressed sooner.
- iv. [Appendix C](#) details the projects that the SFRS anticipates will be progressing in financial years 2022-23 / 2023-24 / 2024-25 that will assist in the delivery of the Capital Programme and addressing remaining areas of non-contract spend.

7.1.3 A total of 908 suppliers were used in the reporting period across the in-scope spend, which is broken down as follows:

Category	Numbers of Suppliers	KPI Target
Contract	215	
Non-contract	207	600
Below £4,000	486	
Total	908	

7.1.4 Supplier numbers over the past 4 reporting periods are shown in the table below:



7.1.5 Contract spend against the top 50 supplier's amounts to approximately 89% of total contract spend.

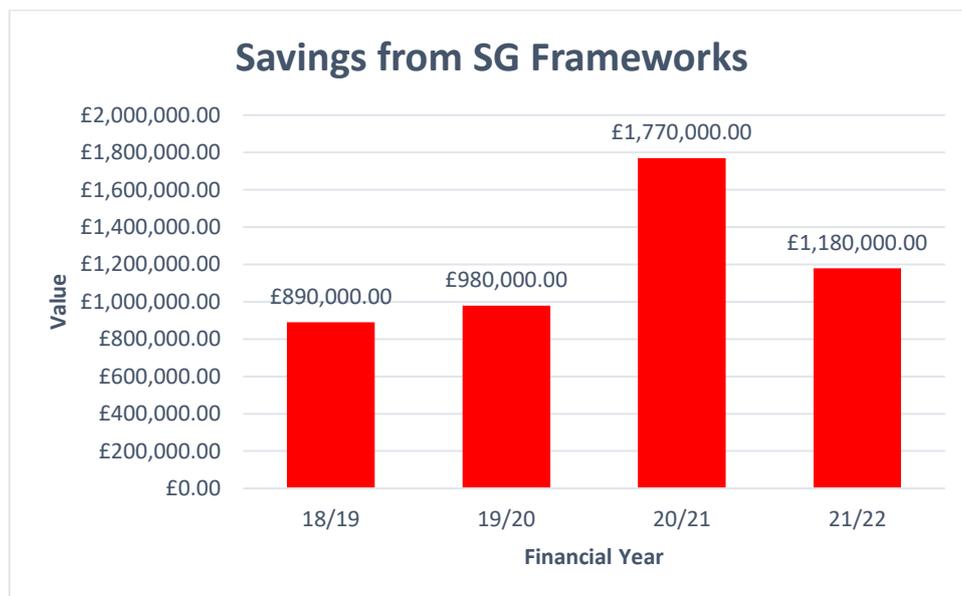
7.1.6 Below £4,000 spend was reduced by 14% from £0.64million to £0.54million, reflecting the continued consolidation of spend into longer term contracts.

7.1.7 Below £4,000 continues to be analysed to see how best it can be undertaken in a manner which supports adherence to current procurement governance and support spend with local SMEs and other procurement initiatives linked to Local Community Wealth Building initiatives.

7.1.8 Approximately 85% of total contract spend was through collaborative contracts which represents an increase of 2% on the previous year's figure

and a total saving of £1.18million were achieved through the use of Scottish Government frameworks.

7.1.9 The table below illustrates the savings achieved through the use of such frameworks over the past 4 financial years.



7.2 Key Achievements

7.2.1 The primary focus for SFRS procurement activity in financial year 2021-22 has been to ensure the continuity of supply for key goods, services and works against the agreed workplan during the period of the global pandemic when all the Procurement Team continued to work from home. Forty-six regulated procurements with a potential value of £186.60 million over the contract term were awarded during the reporting period.

7.2.2 Eleven call-offs were made from frameworks with a value below £50,000 with an estimated potential value of £0.26million over the contract term were awarded during the reporting period.

7.2.3 Twenty-three quotations with an estimated potential value of £0.54 million over the contract term were awarded during the reporting period.

- 7.2.4 Non-Competitive Action (NCA) processes were undertaken on 17 occasions with an aggregated value of £0.23 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.
- 7.2.5 Cash savings of £1.18million were delivered across all procurement activity.
- 7.2.6 Non-contract spend continues to be addressed with a 12% reduction in the previous year’s figure being delivered.
- 7.2.7 The key contract for Hard Facilities Management was awarded which is to-date, the largest monetary contract awarded by the SFRS with a potential value of £132 million over the contract period.
- 7.2.8 Twenty-three regulated contracts included Fair Work criterion in the evaluation process. Eleven suppliers who were awarded a regulated contract committed to pay the Real Living Wage and 4 suppliers who were awarded contracts are accredited Living wage employers.
- 7.2.9 Innovative projects such as the award of Zero Emissions Fire Appliance and GD92 Compliant Mobilising Bearers project were awarded.
- 7.2.10 A contract for Cenefits Benefits Realisation Software was awarded which will assist in the consistency of recording and reporting of sustainability and community benefits outcomes.
- 7.2.11 Procurement governance was updated with Standing Orders for the Regulation of Contracts being revised and approved by the Board of the SFRS.

- 7.2.12 Actions related “Procurement Red Flag Action Plan, which was developed in response to the Audit Scotland Report for the Scottish Public Sector, were progressed with approximately 80% of actions completed within the reporting period.
- 7.2.13 Improvements actions as stated in the Corporate Procurement Strategy Action Plan progressed with approximately 70% completed over the reporting period. Outstanding Actions will be carried forward into the new financial year where these are still relevant.
- 7.2.14 Collaboration opportunities continued to be maximised with partner organisations such as NFCC, Scottish Government, Scotland Excel, other Emergency Services and Crown Commercial Services to ensure the best use of SFRS resources.
- 7.2.15 Guidance was developed in relation to contract and supplier Management and all levels of contract management mapped out, which will ensure a consistent approach across the service and address a key improvement action within the PCIP Action Plan.
- 7.2.16 A survey was completed for all relevant contractors who are required to publish a Modern Slavery Statement.
- 7.2.17 The rolling workplan was revisited and refreshed for the period 1 April 2022 – 31 March 2024.
- 7.2.18 Training support continued to be provided to the Procurement Team with support provided for the continuation of professional Chartered Institute of Procurement Institute training.
- 7.2.19 The Procurement Team completed on-line training related to Sustainability and Climate Change.

7.2.20 The SFRS worked successfully in partnership with the Supplier Development Programme in relation to Hard Facilities Management with the approach being recognised by being shortlisted in the GO Awards 2022/23 in the Category of Contract and Supplier Management

7.2.21 The following represent a sample of the Regulated Procurements awarded in the reporting period:

- Provision of Hard Facilities Management;
- Ultra-Low Emissions Fire Appliance;
- Medium Weight Adaptable Rescue Pumps;
- Provision of Fire Investigation Vehicles;
- Provision of Low Emission Vehicles;
- Fluid Management Various;
- Post Incident Support Services;
- Supply of Wireless Smoke Alarms;
- West Asset Resource Centre Design and Build;
- PDR-Pro LCMS Service;
- Provision of Fire Retardant Textiles;
- Ill Health Retiral / IQMP Services;
- Provision of Protection Officers Training;
- Specialist Flood & Water Rescue Training Services.

7.3 Procurement Priorities in Financial Year 2022-23

7.3.1 The Action Plan as detailed in the Corporate Procurement Strategy has been update and is detailed in [Appendix E](#).

7.3.2 In 2022-23, 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 2022-23 /

2023-24 / 2024-25. We will work with our customers to ensure that the rolling three-year workplan continues to meet the needs and expectations.

- 7.3.3 Support will continue to be provided to support the procurement process for a new system in relation to the People Training, Finance and Assets project.
- 7.3.4 We will continue with the implementation of Cenefits to develop greater consistency in the recording and reporting of sustainability and community benefit outcomes.
- 7.3.5 The Supplier Development Programme will continue to be support with attendance at national and local Meet the Buyer events. Targeted support for specific projects will also continue to be explored.
- 7.3.6 Our commitment to sustainability will continue and we will monitor of level of performance and the actions required to embed good practice against the requirements of the Flexible Framework.
- 7.3.7 Work will commence on the development and publication of the SFRS Modern Slavery and Human Trafficking Statement.
- 7.3.8 Non-contract spend will be further analysed to better understand how outstanding areas can be addressed and we will engage with Directorates to address this.
- 7.3.9 The Category Teams will continue to explore opportunities for the SFRS to collaborate with our public-sector partners.
- 7.3.10 We will seek to enhance feedback mechanisms for suppliers in our procurement process.
- 7.3.11 We will seek to adopt the Scottish Government From Now to 2030 (FNT2030) templates across individual categories.

- 7.3.12 Further development of Procurement iHub site will be undertaken with publication of all Procurement governance and procedures to aid SFRS understand procurement performance and improve transparency.
- 7.3.13 We will engage with colleagues to develop an SFRS Internet Page for Procurement to aid suppliers access workplan, governance arrangements and to understand our performance.
- 7.3.14 Opportunities for the inclusion will continue to be explored across all categories.
- 7.3.15 The PCIP Action Plan will be updated to account for new question set and improvement actions progress.
- 7.3.16 Further progress against the Red Flag Fraud Action Plan shall continue to be monitored.
- 7.3.17 The SFRS response to the Flexible Framework will be further developed.
- 7.3.18 Training events will be attended to enable the Procurement Team to enable them to understand the nature of the procurement legislative reform post EU exit.
- 7.3.19 Actions to support the SFRS Stonewall membership will be progressed.
- 7.3.20 Our governance procedures for Works contracts will continue to be updated.

SECTION 8 – FURTHER INFORMATION

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

Acting Director of Finance and Procurement

john.thomson@firescotland.gov.uk

APPENDIX Ai – REGULATED PROCUREMENTS

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F6C-100-2021	Provision of Cleaning Products	Bunzl Cleaning & Hygiene Supplies	Call Off from Framework	£288,214	13/04/2021	13/04/2025	13/04/2025
F3A-103-2021	Lease of Franking Machines and Associated Consumables	The Mailing Room (TMR)	Call Off from Framework	£144,806	21/04/2021	20/04/2024	19/04/2025
t2a-093-1920	Provision of Right Angle Torches	Peli Products (UK) Limited	Open Procedure	£403,000	03/05/2021	03/05/2023	03/05/2025
F5A-003-2122	Provision of Egress Licences	Softcat PLC	Call Off from Framework	£115,674	24/06/2021	23/06/2024	23/06/2024
T4C-125-1920	Medium Weight Adaptable Rescue Pumps	Emergency One (UK) Ltd	Framework	£26,500,000	30/06/2021	29/06/2025	29/06/2025
F3A-031-2122	Research Partnering Services	Gartner	Call Off from Framework	£57,400	19/07/2021	18/07/2022	18/07/2023
F5A-023-2122	Provision of Wide Area Network - Temporary Continuation	Virgin Media Business	Framework	£911,467	26/05/2021	25/06/2022	25/05/2023

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-058-2122	Provision of Interim Professional Staff Services	Harvey Nash	Call Off from Framework	£52,417	13/09/2021	12/09/2022	11/09/2023
F4A-126-2021	Provision of Fire Investigation Unit Vehicles	Angloco Limited	Call Off from Framework	£137,772	13/09/2021	12/09/2024	12/09/2026
F4A-068-2122	Provision of Light to Medium Commercial Vehicles	Mercedes Benz Western Commercial	Call Off from Framework	£537,212	22/09/2021	21/09/2024	21/09/2024
F3A-144-2021	Provision of Media Planning, Buying and Associated Services	Republic of Media	Call Off from Framework	£250,000	28/09/2021	31/08/2023	31/08/2023
F4A-034-2122	Provision of Low Emission Vehicles	Arnold Clark Motor Group	Call Off from Framework	£2,047,681	06/07/2021	05/07/2022	5/7/22
F3A-033-2122	Provision of Hotel Fire Escape Staycation Advert	Republic of Media	Call Off from Framework	£70,078	12/07/2021	31/08/2021	31/08/2021
F4A-044-2122	Provision of Large Pool Vans for Fleet	Mercedes Benz Western Commercial	Call Off from Framework	£566,910	26/07/2021	25/07/2024	25/07/2024
F6A-080-2021	Provision of Hard FM Contract Management Solution	Think Project Ltd	Call Off from Framework	£100,000	22/11/2021	21/11/2023	21/11/2025

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
T2C-052-2122	Fluid Management: Lot 1 Lay Flat Fire Delivery Hose	Angus Fire Ltd	Call Off from Framework	£850,000	14/12/2021	13/12/2023	13/12/2025
T2C-052-2122	Fluid Management Lot 2 Fluid Transfer Equipment and Compressed Air Foam Systems	Fire Hosetech Limited	Call Off from Framework	£58,191	14/03/2022	13/03/2024	13/03/2026
T2C-052-2122	Fluid Management: Lot 3 Semi-Rigid Firefighting Delivery Hose / Hard Suction Hose	Premier Hose Technologies Ltd	Call Off from Framework	£37,000	14/12/2021	13/12/2023	13/12/2025
F5A-028-2122	Provision of ICT Recruitment Campaign	Badenoch and Clark	Framework	£100,000	06/08/2021	05/08/2022	05/08/2022
F5A-035-2122	Provision of Backup Replacement	Proact IT Group	Call Off from Framework	£268,107.00	01/09/2021	31/08/2024	31/08/2026
F5A-010-2122	Provision of Server Maintenance	Park Place Technologies Limited	Call Off from Framework	£79,758	24/09/2021	23/09/2023	23/09/2023
F2C-099-2021	Batteries	YESSS Electrical	Call Off from Framework	£96,000	01/09/2021	31/08/2025	31/08/2025
T6C-055-2021	Hard Facilities Management Re-provision	Robertson Facilities Management Ltd	Restricted	£132,000,000	01/04/2022	31/03/2027	31/03/2030

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-139-2122	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£77,352	05/04/2022	30/09/2022	30/09/2022
NP3C-089-2122	Specialist Flood & Water Rescue Training Services	Rescue 3 Europe Limited	Negotiated Procedure without Competition	£75,650	01/04/2022	31/03/2025	31/03/2025
T3C-072-2122	Post Incident Support Services	The Rivers Centre for Traumatic Stress, NHS Lothian	Open	£675,449	18/01/2022	16/01/2026	16/01/2026
F5A-029-2122	Provision of Nintex Licences and Associated Professional Services	Synergi	Call Off from Framework	£600,000	31/01/2022	22/01/2024	22/01/2026
F5A-029-2122	Provision of Professional Services	Sword I.T Solutions	Call Off from Framework	£240,000	31/01/2022	22/01/2024	22/01/2024
F3C-126-2122	Supply of Wireless Smoke Alarms	Aico	Call Off from Framework	£663,300	31/01/2022	31/03/2022	00/01/1900
F5A-094-2122	Provision of Direct Access Replacement	Softcat PLC	Call Off from Framework	£80,435	07/02/2022	06/02/2025	06/02/2025
T3A-032-2122	Provision of Protection Officers Training	C S Todd Associates	Open Procedure	£337,122	11/02/2022	10/02/2025	10/02/2027

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-065-2122	People & Finance Cloud Support	Moore Stephens Insight	Call Off from Framework	£113,425	04/10/2021	03/10/2022	03/10/2023
F5A-105-2122	Provision of Ivanti ITSM & Related Professional Services	Softcat PLC	Call Off from Framework	£144,039	01/03/2022	28/02/2025	28/02/2025
Q3A-062-2122	Specialist Medical Supplies	Baymed Healthcare Limited	Open Procedure	£243,750	01/03/2022	28/02/2025	28/02/2027
F3C-005-1920	Ill Health Retiral/IQMP Services	Genesis Occupational Health	Call Off from Framework	£250,000	07/03/2022	06/03/2026	06/03/2026
F3A-106-2122	Provision of Fire Retardant Textiles	Thomas Kneale & Co Ltd.	Call Off from Framework	£600,000	14/03/2022	13/03/2025	12/03/2026
F5A-011-2122	Provision of Dell Boomi Integration & Professional Services	Phoenix Software Limited	Call Off from Framework	£221,147	14/03/2022	13/03/2024	13/03/2024
F3A-076-2122	Provision of Gymnasium Equipment Maintenance	Sportsafe UK Ltd	Call Off from Framework	£250,000	28/03/2022	27/03/2025	27/03/2027
F3A-027-2122	PTFAS Interim Staff Project Manager	Lorien Resourcing Limited	Call Off from Framework	£139,650	01/04/2022	31/03/2023	31/03/2023

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-046-2122	PTFAS Interim Staff Business Analyst	ASA Recruitment	Call Off from Framework	£121,365	01/04/2022	31/03/2023	31/03/2023
F5A-127-2122	PDR-Pro LCMS Service	eFire Service	Call Off from Framework	£1,517,879	01/04/2022	31/03/2024	31/03/2026
T4C-054-2021	Ultra-Low Emissions Fire Appliance	Emergency One (UK) Ltd	Call Off from Framework	£660,000	01/12/2021	30/11/2024	30/11/2024
F3A-061-2122	Employee Assistance Counselling Services	Health Assured Ltd	Call-Off from Framework	£50,908	01/02/2022	31/01/2023	31/01/2025
	West Asset Resource Centre Design & Build	McLaughlin Harvey	Call Off from Framework	£13,575,735	21/02/2022	06/03/2023	06/03/2023
Q6A-102-2021	Provision of Station Storage Solutions	Scottish Prison Service	Direct Award	£50,000	22/12/2021	21/12/2023	21/12/2025

APPENDIX Aii – CALL-OFFS FROM FRAMEWORKS WITH VALUE BELOW £50,000

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F2A-037-2021	Provision of Bottled Water	Brake Brother's Limited	Call Off from Framework	£26,500	12/04/2021	12/04/2025	12/04/2025
F5A-008-2122	Provision of Interim Professional Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£9,960	24/05/2021	13/08/2021	31/12/2021
F5A-018-2122	Provision of Interim IT Staff Services	Venesky Brown Recruitment Limited	Call Off from Framework	£43,065	24/05/2021	26/11/2021	26/11/2021
F5A-024-2122	Provision of Professional Services	Proact IT Group	Call Off from Framework	£11,600	27/06/2021	26/06/2022	26/06/2022
F5A-045-2122	Provision of Interim IT Staff Services	Lorien Resourcing Limited	Call Off from Framework	£20,807	26/07/2021	31/12/2021	31/12/2021
F5A-048-2122	Provision of Interim IT Staff Services	ASA Recruitment	Call Off from Framework	£15,877	09/08/2021	05/11/2021	05/11/2021
F5A-047-2122	Provision of Vehicle Inventory App (Reporting Dashboard Upgrade)	ESRI (uk) Limited	Call Off from Framework	£29,728	09/08/2021	31/03/2022	31/03/2022

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3A-050-2122	Provision of Interim Professional Staff Services	Harvey Nash Limited	Call Off from Framework	£30,189	17/08/2021	12/08/2022	11/08/2023
F5A-101-2122	Provision of Interim IT Staff Services	Harvey Nash Limited	Call Off from Framework	£33,648	20/12/2021	31/03/2022	31/03/2022
F5A-013-2122	Provision of Pluralsight	Softcat	Call Off from Framework	£23,861	01/03/2022	28/02/2025	28/02/2025
F3C-117-2122	Provision of Fitness Equipment (Supply, Delivery and Installation)	Gym Gear	Call Off from Framework	£11,760	08/02/2022	31/03/2022	31/03/2022

APPENDIX Aiii – WORKS CONTRACTS WITH VALUE BELOW £2,000,000

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
	Inverness Phase 1	Morgan Sindall	Non-Regulated Procurement	£532,760	16/09/2021	28/01/2022	28/01/2022
	Museum of Fire	Elmwood Projects	Non-Regulated Procurement	£403,970	11/08/2021	17/07/2022	17/07/2022

APPENDIX Aiv – QUOTATIONS

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q2B-015-2122	Hapsite smart Plus Preventative Maintenance and Performance Testing	Inficon Ltd	Quotation	£26,180	06/04/2021	05/04/2022	05/04/2022
Q3A-004-2122	Provision of Home Fire and Safety Visit Request Line	Orbis Protect Limited	Quotation	£46,580	23/06/2021	22/06/2022	21/06/2023
Q5A-016-2122	Provision of VMWare Workspace ONE Support	Phoenix Software Limited	Quotation	£14,605	11/06/2021	10/06/2022	10/06/2022
Q4A-006-2122	Provision of Fuel Management System	Cameron & Baxter Industrial Services t/a Industrial Services	Quotation	£32,000	23/08/2021	22/08/2023	23/08/2024
Q5A-037-2122	Provision of Cyber Security Training	Cybsafe Limited	Quotation	£42,240	31/07/2021	30/07/2022	30/07/2022
Q3A-007-2122	Provision of Courier Services	LKMz Couriers Limited	Quotation	£3,062	02/08/2021	01/08/2024	01/08/2024
Q3A-019-2122	Provision of Museum of Scottish Fire Heritage Website Development	Surface Impression Limited	Quotation	£49,140	08/09/2021	07/09/2024	07/09/2024

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q3C-049-2122	Provision of Presentation Coins	Koin Limited	Quotation	£21,702	22/09/2021	31/10/2021	31/10/2021
Q4A-067-2021	Provision of Fuel Site Maintenance	Cadden Engineering Scotland Ltd	Quotation	£26,086	12/11/2021	11/11/2024	11/11/2026
Q3C-087-2122	Delivery of Presentation Challenge Coins	Koin Limited	Quotation	£26,470	03/11/2021	26/11/2021	26/11/2021
Q3A-091-2122	IOSH MANAGING SAFELY	Ligtas Consultancy & Training Ltd	Quotation	£45,540	10/01/2022	30/09/2022	30/09/2022
Q3A-093-2122	Provision of support for undertaking a review of Audience Insight Research	Diffley Partnership Ltd	Quotation	£14,275	21/12/2021	20/12/2022	20/12/2022
Q3A-100-2122	SFRS Website and Intranet Future Development Scope and Options Appraisal	Storm ID	Quotation	£19,999	06/01/2022	31/03/2022	31/03/2022
Q5A-060-2122	Provision of OATH Tokens	Deepnet Security Limited	Quotation	£36,000	24/01/2022	23/01/2023	23/01/2023
Q3A-043-2122	Provision of Recruitment Services - Health and Safety Advisers (Fixed Term Contracts)	Synergize Consulting Limited; and Morgan Hunt	Quotation	£11,200	14/10/2021	14/11/2021	14/11/2021

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-113-2122	Provision of Sharegate Licences	Softcat PLC	Quotation	£5,582	26/03/2022	25/03/2023	25/03/2023
Q5A-114-2122	Provision of ManageEngine ADManager and ADSelfService	Boxxe Limited	Quotation	£9,041	13/03/2022	12/03/2023	12/03/2023
Q3A-098-2122	CIPD L7 Advanced Diploma in Strategic People Management	Watson Martin	Quotation	£14,940	21/03/2022	20/03/2024	20/03/2024
Q3C-110-2122	Provision of Workplace Accessed Core Skills of Numeracy and ICT at SCQF Level 5 for Firefighter Modern Apprentices	New College Lanarkshire	Quotation	£38,927	21/03/2022	20/03/2023	20/03/2023
Q3C-137-2122	Functional Hearing Test Calibration Services	Acoustic Metrology Ltd	Quotation	£2,000	14/03/2022	on completion	on completion
Q5A-128-2122	Provision of Adobe Licence Bundle	Insight Direct (UK) Ltd	Quotation	£8,470	13/04/2022	12/04/2023	12/04/2023
Q3A-135-2122	Provision of Security Services	McClumpha Associates	Quotation	£48,688	25/03/2022	24/03/2023	24/03/3023
Q5A-083-2122	Provision of Community risk Index Model (2nd External Evaluation)	DAMSL Limited	Quotation	£8,000	11/10/2021	17/12/2021	17/12/2021

APPENDIX Av – NON-COMPETITIVE ACTIONS (NCA)

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
2C-040-2122	Chemline Subscription	Respirex	NCA	£16,000	01/04/2021	31/03/2022	31/03/2022
NC5A-021-2122	Provision of ICT Architect Recruitment	Hays	NCA	£9,600	07/06/2021	06/08/2021	06/08/2021
NC5A-036-2122	Provision of Intranet Services	VerseOne	NCA	£20,165	19/07/2021	18/07/2022	18/07/2022
NC5C-099-2122	Provision of OC Voice Recorders and Support	SVL Business Solutions	NCA	£11,000	01/02/2022	31/01/2023	31/01/2023
NC5A-136-2122	Renewal of Philips Sopho telephone switch maintenance at Edinburgh Fire Control	Getronics	NCA	£17,823	01/04/2022	31/03/2023	31/03/2023
NC3A-141-2122	Provision of Geodemographic Dataset	CACI Ltd	NCA	£17,010	01/04/2022	31/03/2023	31/03/2023
NC2C-143-2122	Replacement Outboard Motor	Ferry Marine Ltd	NCA	£6,800	07/04/2021	07/04/2021	07/04/2021

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N3C3-070-2122	MSc Human Resource Mgt course	Glasgow Caledonian University	NCA	£10,000	02/09/2021	01/09/2024	01/09/2024
N3C-039-2122	Skills for Justice Membership	Skills for Justice	NCA	£12,800	01/04/2021	31/04/2022	31/04/22
N3C-042-2122	Career Ready Foundation	Career Ready / The career Academy Foundation	NCA	£7,434.54	09/07/2021	08/07/2022	08/07/2022
NC3C-025-2122	Water Rescue Training	Rescue 3	NCA	£23,580.30	26/05/2021	31/03/2022	31/03/2022
NC3C-069-2122	Vema High Lift Appliance Training	Vema Lift Oy	NCA	£20,000	03/09/2021	02/09/2022	02/09/2022
NC3C—077-2122	DACO Recruitment Services	Fire Knowledge Ltd	NCA	£21,000	22/09/2021	31/03/2022	31/03/2022
NC3C-078-2122	Rosenbauer Highlift Appliance Instructors Training	Rosenbauer	NCA	£16,614	24/09/2021	30/09/2021	30/09/2021
NC3C-079-2122	Angloco Highlift Appliance Instructors Training	Angloco	NCA	£12,120	24/09/2021	30/09/2021	30/09/2021

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
NC3C-086-2122	Excellence Squared Academy Membership	Excellence Squared Academy	NCA	£9,520	19/11/2021	31/03/2022	31/03/2021
NC3C-144-2122	Corporate Professional Training	TCS Engagement	NCA	£6,000	03/02/2022	31/01/2023	31/01/2023
NC2C-145-2122	Respirex International Ltd	Chemline Subscription	NCA	£16,000	01/04/2021	31/03/2022	31/03/2022

APPENDIX Bi – WEST ARC PERFORMANCE DATA

Scape Framework – National Construction Framework

Client – Scottish Fire and Rescue Service

KPI	Scape Target	West Arc
Time Predictability - Preconstruction	100%	100%
Time Predictability - Construction	100%	100%
Cost Predictability - Preconstruction	100%	100%
Cost Predictability - Construction	100%	100%
Health and Safety	100%	100%
Number of Environmental Incidents	100%	100%
Fair Payment	100%	100%
Considerate Constructor	38	
Client Satisfaction – Service and Product	8	
Client Satisfaction - Product	8	
Client Satisfaction - Defects	8	
KPI	Client Target	West Arc
Local Labour – Within 20miles	40%	70.29%
Local Spend – Within 20 miles	40%	96.89%
SME Engagement	85%	87.50%
SME Spend	85%	99.90%
Achievement of Client’s Social Value Targets	100%	On Target
Client Satisfaction – Value for Money	8	

KPI	Scape Target	Scape Term Contract General
Time Predictability	100%	100%
Cost Predictability	100%	100%
Fair Payment	100%	38.46%
Local Spend – within 20 miles	35%	See Below
SME Engagement	85%	26.32%
SME Spend	85%	24.40%
Achievement of Client’s Social Value targets	100%	See Below
Client Satisfaction	8	
Client Satisfaction	8	

Social Value

Measure	Target	Number Delivered
NT1: No. of local direct employees (FTE) hired or retained on contract	10	
NT1c: No. of local people (FTE) on contract, employed through the supply chain.	18	
NT8: No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	N/A	
NT28: Donations or in-kind contributions to local community projects (£ & materials)	N/A	
NT32: Car miles saved on the project as a result of a green transport programme or equivalent	330	

APPENDIX Bii – MCDONALD ROAD PERFORMANCE DATA

PI Title	Score	Data	Target
Time & Cost			
C1 PI - Time Predictability - Preconstruction	0.00%	0.00%	Score of 0% or less, with 0% indicating completion on programme (after accounting for the effects of any client agreed changes), and a minus % indicating completion earlier than programmed.
C2 PI - Time Predictability - Construction	47.27%	47.27%	Score of 0% or less, with 0% indicating completion on programme (after accounting for the effects of any client agreed changes), and a minus % indicating completion earlier than programmed
C3 PI - Cost Predictability - Preconstruction	-2.11%	-2.11%	Score of 0% or less, with 0% indicating completion on budget/cost (after accounting for the effects of any client agreed changes), and a minus % indicating completion less than budget/cost.
C4 PI - Cost Predictability - Construction	0.00%	0.00%	Score of 0% or less, with 0% indicating completion on cost (after accounting for the effects of any client agreed changes), and a minus % indicating completion less than cost.
Defects	N/A	N/A	0% or less difference between agreed and actual making good defects date

PI Title	Score	Data	Target
Quality			
C5 PI - Employer/Client Satisfaction – Defects	N/A	N/A	8
C6 PI - Health & Safety - RIDDOR accidents(0 RIDDOR accidents equates to a score of 10)	0.00	0	0
C7a PI - Employer/Client Satisfaction – Service - Preconstruction	9.20	9.20	8
C7b PI - Employer/Client Satisfaction – Service - Construction	N/A	N/A	8
C8a PI - Employer/Client Satisfaction – Product - Preconstruction	8.50	8.50	8
C8b PI - Employer/Client Satisfaction – Product - Construction	N/A	N/A	8
C9a PI - Employer/Client Satisfaction – Value for Money - Preconstruction	8.80	8.80	8
C9b PI - Employer/Client Satisfaction – Value for Money - Construction	N/A	N/A	8
C11 PI - Supply Chain Satisfaction	10.00	10.00	8
MiBuild Manage	100.00	Yes	Offered
2 Years standard aftercare	100.00	Yes	Offered
Defects reported per £m of construction	100.00%	0	TBC
Defect Response Times (Routine)	N/A	N/A	100%

PI Title	Score	Data	Target
Value for money achieved	N/A	N/A	£89,910
FM Design Review	100.00	Yes	Offered
Defect Response Times (Urgent)	N/A	N/A	100%
Employer/Client Satisfaction - DQI	10.00	10	8
50hrs Free Strategic Advice	100.00	Yes	Offered
Project Bank Account	100.00	Yes	Offered
Defect Response Times (Serious)	N/A	N/A	100%
Social			
C10 PI - Fair Payment	N/A	N/A	100% of payments to tier 2 made within 19 days of the Due Date
PI - Fair Payment (Client payments made on time)	100%	100%	Client payments made on time
PI - Fair Payment (Tier 2 payments made within 19 days)	100%	100%	Tier 2 payments made within 19 days
C13 PI - Considerate Constructor	42.00	42.00	38
S1 PI - Local Labour	100.00%	100.00	20% to be within 10 miles from

PI Title	Score	Data	Target
			site, 40% within 20 miles from site, 75% to be in range 0-40 miles from site
PI - Local Labour (20% to be within 10 miles from site)	40.13%	40.13%	20% to be within 10 miles from site
PI - Local Labour (40% to be in range 0-20 miles from site)	61.61%	61.61%	40% to be in range 0-20 miles from site
PI - Local Labour (75% to be in range 0-40 miles from site)	97.19%	97.19%	75% to be in range 0-40 miles from site
S2 PI - Local Spend	50.00%	Within 10 miles : 37.67% Within 20 miles : 49.87% Within 40 miles : 60.94%	20% within 10 miles, 40% within 20 miles, 75% within 40 miles
PI - Local Spend (Within 10 miles)	37.67%	37.67%	Within 10 miles
PI - Local Spend (Within 20 miles)	49.87%	49.87%	Within 20 miles
PI - Local Spend (Within 40 miles)	60.94%	60.94%	Within 40 miles

PI Title	Score	Data	Target
S3 PI - SME Engagement	87.10%	87.10%	85% of total number of suppliers to be SMEs
S4 PI - SME Spend	79.15%	79.15%	85% of subcontractors value to be SMEs
S5 PI - Micro Business Engagement	4.30%	4.30%	10% of total number of suppliers to be Micro Businesses
S6 PI - Micro Business Spend	0.51%	0.51%	10% of subcontractors value to be Micro Businesses
Lectures at local schools	133.33%	4	3
V2 – Social Value	34.44%	34.44	5
No. of BAME black, Asian and minority ethnic into employment	0.00%	0	1
No. of BAME black, Asian and minority ethnic Completing Apprenticeships	0.00%	0	1
No. of BAME black, Asian and minority ethnic in Work Experience over 16	100.00%	1	1
Number of Women into employment	500.00%	5	1

PI Title	Score	Data	Target
Work experience under 16 years	150.00%	3	2
University/college visits	233.33%	7	3
Number of apprentices created	233.33%	7	3
Number of adults employed	650.00%	26	4
Number of adult employment opportunities created	520.00%	26	5
Graduate recruitment	100.00%	1	1
Charity Work	0.00%	0	2
CIOB/ICE/RICS/CIBSE/APM etc – Starts	300.00%	3	1
Catalyst Companies	100.00%	1	
CIOB/ICE/RICS/CIBSE/APM etc – Completions	100.00%	1	1
University/college sponsorship of students	100.00%	1	1
Degree/HNC or similar – Starts	300.00%	3	1
No. of BAME black, Asian and minority ethnic in Work Experience Under 16	0.00%	0	1
Degree/HNC or similar – Completions	100.00%	1	1
No. of BAME black, Asian and minority ethnic Starting Apprenticeships	0.00%	0	1
NVQ (any level) – Starts	38.89%	7	18

PI Title	Score	Data	Target
No. of BAME black, Asian and minority ethnic achieving professional or academic qualifications	0.00%	0	1
NVQ (any level) – Completions	18.75%	3	16
Community Engagement	100.00%	1	1
No. of Women in Work Experience Under 16	0.00%	0	1
School leaver recruitment	N/A	N/A	1
No. of Women in Work Experience Over 16	150.00%	3	2
School visits/workshops	125.00%	5	4
Number of Women Starting Apprenticeships	0.00%	0	1
PI – Social Value (TOMS)	N/A	N/A	
Number of Women Completing Apprenticeships	0.00%	0	1
Work experience over 16 years	88.89%	8	9
Number of Women achieving professional or academic qualifications	0.00%	0	1
Work placement during university/college courses	160.00%	8	5
Lectures at local universities/colleges	50.00%	1	2
Number of apprentices completed	0.00%	0	1
Environmental			

PI Title	Score	Data	Target
C12 PI - Waste diverted from landfill	95.91%	95.91%	96% diverted from landfill
PI-5b Impact on biodiversity - Construction	N/A	N/A	8
Mains Water Use	2.83	2.83	5.3m3/£100k
Commercial Vehicle Movements	3.53	3.53	16.5/£100k
Energy Use - Product	N/A	N/A	2940kg CO2e/100m ²
Atentu - Post Occupancy Support	100.00	Yes	Offered
Energy use - Process	386.87	257.45	2940kg CO2e/100m ²
BREEAM assessment rating on all new buildings	100.00	NA	Very Good

APPENDIX Biii – PORTLETHEN SOCIAL VALUE SUMMARY

Ref	Measurement Requirements	Unit	PROXY VALUE	Delivered	SVA £
Jobs: Promote Local Skills and Employment					
More local people in employment					
NT1	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.	no. people FTE	£28,758.00	1.00	£28,758.00
NT2	% of local people employed on contract (FTE)	%	£0.00		£0.00
More opportunities for disadvantaged people					
NT3	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. people FTE	£15,085.95	0.00	£0.00
NT4	No. of employees (FTE) taken on who are not in employment, education, or training (NEETs)	no. people FTE	£12,776.32	1.00	£12,776.32
NT5	No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)	no. people FTE	£15,856.88	0.00	£0.00
NT6	No. of jobs (FTE) created for people with disabilities	no. people FTE	£13,234.70	0.00	£0.00
NT7	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance -(over 24 y.o.)	no. hrs*no. attendees	£100.33	121.00	£12,139.93
Improved skills for local people					
NT8	Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)	no. staff hours	£14.80	879.00	£13,009.20
NT9	No. of training opportunities on contract (BTEC, City & Guilds, NVQ,	no. weeks	£246.39	409.00	£100,773.51

	HNC) that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+				
NT10	No. of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	no. weeks	£176.80	696.60	£123,158.88
Improved employability of young people					
NT11	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 y.o.)	no. hrs*no. attendees	£100.33	2451.00	£245,908.83
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£148.95	55.20	£8,222.04
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. weeks	£148.95	0.00	£0.00
Growth: Supporting Growth of Responsible Regional Business					
More opportunities for local SMEs and VCSEs					
NT14	Total amount (£) spent with VCSEs within your supply chain	£	£0.12	0.00	£0.00
NT15	Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff expert hours	£85.57	0.00	£0.00
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.00	0.00	£0.00
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staff volunteering hours	£14.80	0.00	£0.00

NT18	TOTAL amount (£) spend with LOCAL Supply Chain through the contract.	£	£0.62	0.00	£0.00
NT19	TOTAL amount (£) spend through the contract with LOCAL SMEs.	£	£0.62	604174.27	£374,588.05
Improving staff wellbeing					
NT20	Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses	no. hrs*no. attendees	£97.75	0.00	£0.00
A Workforce and Culture that reflect the diversity of the local community					
NT21	Diversity Training provided for contractors and subcontractors	No. Hours x No. Attendees	£0.00	0.00	£0.00
Ethical Procurement is Promoted					
NT22	% of procurement contract that includes commitments to ethical procurement, including to verify anti slavery and other relevant requirements	%	£0.00	0.00	£0.00
Social Value Embedded in the Supply Chain					
NT23	% of contract with the supply chain on which social value commitments, measurement and monitoring are required	%	£0.00		£0.00
Social: Healthier, Safer and more Resilient Communities					
Crime is reduced					
NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)	Tonnes of CO ₂ e	£1.00	0.00	£0.00
Creating a healthier community					
NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc)	£ invested including staff time	£1.00	0.00	£0.00
NT26	Initiatives taken or supported to engage people in health	£ invested including staff time	£1.00	5046.80	£5,046.80

	interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.				
Vulnerable people are helped to live independently					
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£1.00	0.00	£0.00
More working with the Community					
NT28	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£1.00	0.00	£0.00
NT29	No hours volunteering time provided to support local community projects	no. staff volunteering hours	£14.80	0.00	£0.00
NT30	Support provided to help local community draw up their own Community Charter or Stakeholder Plan	£ invested including staff time	£1.00	0.00	£0.00
Environment: Protecting & Improving our Environment					
Climate impacts are reduced					
NT31	Savings & CO2 omissions on contract NOT from transport (specify how these are to be achieved)	Tonnes of CO ₂ e	£67.01	0.00	£0.00
Air Pollution is reduced					
NT32	Car Miles Saved on the project (e.g. cycle to work programme, public transport or car pooling programme etc.)	Hundreds of Miles Saved	£1.61	0.00	£0.00
NT33	No. low or no emission staff vehicles included on project (miles driven)	Hundreds of Miles Driven	£0.76	0.00	£0.00
Better places to live					
NT34	Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean	no. staff volunteering hours	£14.80	0.00	£0.00

Sustainable procurement is promoted				
NT35	% of procurement contract that includes sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, keep resources in circulation longer).	%	£0.00	£0.00
Innovation: Promoting Social Innovation				
Other measures (TBD)				
NT36	Other measures (£) - please describe any additional initiatives that you would like to make and £ to be invested	£	£1.00	0.00
NT37	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. expert hrs)	no. staff expert hours	£85.57	0.00
NT38	Other measures (hrs) - please describe any additional initiatives that you would like to make and hrs to be committed (No. voluntary hrs)	no. staff volunteering hours	£14.80	0.00

<i>Total social value</i>	<u>£521,035.51</u>
<i>Total local economic value</i>	<u>£403,346.05</u>
<i>Total social value including local economic value</i>	<u>£924,381.56</u>
<i>SVA (%)</i>	<u>21.87%</u>

APPENDIX C – FUTURE REQUIREMENTS

Financial Year 2022/23

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Fleet	Wildfire Appliances	New	Jul 2022	Oct 2022	Nov 2022	£3,000,000
Fleet	Heavy Adaptable Rescue Vehicles	Relet	Oct 2022	Jan 2023	Feb 2023	£30,000,000
Fleet	Light Adaptable Pumping Appliances	New	Nov 2022	Feb 2023	Mar 2023	£15,000,000
Fleet	Lubricating Oils, Greases and Antifreeze	Relet	Oct 2022	Mar 2023	Mar 2023	£400,000
Corporate - FCS	Engineering Inspections	New	TBC	Apr 2023	Jun 2022	£1,120,800
Corporate – Service Delivery	Provision of Signage	New	Aug 2022	Sep 2022	Sep 2022	£100,000
Corporate – Service Delivery	Media Planning & Buying	Relet	Jan 2023	Aug 2023	Aug 2023	£240,000
Corporate – Service Delivery	RPL Training Courses	New	Oct 2022	Nov 2022	Dec 2022	£100,000
Corporate – Service Delivery	Smoke, Heat & CO Detection (Interlinked)	Relet	Sep 2022	Dec 2022	Dec 2022	£400,000
Corporate – Service Delivery	Smoke, Heat & CO Detection (Stand Alone)	Relet	Sep 2022	Dec 2022	Dec 2022	£50,000
Corporate – SPPC	Stationery	Relet	Aug 2022	Oct 2022	Nov 2022	£186,000
Corporate – SPPC	Legal Services f/w	New	Sep 2022	Mar 2023	Apr 2023	£100,000
Corporate – SPPC	Web and ihub Development	New	Aug 2022	Jan 2023	Jan 2023	£300,000
ICT	Digital Fireground Radios	New	Sep 2022	Mar 2023	Apr 2023	£3,500,000
ICT	In-Vehicle systems	New	Sept 2022	Mar 2023	Apr 2023	£700,000
ICT	Station End Kit	Relet	Nov 2022	Mar 2023	Apr 2023	TBC

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	AD Upgrade - Phase 1	New	Dec 2022	Mar 2023	Apr 2023	TBC
ICT	Mobile and Data Services	Relet	Aug 2022	Aug 2022	Sep 2022	£900,000
ICT	Provision of Test Management and Reporting Tool	Relet	Oct 2022	Oct 2022	Nov 2022	£47,000
ICT	Provision of Nessus Licences and Associated Services	Relet	Dec 2022	Dec 2022	Jan 2023	£16,000
ICT	IT Hardware (Peripherals)	Relet	Mar 2023	Mar 2023	Apr 2023	£1,000,000
ICT	TextHelp Read & Write (Neurodiversity)	Relet	Jan 2023	Jan 2023	Feb 2023	£50,000
ICT	Microsoft Licensing Agreement EA	Relet	Oct 2022	Mar 2023	Apr 2023	£4,800,000
ICT	Provision of ArcGIS Development EA	Rele	Aug 2022	Mar 2023	Apr 2023	£180,000
ICT	Provision of Qlikview Licence Renewal	Relet	Nov 2022	Mar 2023	Apr 2023	£200,000
ICT	Project Management System	Relet	Aug 2022	Dec 2022	Jan 2023	TBC
ICT	LCAP Software	New	Sep 2022	Dec 2022	Dec 2022	£300,000
ICT	Application Hosting Services	Relet	Sep 2022	Mar 2023	Apr 2023	£160,000
PPE & Equipment	Provision of Gas Tight Suits	Relet	TBC	Aug 2022	Aug 2022	£90,000
PPE & Equipment	Chemline Subscription	Relet	NCA	Sep 2022	Oct 2022	£16,000
PPE & Equipment	Provision of Powered Respirator Protective Suit (PRPS)	Relet	TBC	Sep 2022	Oct 2022	£480,000
PPE & Equipment	Repairs of Mass Decontamination Structures & Boiler Systems	Relet	NC	Sep 2022	Oct 2022	£24,200
PPE & Equipment	Hapsite smart Plus Preventative Maintenance and Performance Testing	Relet	TBC	Sep 2022	Oct 2022	£34,560
PPE & Equipment	Trauma Bags	Relet	Direct Award Supported Business	Sep 2022	Oct 2022	£50,000

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
PPE & Equipment	Disposable PPE	New	Sep 2022	Nov 2022	Dec 2022	TBC
PPE & Equipment	Small Tools	New	Jan 2023	Mar 2023	Apr 2023	£280,000
PPE & Equipment	Fire Fighting Foam	New	Jan 2023	Mar 2023	Apr 2023	
PPE & Equipment	Foul Weather PPE	Relet	Dec 2022	Mar 2023	Apr 2023	
PPE & Equipment	Rank Markings for Fire Tunics	Relet	Dec 2022	Feb 2023	Mar 2023	£12,000
PPE & Equipment	Sharps End Protection Kits	Relet	Jan 2023	Mar 2023	Apr 2023	£34,600
PPE & Equipment	Hotpack Meals	Relet	Jan 2023	Mar 2023	Apr 2023	£70,000
Property & Facilities	Water Coolers	New	Oct 2022	Jan 2023	Jan 2023	£200,000
Property & Facilities	EV Charging Infrastructure	Relet	Sep 2022	Dec 2022	Jan 2023	TBC
Property & Facilities	Room & Desk Booking Software	New	Aug 2022	Sept 2022	Sep 2022	£131,000
Property & Facilities	Office Furniture	New	Aug 2022	Sept 2022	Sep 2022	£500,000
Property & Facilities	Professional Services	New	Sep 2022	Jan 2023	Jan 2023	TBC
Property & Facilities	Solar PV Management System	New	June 2023	Sep 2023	Sep 2023	£350,000
Property & Facilities	Legionella Testing	New	Aug 2022	Sep 2022	Sep 2022	£400,000
Property & Facilities	Signage	New – Supported Business	TBC	TBC	TBC	TBC
POD	Job Vacancy Advertising Portal	Relet	Sep 2022	Feb 2023	Mar 2023	£100,000

FINANCIAL YEAR 2023/24

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Fleet	Vehicle Spare Parts	Relet	Jun 2023	Jan 2024	Feb 2024	£750,000
Fleet	Workshop Consumables	Relet	Jan 2023	Apr 2023	Jun 2023	£600,000
Fleet	Vehicle Hire Services	Relet	Feb 2023	Jul 2023	Aug 2023	£130,000
Fleet	Fuel Management System	Relet	Feb 2023	Jul 2023	Aug 2023	£35,000
Fleet	Fuel Cards	Relet	Nov 2022	Mar 2023	Apr 2023	£7,200,000
Fleet	Fleet Services (Service / Maintenance / Repairs)	New	TBC	TBC	TBC	TBC
Corporate - FCS	Insurance Portfolio	Relet	TBC	Mar 2024	Apr 2023	£8,344,500
Corporate - FCS	Internal Audit Services	Relet	TBC	Mar 2024	Jul 2023	£306,000
Corporate – Service Delivery	HFSV Line	Relet	Mar 2023	May 2023	Jun 2023	£300,000
Corporate – Service Delivery	Fire Hydrant Lids	New	TBC	TBC	TBC	TBC
Corporate – Service Delivery	FE Diploma & Degree Courses	Relet	Mar 2023	May 2023	Jun 2023	£100,000
Corporate – Service Delivery	Smoke, Heat & CO Detection (Interlinked)	Relet	Apr 2023	Nov 2023	Dec 2023	£1,000,000
Corporate – SPPC	Business Cards	Relet	Sep 2023	Mar 2024	Apr 2024	£35,000
Corporate	Print Services	New	TBC	TBC	TBC	£160,000
ICT	Server Maintenance	Relet	Mar 2023	Sep 2023	Oct 2023	£80,000
ICT	Cisco ELA – Licences, Software	Relet	May 2023	Nov 2023	Dec 2023	£300,000
ICT	Portable Satellite Communication Terminals and Associated Services	Relet	May 2023	Jan 2024	Feb 2024	£122,000
ICT	Provision of Dell Boomi	Relet	Jul 2023	Mar 2024	Mar 2024	£222,000

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
ICT	Fireground Radio Maintenance	Relet	May 2023	Dec 2023	Jan 2023	£120,000
ICT	Pagers	Relet	TBC	TBC	TBC	£320,000
ICT	Chemdata Licence	New	TBC	TBC	TBC	£160,000
ICT	Telecom Services	New	TBC	TBC	TBC	TBC
PPE & Equipment	Medical Supplies and Defibrillators	Relet	May 2023	Jul 2023	Jan 2023	TBC
PPE & Equipment	Youth Volunteer and Fire Skills Uniforms	Relet	Aug 2023	Oct 2023	May 2023	£150,000
PPE & Equipment	Footwear	New	TBC	TBC	TBC	£400,000
PPE & Equipment	Uniform	Relet	Sep 2023	Nov 2023	Mar 2023	£780,000
PPE & Equipment	Undress / Ceremonial Uniform	Relet	Sep 2023	Nov 2023	Mar 2023	£32,000
PPE & Equipment	Ladders	Relet	Oct 2023	Dec 2023	Apr 2023	£1,600,000
PPE & Equipment	Back Pack Sprayers	New	TBC	TBC	TBC	£160,000
Property & Facilities	Soft FM	Relet	Sep 2023	Feb 2025	Mar 2025	£20,000,000
Property & Facilities	Asbestos Services	Relet	Apr 2023	Jun 2023	July 2023	£200,000
Property & Facilities	Energy Management Bureau Services	Relet	Nov 2023	Jan 2024	Jan 2024	£250,000
Property & Facilities	Smart Asset Management Solution	New	June 2023	August 2023	Aug 2023	£250,000
Property & Facilities	Station Storage Solutions	Relet	Aug 2023	Nov 2023	Dec 2023	£50,000
POD	Training for Operational Competence	New	Mar 2023	May 2023	Aug 2023	£1,000,000

FINANCIAL YEAR 2024/25

Category	Contract / Subject Matter	New / Relet	Expected Contract Notice Date	Expected Award Date	Expected Start Date	Estimated Contract Value (£)
Fleet	End of Life Vehicles	Relet	Aug 2024	Jan 2025	Feb 2025	£150,000
Fleet	Large Pool Vans for Fleet	Relet	Feb 2023	Jun 2024	Jul 2024	£750,000
Fleet	Light to Medium Commercial Vehicles	Relet	Mar 2024	Aug 2024	Sep 2024	£600,000
Fleet	Fuel Site Maintenance	Relet	Mar 2024	Aug 2024	Nov 2024	£30,000
Corporate – SPPC	Lease of Franking Machines and Associated Consumables	Relet	Aug 2024	Mar 2025	Apr 2025	£150,000
ICT	Egress Licenses	Relet	Mar 2024	May 2024	Jun 2024	£120,000
PPE & Equipment	Safe Working at Height Equip	Relet	Aug 2024	Oct 2024	Apr 2023	£700,000
PPE & Equipment	Light Portable Pumps	Relet	Nov 2024	Jan 2025	Jun 2024	TBC
PPE & Equipment	Water Rescue Boats	Relet	Jan 2025	Mar 2025	Jun 2024	TBC
PPE & Equipment	Powered Rescue Equipment	Relet	Jan 2025	Mar 2025	Jul 2024	TBC

APPENDIX D – PROCUREMENT PERFORMANCE MEASURES

1. SUSTAINABILITY

KPI	Frequency	Target	Performance
Percentage of spend with SMEs	Annually	30%	33%
Number of supported business contracts awarded in the reporting period	Annually	2	0
Percentage of SDP “Meet the Buyer” Events attended	Annually	100%	100%
Flexible Framework Level attained over the reporting period (measured annually)	Annually	Level 3 over the term of the Strategy	Level 1
Percentage of quotes undertaken which included at least 1 SME	Quarterly	100%	Not Yet Measured
Procurement contribution to SFRS target of an average 6% annual reduction of Carbon emissions per annum	Annually	Average 6% annual reduction on carbon emissions per annum for all SFRs activity	Not Yet Measured

2. VALUE FOR MONEY AND EFFICIENCY

KPI	Frequency	Target	Performance
Percentage of all influenceable SFRS expenditure covered by contracts	Monthly	95%	94.60%
Percentage of internal customers who rated customer satisfaction as good or excellent	Annually	95%	100%
Percentage of contract and supplier management meetings conducted with strategically critical suppliers	Quarterly	100%	31%
Reduction of number of suppliers for influenceable spend	Monthly	600 (over the period of the Strategy)	422
Number of innovative projects delivered on annual basis	Annually	1	2
Procurement Tender Exercises completed in the Financial Year	Annually	100%	100%
Percentage of valid orders £4,000 or greater progressed within 2 working days	Monthly	100%	79%

3. ENHANCING CAPABILITY

KPI	Frequency	Target	Performance
Percentage of Procurement Team who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS)	Annual	80% (over the Strategy term)	77.77%
Percentage of procurement spend actively influenced by a procurement professional	Annual	100%	100%
Procurement people of Tomorrow actions completed within reporting period	Annual	100%	Actions Not Yet Commenced

4. GOVERNANCE AND RISK

KPI	Frequency	Target	Performance
No successful legal challenges	Annual	Zero (0)	0
Percentage of tenders completed which have a documented quality review process	Quarterly	100%	100%
Percentage of Actions completed in Red Flag Action Plan within reporting timeframe	Annual	100% over the term of the strategy	78.87%
Percentage of independent reviews completed with no issues noted *	Quarterly	100%	Actions not Yet Commenced
PCIP Action Plan completed	Annual	100%	Action Plan Being Reviewed due to the updating of question set at a national level.

* A number of close evaluation reviews were undertaken during the reporting period. These being undertaken by the Procurement Manager with support provided by Legal Services and External Legal provision as required.

5. TRANSPARENCY

KPI	Frequency	Target	Performance
Contracts Register published on a quarterly basis	Quarterly	Publish per quarter in financial year	Quarterly
Award Notice placed for all relevant tender exercises	Monthly	100%	100%
Percentage of suppliers who rated the ease of access to information about SFRS contract opportunities as good or excellent	Quarterly	100%	Actions Not Yet Commenced

APPENDIX E – PROCUREMENT STRATEGY ACTION PLAN, APRIL 2022 – MARCH 2023

1. SUSTAINABILITY

Action Ref	Actions	Target Date	Owner	KPIs
1.1	Embed the use of the FNT2030 templates within procurement activity	Dec 2022	Category Leads	<ul style="list-style-type: none"> • Percentage of spend with SMEs • Number of supported business contracts awarded in the reporting period • Percentage of SDP “Meet the Buyer” Events attended • Flexible Framework Level attained over the reporting period (measured annually) • Percentage of quotes undertaken which included at least 1 SME
1.2	Complete procurement process leading to the award of 2 Supported Business Contracts	March 2023	Category Leads	
1.3	Full roll out of Cenefits across all Categories and relevant Property contracts to assist in recording and reporting of sustainable impact of SFRS procurement activity	Dec 2022	Procurement Manager / Category Leads	
1.4	Attend Meet the Buyer Events both locally / nationally	March 2023	Category Teams	
1.5	Complete Actions to achieve Level 2 of the Flexible Framework	March 2023	Procurement Manager	
1.6	Continued support to Areas with regard to Community Wealth Building Partnership initiatives	March 2023	Procurement Manager	
1.7	Complete actions associated with carbon reduction within the reporting period	March 2023	Property Manager	
1.8	Develop methodology to understand SME participation in Quote process with a target to include at least one SME where feasible	October 2022	Procurement Manager	
1.9	Procurement contribution to SFRS target of an average 6% annual reduction on carbon emissions per annum (measured CO2 emission reduction)	March 2023	Category Leads / Procurement Officers/ Sustainability Team	
1.10	Embed Climate Change and Circular Economy requirements of the Single Procurement Document into SFRS procurement activity where relevant	Dec 2022	Category Leads	
1.11	Embed prompt payment requirements as outlined in SPPN2/2022 into relevant procurement activity	March 2023	Category Leads / Property Team	

2. VALUE FOR MONEY AND EFFICIENCY

Action Ref	Actions	Target Date	Owner	KPIs
2.1	Explore opportunities for targeted support from Supplier Development Programme in specific projects	March 2023	Procurement Manager / Category Leads	<ul style="list-style-type: none"> • Percentage of all influenceable SFRS expenditure covered by contracts • Percentage of internal customers who rated customer satisfaction as good or excellent • Percentage of contract and supplier management meetings conducted with strategically critical suppliers • Reduction of number of suppliers for influenceable spend • Number of innovative projects delivered on annual basis • Savings achieved on annual basis • Procurement Tender Exercises completed in the Financial Year • Percentage of valid orders £4,000 or greater progressed within 2 working days
2.2	Continue to target savings from all aspects of the strategic procurement for recording on Benefits Tracker.	March 2023	Category Leads	
2.3	Ensure that suppliers provide regular management information on our usage of their contracts and incorporate this information into the contract management process for key strategic contracts.	March 2023	Category Leads	
2.4	Continue to address outstanding areas of non-contract spend within the Procurement Workplan	March 2023	Procurement Manager / Category Leads	
2.5	Continue to seek opportunities for SFRS to collaborate with our public-sector partners and benchmark to ensure that collaborations provide best value.	March 2023	Category Leads	
2.6	Continue to support customers and work in partnership to understand their needs and identify opportunities to reduce expenditure, control demand and improve efficiencies.	March 2023	Procurement Manager / Category Leads	
2.7	Deliver an annual "Voice of the Customer" workshop	March 2023	Head of Procurement / Procurement Manager	
2.8	Develop overarching category strategies for Property, ICT, Fleet, PPE & Equipment, and Corporate	March 2023	Category Leads	
2.9	Together with Directorates, examine opportunities to deliver innovation with SFRS procurement activity where this has the potential to deliver benefits to the Service.	March 2023	Procurement Manager / Category Leads / User Intelligence Groups / Directorates	
2.10	Delivery of Procurement Workplan for Financial Year 2022-23	March 2023	Procurement Manager / Category Leads	
2.11	Contribute to innovation strategy and development of an innovation hub. Include within the workplan a project adopting a pathfinder innovation partnership procedure where feasible	March 2023	Procurement Manager	

3. ENHANCING CAPABILITY

Action Ref	Actions	Target Date	Owner	KPIs
3.1	Review our feedback mechanisms for suppliers relating to SFRS Procurement Activity	March 2023	Procurement Manager	<ul style="list-style-type: none"> Percentage of Procurement Team who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS) Percentage of procurement spend actively influenced by a procurement professional Procurement people of Tomorrow actions completed within reporting period
3.2	Continue to support individuals within the Procurement Team in their studies towards MCIPS	March 2023	Individual Team Members / Training	
3.3	Complete recruitment of procurement team	Feb 2023	Procurement Manager	
3.4	The procurement Team complete procurement training relating to updates in legislative framework	March 2023	Procurement Manager	
3.5	Property Team to complete Climate Literacy e-learning	Dec 2022	Property Manager	
3.6	Review Procurement People of Tomorrow Charter with Partner Organisations and agree commitments which can be progressed	Jan 2023	Head of Finance and Procurement / Procurement Manager / POD	
3.7	Continue to identify training opportunities and requirements for Procurement Team and wider organisation where resources permit	March 2023	Procurement Manager / Category Leads	
3.8	The Procurement Team to complete National Procurement Development framework to assist in identifying training or development needs	Sept 2022	Procurement Manager / Category Leads	

4. TRANSPARENCY

Action Ref	Actions	Target Date	Owner	KPIs
4.1	Publish revised Procurement Strategy for the period 2021-24 with updated Action Plan	Oct 2022	Procurement Manager	<ul style="list-style-type: none"> • Contracts Register published on a quarterly basis. • Award Notice placed for all relevant tender exercises • Percentage of suppliers who rated the ease of access to information about SFRS contract opportunities as good or excellent
4.2	Publish workplan on I-hub/ SFRS internet / PCS Scotland	July 2022	Procurement Manager	
4.3	Publish Annual Procurement report for financial year 2021-22	Sept 2022	Procurement Manager	
4.4	Further development of Procurement iHub site with publication of all Procurement governance and procedures and to aid SFRS understand procurement performance	March 2023	Procurement Manager / Corporate Communications	
4.5	Further enhance the “How to do Business with SFRS” guidance for inclusion of SFRS internet site	March 2023	Procurement Manager / Category Teams	
4.6	Development of SFRS Internet Page for Procurement to aid suppliers access workplan and governance and to understand our performance	March 2023	Corporate Communications / Procurement Manager / Category Teams	

5. GOVERNANCE AND RISK

Action Ref	Actions	Target Date	Owner	KPIs
5.1	Develop and publish SFRS Modern Slavery Statement	March 2023	Procurement Manager	<ul style="list-style-type: none"> • No successful legal challenges
5.2	Develop partnership with Police Scotland in relation to impact of Serious Organised Crime in procurement activity	March 2023	Procurement Manager	
5.3	Complete actions to support SFRS Stonewall membership	March 2023	Procurement Manager / Category Leads	<ul style="list-style-type: none"> • Percentage of tenders completed which have a documented quality review process
5.4	Complete actions to embed SG Construction Manual for works projects in Procurement Governance	March 2023	Procurement Manager / Property Manager / Property Category Lead	
5.5	Update procurement governance in line with legislation change and/or updates to Procurement Journey	March 2023	Procurement Manager	
5.6	Undertake documented quality review process for all relevant procurement activity	March 2022	Category Leads / Procurement Officers	<ul style="list-style-type: none"> • Percentage of Actions completed in Red Flag Action Plan within reporting timeframe
5.7	Revise PCIP Action Plan to reflect new question set	Nov 2022	Procurement Manager	
5.8	Complete PCIP Actions in readiness for assessment in Autumn 2023	March 2023	Procurement Manager / Category Leads / Procurement Specialists / Procurement Officers	<ul style="list-style-type: none"> • Percentage of independent reviews completed with no issues noted. • PCIP Action Plan completed
5.8	Complete actions for financial year 2022/23 for the Procurement Red Flag Action Plan	March 2023	Procurement Manager	