



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

ANNUAL PROCUREMENT REPORT
FOR THE PERIOD
1st APRIL 2018 – 31ST MARCH 2019

Contents

Section 1	Introduction
Section 2	Summary of Regulated Procurements Completed
Section 3	Review of Regulated Procurement Compliance
Section 4	Community Benefits Summary
Section 5	Supported Business Summary
Section 6	Future Regulated Procurement
Section 7	Procurement Performance Analysis
Section 8:	Annual Procurement Ownership and Contact Details

Appendix Ai:	List of Regulated Procurements
Appendix Aii:	List of Quotations
Appendix Aiii:	List of Non- Competitive Actions
Appendix B:	Future Regulated Procurement

Section 1: Introduction

- 1.1 As required under section 15 of the Procurement Reform (Scotland) Act 2014 (“the Act”), a contracting authority must publish an Annual Procurement Report, required by section 18 of the Act.
- 1.2 The Annual Procurement report monitors the authority’s regulated procurement activities against delivery of its procurement strategy.
- 1.3 The Scottish Fire and Rescue Service is pleased to publish its Annual Procurement Report for the period 1st April 2018 – 31st March 2019. The content of this Report covers all regulated procurements completed during this period and details how those procurements supported the objectives included within our Corporate Procurement Strategy.
- 1.4 Stakeholder engagement has been key to the success in delivery against our Corporate Procurement Strategy and will continue to be a fundamental element in ensuring SFRS regulatory compliance and that our strategic procurement objectives are met, thereby assisting in the delivery of SFRS broader aims and objectives as stated in our Operating Plan and supporting Scotland’s National Outcomes.
- 1.5 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

Sarah O’Donnell

Director of Finance and Contractual Services

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 value in excess of £50,000 and for works contracts with a value over £2million.
- 2.3 A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.
- 2.4 Wherever possible, the SFRS, has sought to make use of national, sectoral and local collaborative contracts and frameworks.
- 2.5 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1st April 2018 – 31st March 2019.

Table 1. Summary of Regulated Procurement

Number of Regulated Procurement Awarded	30
Total estimated value of awarded regulated procurements	£30,948,498

- 2.6 Full details of these regulated procurements can be found in Appendix A together with details of all other procurements with a value below those thresholds detailed in paragraph 2.3 above.

Section 3: Review of Regulated Procurement Compliance

- 3.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's procurement strategy, so far as reasonably practical.
- 3.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".
- 3.3 The Scottish Fire and Rescue Service Procurement Strategy was revised and approved by the Board of the Scottish Fire and Rescue Service in December 2018 and continues to ensure that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties.
- 3.4 All Procurements undertaken in the period observed the following four themes as fully detailed within our Procurement Strategy:
- i. **Value for Money and Efficiency**

Procurement needs are aggregated where possible thereby minimising duplication of effort whilst maximising resultant benefits from the procurement activity. To assist with this, the analysis of spend is undertaken on a regular basis to assist in the strategic planning of our procurement activity thereby aiding the identification of priorities in six discrete category areas.

A rolling three-year work plan is developed with emphasis on the delivery of the Capital Programme, Service Transformation Projects and Business As Usual. The workplan is reviewed at regular intervals to ensure that end users priorities are delivered within agreed timeframes, with priorities re-assigned to account for the requirements of the Service.

Work continues to roll out our supplier and contract management model as agreed by Strategic Leadership Team, and relationships continue to be developed with key strategic suppliers.

The SFRS makes full use of the collaborative opportunities available to the Scottish Government family and the wider public sector. Collaboration within the public sector achieves savings, reduces the burden of risk, contract and supplier management is shared and the number of resource intensive local tenders are reduced. Use of Scottish Government Frameworks over the reporting period has allowed SFRS to achieve cashable savings of £888,860.

Work continues to further develop relationships with the wider UK Fire and Service for the procurement of common goods and services, with SFRS continuing to make use of National Framework for key operational personal protective equipment and front-line vehicles. The SFRS is also leading the procurement process for Water Rescue PPE for the UK Fire and Rescue Services, which is part of a wider UK initiative for Specialist Personnel Protective Equipment which is being overseen by the National Fire Chiefs Council Procurement Group.

The SFRS continues to commit to ensuring that all suppliers who are awarded business are paid within 30 days. Prompt payment clauses requiring a 30-day payment term are embedded within our contractual terms and conditions. Suppliers are required to apply the same terms and conditions with their sub-contractors who are delivering and supporting contract delivery. During the reporting period the SFRS paid 97% of invoices within agreed timescales, which is a 2% increase from the previous reporting period.

The SFRS is committed to supplier inclusion as detailed in the report, and we seek to conduct our procurement activity with a wide range of providers including Small and Medium Enterprises (SMEs), and third sector, including supported business. We continue to build upon our relationship with the Supplier Development Programme to encourage the ongoing use of SME's in the delivery of SFRS requirements. In financial year 2018/19, approximately

49% of the SFRS total supply base was located in Scotland, with 35% of the supply base classified as SME suppliers.

All relevant stakeholders are involved in the development of Commodity Strategies and Tender Documents to ensure that technical specifications meet their needs and can be clearly understood by suppliers.

ii. **Enhancing Capability**

All vacancies within the Procurement Team were successfully filled in the reporting period and the Team is now at full establishment. Category Teams are dedicated to specific workstreams and directorates, thereby enabling greater focus on stakeholder engagement.

Continual improvement is key to ensuring the SFRS procurement governance regime remains fit for purpose and delivers tangible benefits to end users of the procurement service. To support this, the procurement governance model was reviewed during the reporting period to streamline and clarify procurement processes and documentation.

To support this a procurement training programme has been developed which offers training across the full procurement lifecycle to the wider organisation. This will be rolled out in the forthcoming financial year and will assist in continuing to improve the capability and competency of all staff involved in the procurement activity of SFRS.

The Procurement Team continue with CPD activity linked to the Chartered Institute of Procurement and Supply. Relevant members of the Procurement Team continue to work towards MCIPS certification and support is provided to assist individuals to achieve this. Senior members of the Procurement Team continue to progress and are supported in their studies leading to a Masters Degree in Public Procurement Law and Policy.

The Procurement Team continues to support stakeholders with the undertaking of Quick Quote across the service, enabling staff who hold Delegated Procurement Authority to progress low risk / low value procurement. All staff

receive training and instruction prior to registration on Public Contracts Scotland with refresher training provided as necessary.

Customer feedback mechanisms were improved to assist in the collection of regular qualitative information to assist in understanding procurement performance.

The Procurement Team have a dedicated section on the ihub thereby providing greater visibility across SFRS of the activities of the Team and assisting to the wider organisation in understanding the procurement governance arrangements and contract availability.

Work continues to further develop relationships with partner organisations within the Scottish Government family, wider public sector and the UK Fire and Service for the procurement of common goods and services and the sharing of good practice.

Work continued with preparatory work for the Procurement and Commercial Improvement Programme (PCIP) Assessment which was schedule to be undertaken in June 2019. Improvement actions that were progressed, aimed to strengthen the strategic approach to all relevant procurement activity and embed the adoption of best practice across the Service.

iii. **Governance and Risk**

All regulated procurement in the SFRS is undertaken in accordance with a legal and procedural framework which ensures that each procurement is compliant with the Strategy.

Governance requirements are detailed in the Standing Orders Relating to Contracts which reflects both European and domestic legislative requirements. Procedural requirements that are set out in the Scottish Government Procurement Journey (for general procurement best practice) are reflected in

SFRS Procurement Practice Notes which provide templates and supporting documents that are aligned with the requirements of the Procurement Journey.

The Corporate Procurement Steering Group (CPSG) is a critical element of the governance of the procurement activity of SFRS and continues to meet on a six-weekly cycle. The Group is chaired by the Director of Finance and Contractual Services and all Directorates are represented on the Group. The CPSG is a group of senior managers representing the whole organisation who are able to make commitments and decisions on behalf of their own area of the business in relation to Procurement governance, projects, policies and procedures

A quality review of procurement activity is built in to all procurements of goods and services with a value greater than £50,000. This review process consists of reviewing the key documentation including commodity strategies, project plans, procedural documentation, and outcome reports.

All regulated procurements are advertised on Public Contracts Scotland and for those procurements below regulatory thresholds, the SFRS use Quick Quotes.

An improvement action plan which involved the review of procurement governance arrangements was completed during the reporting period.

Work continues with relevant public bodies to enhance the management of risk within relevant procurement activity, to ensure that those organisations with whom the SFRS does business operate within the law.

These combined processes have ensured that all regulated procurements were undertaken in compliance with the legal and procedural framework and, as a result, in compliance with the Strategy.

The impact of EU Exit on SFRS contract delivery was monitored over the reporting period and actions completed to support the wider SFRS preparatory actions as the UK moves towards proposed exit date of 31st October 2019.

iv. **Sustainability**

The SFRS recognises our duty to procure goods, services and works in a sustainable manner. As with governance and risk, our approach is to develop and embed this within our current procurement governance regime. Procedures are in place to ensure the proper consideration of environmental, social and economic issues on a contract-by-contract basis during the planning and strategy development phases of our procurement activity.

Measures are also in place to ensure that SFRS consult and engage with the market as appropriate in the planning of our procurement activity, thereby ensuring that the market has notice of up-coming procurement activity which enables feedback to be obtained and accounted for within relevant procurement activity.

Equality and diversity requirements are incorporated into all relevant procurement activity to help contribute to a fairer Scotland, with Impact assessment being completed where these are relevant to the project under consideration.

The SFRS is committed to the delivery of Community Benefits within relevant procurement activity and our clear commitment to this is stated within our Procurement Strategy and Standing Orders Relating to Contracts. Details of the community benefits achieved by the SFRS are detailed within Section 4 of this report.

In the reporting period SFRS became members of the Supplier Development Programme (SDP) which offers free training, advice and information to SME's and the Third Sector. We continue to work with the SDP to promote opportunities to do business with SFRS and support both national and regional "Meet the Buyer" Events.

The SFRS continues to be a Living Wage Employer and the service recognises the value of a well-motivated and dedicated workforce both within SFRS and those organisations who provide goods, services and works to the Service. All relevant procurement activity now includes criteria (in line with the Scottish

Procurement Policy Note SPPN4/2015) in relation to addressing Fair Working Practices.

The SFRS continue to seek new ways of supporting service delivery through the introduction of new technology. One example of this was the introduction of up to 100 electric cars which is a project on which SFRS worked closely with Transport Scotland and Scottish Government to deliver successfully. The Project will assist in meeting the Scottish Government objective of reducing the need for new petrol and diesel cars by 2032 through the adoption of electric vehicles, as well as a modal shift towards public transport and active travel.

The SFRS continues with its commitment to use Supported Business and is currently working with Haven in respect of the supply of Personal Protective Equipment and Uniforms for the SFRS Youth Volunteer Scheme. This Scheme will strengthen and build on the SFRS Youth Engagement Framework and Youth Employment Strategy, aligning with the Scottish Governments agenda and priorities in terms of working with children and young people. The award of this contract is anticipated in the 2nd quarter of financial year 2019/20.

All our procurement activity continues to be delivered in an open, fair and transparent manner with all participants involved in the delivery of projects treated equally and without discrimination. All relevant regulated procurement activity and is advertised on Public Contract Scotland ensuring that all suppliers no matter their location or size can participate in the procurement activity of SFRS.

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 through the delivery of relevant procurement activity:

i. McDonald Road Modernisation

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

Key performance information for the project is detailed below:

KPI	Target	Actual
Fair Payment	100%	100%
Local Labour – Within 10 miles	20%	39.17%
Local Labour - Within 20 miles	40%	45.65%
Local Labour – Within 40 miles	75%	95.74%
Local Spend – Within 10 miles	20%	84.96%
Local Spend – Within 20 miles	40%	85.54%
Local Spend – Within 40 miles	75%	96.24%
SME Engagement	85%	92.31%
SME Spend	85%	98.43%
Waste Diverted from Landfill	95%	99.13%

ii. Newbridge Training Centre

A £12 million project to provide state of the art training facilities in the East SDA, adding to the extensive SFRS training network, is underway. TED has been involved in shaping the project and the continued work with the project board will ensure the facility meets the needs of firefighters, who will use the facility, to train and develop their skills and expertise.

The new Training Centre, once operational, will be used to train more than 1600 firefighters each year and more than 60 community fire stations will benefit from the new state of the art technology at the centre. The facilities will enable classroom learning, road traffic collision (RTC), compartment fire behaviour training (CFBT), domestic building training, drill square, industrial and commercial buildings, urban search and rescue, petrochemical, silo and working at height.

Key performance information for the project is detailed below:

KPI	Target	Actual
Fair Payment	100%	100%
Local Labour – Within 10 miles	20%	22.82%

Local Labour - Within 20 miles	40%	42.13%
Local Labour – Within 40 miles	75%	99.90%
Local Spend – Within 10 miles	20%	79.47%
Local Spend – Within 20 miles	40%	84.56%
Local Spend – Within 40 miles	75%	97.84%
SME Engagement	85%	96.15%
SME Spend	85%	99.75%
Waste Diverted from Landfill	95%	100%

iii. **Hard Facilities Management**

The Hard FM contract was undertaken collaboratively with Police Scotland with Community Benefits stated as a key element of contract delivery and these continue to be delivered in year 2 of the contract.

Mitie committed to a number of SME deliverables within the contract terms and in the reporting period Mitie held a SME and Supplier Workshop in Dunfermline and carried out the “Think Differently” event in Edinburgh for disadvantaged adults as well as local job fairs in Carluke.

Key Performance information for the project is detailed in the table below.

KPI	Target	Actual
SME Engagement	85%	89.50%
Local Labour – within 10 miles	20%	Achieved
Local Labour - Within 20 miles	40%	Achieved
Local Labour – Within 40 miles	75%	Achieved
Apprentices Engaged on contract	3	3
Number of zero-hours contracts	0	0
Carbon Management	TBA	TBA

iv. **Electric Vehicles**

The introduction of up to 100 electric vehicles into the SFRS light fleet was a project undertaken collaboratively with Transport Scotland and Scottish

Government. Transport Scotland fully funded the vehicles on a leased programme for three (3) years and supported the development and further installation of our vehicle charging infrastructure to accommodate these vehicles. This vehicle charging infrastructure will also be made available to partner agencies and the wider community to use.

This introduction of electric vehicles is in line with the SFRS environmental strategies and will significantly reduce our Carbon emissions. This initiative will also promote SFRS as a leading driving force within the public sector for embracing the Scottish Government's Climate Change Plan.

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 SFRS will continue its engagement with Supported Business and seek new opportunities to encourage such organisations to bid for contract opportunities going forward.
- 5.5 From the 1st April 2018 to 31st March 2019, the SFRS total spend with supported businesses was:

Supported Business	Value (£)
Lady Haig Poppy Factory	£4,462
Haven Product Limited	£7,030
Haven Recycle	£11,403
Ulster Supported Business	£20,573
TOTAL	£43,468

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.”

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 two years.
- New procurements identified via future work plans provided by SFRS Directorates.
- New procurements identified via anticipated work plans for service transformation.
- Projects identified from Capital Programme approved by the Board of Scottish Fire and Rescue Service on 28th March 2019.

6.3 A full list of procurements which are anticipated to be carried out in the next two years is detailed in Appendix B

Section 7 Procurement Performance Analysis

7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1st April 2018 – 31st March 2019) was approximately £84.73million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-scope Spend	70.49
Out of Scope Spend	14.25
Total	84.74

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 £0.84million. 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.

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

1 st April 18 – 31 st March 2019		
Category of Spend	Value (£) Million	%
Contract Spend	61.36	88.08%
Non- Contract	8.30	11.92%
Total	69.66	100.00%

Notes:

- i. Approximately £4.6million of the non-contract spend has already been addressed or is on the procurement workplan to be addressed in financial year 2019/20. The remaining areas of non-contract spend are covered in the 3 year workplan and will be addressed over the period of the plan.
- ii. Appendix B details the projects that the SFRS anticipates will be progressing in financial years 2019-20 / 2020-21 / 2021-22 that will assist in the delivery of the Capital Programme and addressing areas of non-contract spend.

7.1.3 A total of 1267 suppliers were used in the reporting period across the in-scope spend. These can be broken down as follows:

Category	Numbers of Suppliers
Contract	192
Non-contract	249
Below £4,000	826

- 7.1.4 Contract spend against the top 50 suppliers amounts to 92% of total contract spend.
- 7.1.5 The £4.6 million non-contract spend being progressed this year will address the spend across approximately 250 suppliers who are spread across both non-contract / below £4,000 categories.
- 7.1.6 Approximately £1 million of non-contract spend is spread over 150 suppliers and potentially falls into scope of below £50,000 procurement. Work will continue with the analysis of this spend to best understand how this area can be addressed.
- 7.1.7 Below £4,000 spend was reduced by 42% from £1.453million to £0.84million, reflecting the consolidation of spend into longer term contracts.
- 7.1.8 Approximately £0.17million of the below £4,000 spend is below £1,000 in value and is spread over 509 suppliers. Work will continue with the analysis of this spend to understand how the goods and services affected can be best delivered.
- 7.1.9 Approximately 85% of total contract spend was through collaborative contracts.

7.2 KEY ACHIEVEMENTS

- 7.2.1 The Procurement Team is now fully resourced following a successful recruitment exercise with three dedicated Category Teams, each consisting of a Category Lead and two Procurement Officers.
- 7.2.2 The primary focus for SFRS procurement activity in financial year 2018-19 has been to ensure the continuity of supply for key goods, services and works against the agreed workplan. Thirty Regulated Procurements with an estimated potential value of £30.95 million over the contract term were awarded during the reporting period.
- 7.2.3 Twenty three quotations with an estimated potential value of £0.8 million over the contract term were awarded during the reporting period.
- 7.2.4 Non-Competitive Action (NCA) processes were undertaken on 19 occasions with an aggregated value of £0.2 million and their continued use reflects the need to maintain “business as usual” in a number of 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 The Procurement ihub site was developed, providing assisting to the wider organisation in understanding the governance arrangements and contract availability.
- 7.2.6 An Improvement Action Plan was successfully delivered leading to enhancements in the procurement governance arrangements.
- 7.2.7 A Procurement Training Programme was developed which will assist in enhancing current capability and competency across the Service.
- 7.2.8 The SFRS continues to be represented at various national procurement forums as coordinated by Scottish Government. The organisation also continues to build relationships the National Fire Chiefs Council and is currently progressing the procurement exercise for the supply of Water Rescue Personal Protective Equipment for the UK Fire and Rescue Services. The SFRS also continues to seek collaborative opportunities with other partner organisations such as Crown Commercial Services with whom the SFRS have outsourced a number of projects for completion which include various ICT projects and Soft Facilities Management.

7.2.9 Key projects awarded or commenced during the reporting period have included the following:

- Soft Facilities Management
- Mobile Telephony
- Multi-Functional Devices (printers)
- Electric Vehicles
- Performance Management System
- Station End Kit
- Occupational Health Services
- Vehicle Telematics Equipment and Related Services
- Counselling Services
- IT Service Management solution
- Medical Oxygen and Industrial Gases
- Session Initiation Protocol (SIP) Trunking for CCF Project
- Fuel Management System

7.2.10 The Corporate Procurement Steering Group, chaired by the Director of Finance and Contractual Services continues to meet on a 6-weekly basis and supports the SFRS in achieving its corporate procurement objectives.

7.2.11 Supplier engagement initiatives were progressed throughout the year with membership of the Supplier Development Programme being finalised and “Meet the Buyer” events supported at both local and national level.

7.2.12 Procurement and Commercial Improvement Programme (PCIP) Action Plan was successfully completed and other preparatory work was undertaken in readiness for the assessment taking place in June 2019. The improvements delivered in procurement performance was recognised in the PCIP Assessment with the SFRS achieving 81% (F1 Banding).

7.3 PROCUREMENT PRIORITIES IN FINANCIAL YEAR 2019-20

- 7.3.1 In 2019-20 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 B details future procurements for years 2019-20 / 2020-21 / 2021-22.
- 7.3.2 We are aware of the challenges around EU Exit and we will revise our procedures and processes in line with future post EU Exit arrangements.
- 7.3.3 Work will continue with embedding new members of staff within the Procurement Team.
- 7.3.4 A Procurement section will be developed within the SFRS website to assist in providing greater external visibility to procurement activity.
- 7.3.5 The Procurement Training Programme will be rolled out to all relevant staff across the Service to further enhance and build upon SFRS current competencies and capabilities.
- 7.3.6 Collaboration opportunities will be maximised with partner organisations such as NFCC, Scottish Government, other Emergency Services and Crown Commercial Services to ensure the best use of SFRS resources.
- 7.3.7 We will continue to build upon the success of community benefits and the use of supported business within the procurement activity of the SFRS. A Community Benefits Policy and Supported Business Policy will be developed and is anticipated to be introduced in financial year 2019/20.
- 7.3.8 An Action Plan will be developed in response to the PCIP outcome to ensure that SFRS build upon its current procurement performance, with particular emphasis on contract management.
- 7.3.9 Our membership of the Supplier Development Programme will be developed to encourage continued SME to participate in SFRS procurement activity.

- 7.3.10 SFRS supports Fair Trade initiatives and will seek membership of the Scottish Fair Trade Forum.
- 7.3.11 Category coding will be developed to better assist us in understanding our spend profile through the analysis of spend by commodity type and assist with demand management.
- 7.3.12 We will continue to proactively reduce the overall supplier base through the aggregation of spend and by using procurement cards for adhoc, low value spend
- 7.3.13 Our category management approach will be strengthened with greater emphasis on deeper market research to assist in the development of the marketplace and better understand market changes.
- 7.3.14 Work will continue on progressing our Flexible Framework Action Plan as we move towards the achievement of Level 3.
- 7.3.15 The Procurement Strategy will be revised and we will work with our customers to ensure that the rolling three-year workplan continues to meet the needs and expectations.
- 7.3.16 Procurement performance will continue to be monitored to ensure that it meets customers needs and will be reported to the Corporate Procurement Steering Group on a regular basis.

Section 8

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

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Appendix A: List of Regulated Procurements Awarded in 2018/19

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F3O-005-1819	Provision of Franking Machines	Francotyp-Postalia Limited	£60,000.00	31/05/2018	30/05/2021	30/05/2021
F2A-008-1718	Provision of MTFA Vehicle Conversions	Wilker UK Limited	£128,397	06/06/2018	05/06/2019	05/06/2019
F5A-008-1819	Provision of Mobile Strategy (Mobile Voice and Data Services)	EE Ltd	£478,800	16/07/2018	15/07/2021	15/07/2022
F4A-040-1819	Provision of Water Resuce Support Vehicle	Angloco Limited	£41,480	06/11/2018	06/11/2020	06/11/2021
F5A-052-1819	Provision of Station End Kit	Computacentre	£512,189	14/11/2018	13/11/2019	13/11/2021
F4A-034-1819	Occupational Health Services	Working on Wellbeing T/A Optima Health Ltd	£68,814	01/12/2018	31/11/2020	31/01/2021
F4A-034-1819	Vehicle Telematics Equipment and Related Services	EDC Systems T/A Traffilog Ltd	£357,856	13/12/2018	31/03/2022	31/03/2023
T3C-040-1718	Counselling Services	OH Assist Ltd	£172,753	01/02/2019	31/01/2022	31/01/2022
F5A-078-1920	Provision of Nintex Licences and Professional Services	Synergi IT	£138,000	23/01/2019	22/01/2021	22/01/2023
F3A-055-1819	Performance Management System	InPhase Ltd	£101,000	31/01/2019	31/01/2021	31/01/2023
F5A-041-1819	SIP Trunking Solution	BT PLC	£804,513	01/02/2019	31/01/2023	31/01/2024
F5A-085-1819	Provision of ITIL Training	QA Apprenticeships	£32,869	06/02/2019	05/02/2021	05/02/2021
F5A-100-1819	Cisco Prime	Softcat PLC	£69,289	20/03/2019	19/03/2022	19/03/2022

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
F5A-056-1819	ITSM Solution	Softcat PLC	£160,970	01/02/2019	31/01/2022	31/01/2022
F1A-069-1819	Hotpack Meals	Hotpack International	£70,000	01/03/2019	01/03/2021	01/03/2023
F5A-016-1819	Provision of Web Proxy	European Electronique	£146,640	03/12/2018	02/12/2022	02/12/2022
F5A-090-1819	Provison of Consolidated ICT Project (Pluralsight - ICT Training Portal)	Softcat PLC	£25,000	01/03/2019	28/02/2022	28/02/2022
F5A-090-1819	Provison of Consolidated ICT Project (Clarizen Project Management Software)	Softcat PLC	£41,648	01/03/2019	28/02/2021	28/02/2022
F6C-105-1819	Provision of Soft Facilities Management Services	Sodexho Holdings	£15,194,116	01/03/2019	28/02/2023	28/02/2025
F5A-091-1819	Provision of LearnPro and PDRpro Licence Renewal	eFireService	£598,219	25/03/2019	24/03/2021	24/03/2022
F5A-053-1718	Provision of Multi Functional Devices (MFDs) and Managed Print Service	Apogee Corporation Ltd	£724,567	01/04/2019	31/03/2022	31/03/2024
F5A-104-1819	Provision of Qlikview Licence Renewal and Maintenance	Softcat PLC	£200,000	29/03/2019	28/03/2022	28/03/2023
F5A-092-1819	Provision of IT Hardware	Computacenter UK Limited	£1,000,000	15/03/2019	14/03/2023	
F2A-049-1819	Provision of Medical Oxygen and Industrial Gases	BOC Limited	£252,226	01/11/2018	31/10/2020	31/10/2022
F3A-061-1819	Banking Services	The Royal Bank of Scotland	£517,000	30/07/2018	30/07/2022	
T4C-003-1819	Provision of Scottish Fire and Rescue Services Fuel Site Maintenance Services	Carmichael + Baxter Industrial Services	46,200	13/11/2018	12/11/2021	12/11/2022

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
T4C-002-1819	Provision of Fuel Management System	Carmichael & Baxter Industrial Services Trading as Industrial Services	£77,741	27/08/2018	26/08/2020	26/08/2021
T3C-006-1819	Provision of Insurance Portfolio	Zurich Municipal	£8,344,235	01/04/2019	31/03/2022	31/03/2024
V5A-023-1819	Provision of Hosting Service	NTT Data	£103,975	01/04/2018	31/03/2019	N/A
T4C-128-1819	Provision of Granted Funded Electric Vehicles	Inchcape	£480,000	14/03/2019	On receipt of supply	N/A
Total Value of Regulated Procurements			£30,948,498			

Appendix A (ii) – List of Quotations Awarded in 2018/19

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-010-1819	Cisco TMS	Ping	£47,867	29/10/2018	28/10/2021	28/10/2021
Q5A-046-1819	Provision of Arc Pro Solutions	Ping	£33,635	29/10/2018	28/10/2021	28/10/2021
Q5A-076-1819	Provision of PPED and TASS Reporting Dashboard	Castle Computer Services Ltd	£39,559	18/01/2019	17/01/2020	17/01/2020
Q5A-086-1819	Provision of ArcGIS Enterprise Standard Server Licence & Installation	ESRI (uk) Limited	£34,864	11/03/2019	10/03/2020	10/03/2020
Q3C-057-1819	Vehicles for Training Purposes	Barry Develin/Clydeside Auto Recyclers	£90,300	01/01/2019	31/12/2021	31/12/2021
Q21C-062-1819	Provision of Lay Flat Hose	Angus Fire	£43,969	07/01/2020	07/01/2020	07/01/2020
Q5A-011-1819	Provision of VMWare Airwatch	Softcat	£39,531	01/06/2018	31/05/2021	31/05/2021
Q3C-081-1718	Provision of Online Media Management and Stakeholder Management System	Access Intelligence Media Communications t/a Vuelio	£38,400	01/07/2018	30/06/2020	30/06/2022
Q5A-009-1819	ArcGIS Runtime SDK Upgrade	ESRI	£19,175	06/08/2018	31/03/2019	31/03/2019
Q4C-031-1819	Driver Training Courses NSDA	Whytes Coaches Ltd	£20,480	01/10/2018	31/03/2019	31/03/2019
Q5A-026-1819	Application Refactoring	Synergi Software Limited t/a Synergi IT	£49,050	27/08/2018	30/03/2019	20/03/2019
Q1A-038-1819	Recliner Chairs for Control	Claremont Furniture	£6,192	01/09/2018	31/08/2020	31/08/2018

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
Q5A-036-1819	Commvault Maintenance And Support	Software Box Ltd	£36,832	01/09/2018	31/08/2019	31/08/2019
Q3C-130-1819	Leadership Development	Franklin Covey Ltd	£49,700	29/03/2019	28/03/2020	28/03/2020
Q5A-025-1819	Sharepoint Futures - Migration and Implementation	Sword Charteris	£50,000	31/08/2018	30/03/2019	30/03/2019
Q1C-037-1819	Upgrade & Purchase of ArchiCAD Licenses	Applecore Designs	£49,161	10/09/2018	09/09/2022	09/09/2022
Q3C-033-1819	CMI Level 7 Extended Diploma In Strategic Management And Leadership	Perth College UHI	£9,600	11/01/2019	10/01/2022	10/01/2022
T6C-091-1718	Provision of Clydesmill Safe and Well House Garden	Clydesdale Community Initiatives (CCI)	£20,931	30/04/2018	29/04/2019	29/04/2019
Q5C-048-1819	Process Review and Redesign	IESE	£30,000	14/09/2018	13/01/2019	13/01/2019
Q5A-098-1819	Provision of ICT Training Courses	QA Ltd	£15,221	25/03/2019	24/03/2020	25/03/2020
Q5A-035-1819	Provision of SFRS Staff Survey Reports and Data Analysis Dashboard	Castle Computer Services Ltd	£6,265	13/08/2018	01/12/2018	01/12/2018
Q5A-032-1819	Virtual Server Upgrade	Softcat PLC	£3,000	27/08/2019	27/09/2018	27/09/2018
Q3C-004-1819	Provision of Portfolio Programme and Project Office Training	The Knowledge Hub	£49,000	01/05/2018	30/04/2022	30/04/2022
Total Value of Quotes Awarded			£782,733			

Appendix A (iii) – List of Non-Competitive Actions (NCA) Awarded in 2018/19

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N3A-028-1819	LearnPro Community Learning Management System	learnPro Ltd	£5,416	01/03/2018	31/03/2019	31/03/2019
N3A-027-1819	Provision of Weather Data	Met Office	£19,102	01/04/2018	01/04/2019	01/04/2019
N4C-042-1819	Fire Brigade Training	Scania UK Ltd	£16,680	02/08/2018	01/08/2019	01/08/2019
N2C-044-1819	Chemline Subscription	Respirex International Ltd	£16,000	03/08/2018	03/08/2019	03/08/2019
N3C-047-1819	Institute for Management Studies	Institute for Management Studies	£7,750	15/08/2018	14/08/2019	14/08/2019
N4C-043-1819	ISO Auditor	JDP Consultancy	£8,400	06/08/2018	06/08/2021	06/08/2021
N3C-051-1819	VEMA, Arial Rescue Platform Instructor	John Dennis Coachbuilders Ltd	£5,000	02/10/2018	31/03/2019	31/03/2019
N4C-054-1819	Stockist/Supplier Hydraulic Pumps and Specialist Drive Units	Donald Hylton Services	£8,000	02/10/2018	31/10/2018	31/10/2018
N3A-028-1819	LearnPro Community Learning Management System & App Annual Licence	LearnPro	£5,417	01/03/2018	31/03/2019	31/03/2019
N3A-101-1819	LearnPro Community Learning	LearnPro	£5,000	22/03/2019	22/03/2020	22/03/2020
N3A-070-1819	Skills for Justice Level 5	Gardiner Associates Training and Research	£20,000	15/11/2019	14/11/2020	14/11/2020
N5A-088-1819	Johnstone OC Voice Recorder Support	SVL Business Solutions	£11,000	19/02/2019	18/02/2021	18/02/2021

Reference	Contract	Supplier	Total Contract Value	Contract Start Date	Contract Expiry Date	Contract Expiry Date (inclusive of any extensions)
N3C-131-1819	Meridian Leadership Development Programme	Meridian	£9,180	13/02/2019	31/12/2019	31/12/2019
N3C-132-1819	Immediate Care and Treatment Training	Mountain Trauma Rescue Services Ltd	£8,160	01/04/2019	30/06/2019	30/06/2019
N3C-110-1819	Skills For Justice Skills Development Council Membership	WD Trust Ltd	£15,000	01/04/2019	31/03/2020	31/03/2020
N3C-126-1819	Provision of Linet Electronic Legal Resources	Crown Office & Procurator Fiscal Office	£2,158	10/01/2019	recurring	recurring
N3C-072-1819	Annual Membership of EX2 Academy	Excellence Squared Academy Ltd	£7,950	04/12/2018	03/12/2019	03/12/2019
N3C-073-1819	Medical Appeal Panel	Health Management Limited	£19,350	04/12/2018	03/12/2019	03/12/2019
N2c-093-1819	Total Care Package for Hapsite	Inficon Ltd	£23,800	04/05/2018	03/05/2019	03/05/2019
Total Value of NCA's Awarded			£213,362			

APPENDIX B: List of Future Regulated Procurements

Financial Year	ICT	Value	Projected Procurement Start Date	Projected Award Date
2019 / 2020	CCF - EISEC Services	£65,000	June 2019	July 2019
2019 / 2020	Cyber Security & Resilience - Cisco Support	TBC	April 2019	August 2019
2019 / 2020	Finance Automation	Tbc	June 2019	September 2019
2019 / 2020	Service Transformation - Safe & Well	£250,000	TBC	TBC
2019 / 2020	Asset Management Systems Integration	£90,000	TBC	TBC
2019 / 2020	Microsoft Licensing Agreement EA (inc Premier Support & MDM)	£2,255,000	August 2019	February 2020
2019 / 2020	Cyber Security & Resilience - MDM Procurement	TBC	August 2019	February 2020
2019 / 2020	Paging Provision	£260,000	June 2019	August 2019
2019 / 2020	Provision of Server Maintenance	£75,000	August 2019	September 2019
2019 / 2020	Radio Repairs	£200,000	June 2019	September 2019
2019 / 2020	ArcGIS Development	TBC	July 2019	December 2019
2019 / 2020	FireLink to FireTablets POC	TBC	July 2019	November 2019
2019 / 2020	Modern Desktop - Application Refactoring & SharePoint Migration	£150,000	July 2019	September 2019
2019 / 2020	WAN Re-Tender	TBC	October 2019	May 2020
2019 / 2020	Satellite Communications	£100,000	August 2019	March 2020
2019 / 2020	ISDN & PSTN Lines	£1,200,000	April 2019	November 2019
2019 / 2020	Provision of Dell Boomi Integration	£170,000	September 2019	February 2020
2019 / 2020	Dell Compellant Renewal	£94,038	October 2019	March 2020

2019 / 2020	ICT Recycling	£50,000	August 2019	November 2019
2019 / 2020	ITSM tool - Global Academy Subs - Single User	TBC	August 2019	January 2020
2019 / 2020	Fleet Management System (Tranman)	TBC	September 2019	February 2020
2019 / 2020	ShareGate License	TBC	October 2019	March 2020
2019 / 2020	Creative Cloud For Teams	TBC	October 2019	March 2020
2019 / 2020	Interim Staff Framework	TBC	TBC	TBC
2019 / 2020	Commvault Op Intel Foundation Pack	TBC	TBC	TBC
2019 / 2020	VMWare refresh	£50,000	December 2019	February 2020
2019 / 2020	Scottish Enterprise Challenge Fund	£100,000	October 2019	December 2019
2019 / 2020	MDT Image Rollout	TBC	TBC	TBC
2019 / 2020	Server Virtualisation Upgrade/ Replacement	TBC	TBC	TBC
2019 / 2020	HR/Payroll Requirements / Approach	TBC	June 2019	2021/22
2019 / 2020	Duty System/Crewing Requirements / Approach	TBC	June 2019	2021/22
2019 / 2020	Finance / Asset Management Systems replacement	TBC	June 2019	2021/22
2019 / 2020	Fireground Radios Review	TBC	TBC	TBC
2019 / 2020	PDRPro/LCMS Renew/Replace	TBC	TBC	TBC
2019 / 2020	Business Continuity / Contingency Planning	TBC	TBC	TBC
2019 / 2020	Service Transformation - EMR	TBC	TBC	TBC
2019 / 2020	Lone Worker Pilot	TBC	TBC	TBC
2019 / 2020	Johnstone Control Refurb	TBC	TBC	TBC

2019 / 2020	ITIL Process Tool	TBC	TBC	TBC
2019 / 2020	Kronos Support Services	tbc	October 2019	December 2019
2020 / 2021	Provision of Cisco ELA	£180,000	September 2020	November 2020
2020 / 2021	Nintex NCAP 60 Workflows	£85,000	August 2020	January 2021
2020 / 2021	Performance Management System	TBC	July 2020	January 2021
2020 / 2021	Project Management Software	TBC	September 2020	February 2021
2020 / 2021	Gazetteer Support	TBC	October 2020	March 2021
2020 / 2021	Cloud Hosting	TBC	October 2020	March 2021
2020 / 2021	Provision of Egress Renewal	£55,000	December 2020	March 2021
2020 / 2021	ArcGIS Gazetteer Support - Desktop / Enterprise	TBC	October 2020	March 2021
2021 / 2022	ITSM tool - Fixed Premise Analyst Maintenance	TBC	August 2021	January 2022
2021 / 2022	Qlikview Maintenance	£76,000	October 2021	March 2020
2021 / 2022	Pluralsight	TBC	September 2021	February 2022
2021 / 2022	ArchiCAD Licences & Support	TBC	July 2021	September 2021
2021 / 2022	Provision of Cisco Prime	£69,289	December 2021	February 2022

Financial Year	FLEET	Value	Projected Procurement Start Date	Projected Award Date
2019 / 2020	Demountable Units	£1,500,000	April 2019	October 2019
2019 / 2020	Supply of Provided Cars	£108,000	April 2019	June 2019
2019 / 2020	Supply of Turntable Ladder Vehicles	£1,600,000	April 2019	January 2020
2019 / 2020	Supply of Oils and Lubricants	£100,000	April 2019	January 2020
2019 / 2020	Vehicle Spares	£2,600,000	May 2019	November 2019
2019 / 2020	Workshop Equipment, Maintenance and Calibration	£100,000	May 2019	December 2019
2019 / 2020	Supply of Panel Vans	£500,000	May 2019	October 2019
2019 / 2020	Fuel Card Services	£4,800,000	May 2019	January 2020
2019 / 2020	Supply of Workshop Consumables	£500,000	May 2019	December 2019
2019 / 2020	Tyres	£1,800,000	October 2019	May 2020
2020 / 2021	18 Tonne Rescue Pump Body Builds	£3,200,000	September 2020	April 2021
2020 / 2021	Breakdown Recovery Services	TBC	April 2020	December 2020
2020 / 2021	Vehicle Repair/Inspection/Testing	TBC	April 2020	December 2020
2020 / 2021	Fuel Site Maintenance	TBC	February 2021	October 2021
2020 / 2021	Vehicle Hire Services	TBC	April 2020	November 2020
2021 / 2022	Vehicle Recovery	TBC	April 2021	December 2021
2021 / 2022	Fuel Site Maintenance	TBC	April 2021	December 2021

Financial Year	PERSONAL PROTECTIVE EQUIPMENT / OPERATIONAL EQUIPMENT	Value	Projected Procurement Start Date	Projected Award Date
2019/20	Powered Rescue Equipment	TBC	February 2019	December 2019
2019/20	Inland Water Rescue Boats, Outboards and Trailers	£350,000	January 2019	October 2019
2019/20	Portable Pumps	TBC	February 2019	October 2019
2019/20	Provision of Ladders	£1,600,000	February 2019	October 2019
2019/20	Breathing Apparatus (BA) Compressors Maintenance Programme: Maintenance, Service and Air Quality Testing	£800,000	February 2019	March 2020
2019/20	Personal Incident Ground Lighting (Torches)	£300,000	August 2019	April 2020
2019/20	Laundry & Inspection of Fire Kit	TBC	February 2019	TBC
2019/20	Provision of Safe Working at Height (SWAH) Equipment	TBC	July 2019	TBC
2020/21	Tidal Water Rescue Boats	TBC	TBC	TBC
2020/21	Detection, Identification and Monitoring Equipment/Hazmat Training	TBC	TBC	TBC
2020/21	Detection, Identification and Monitoring Equipment (DIM) - including Hapsite and Hazmat identification	TBC	TBC	TBC
2020/21	Annual Testing and Certification of Earthing Poles/Cables	TBC	TBC	TBC
2020/21	Bottled Water	£120,000	TBC	TBC
2020/21	Batteries (AA, AAA etc)	£80,000	TBC	TBC
2020/21	Foam	TBC	TBC	TBC
2020/21	Miscellaneous Hardware (including tools and power tools)	TBC	TBC	TBC
2020/21	Specialist Tools (Large Hammers, Hooligan Tools, Axes)	TBC	TBC	TBC
2020/21	Kit Bags	£80,000	TBC	TBC

2020/21	Cleaning Products	TBC	TBC	TBC
2020/21	Incident Command Tabards	TBC	TBC	TBC
2020/21	Gas Tight Suits	TBC	TBC	TBC
2020/21	Nominal Roll Boards	TBC	TBC	TBC
2020/21	Fire Hose (70mm. 45mm) - ongoing requirement	TBC	TBC	TBC
2020/21	Wildfire PPE	TBC	TBC	TBC
2020/21	Mainline Branches	TBC	TBC	TBC
2020/21	Mainline Branches	TBC	TBC	TBC
Financial Year	CORPORATE	Value	Projected Procurement Start Date	Projected Award Date
2019 / 2020	Supply of Timber	£500,000	April 2019	November 2019
2019 / 2020	Post Incident Support Services	£275,000	April 2019	September 2019
2019 / 2020	Scrap Cars for Training Purposes	£400,000	April 2019	March 2020
2019 / 2020	Specialist Medical Supplies	£120,000	April 2019	September 2019
2019 / 2020	Provision of Smoke Alarms	£3,000,000	June 2019	September 2019
2019 / 2020	Group Life Provision – Broker	£200,000	June 2019	December 2019
	Group Life - Insurance Premiums	£2,500,000	June 2019	April 2020
2019 / 2020	Internal Audit	£150,000	June 2019	December 2019

2019 / 2020	Document Scanning	£120,000	July 2019	November 2019
2019 / 2020	VR Headsets	£50,000	July 2019	August 2019
2019 / 2020	Temporary Agency Staff	£4,000,000	July 2019	January 2020
2019 / 2020	Employee Services	£863,000	July 2019	December 2019
2019 / 2020	Leadership Development Services	TBC	July 2019	January 2020
2019/ 2020	Weather Data Service	£80,000	August 2019	April 2020
2019 / 2020	Fire engineering Training	£82,000	August 2019	March 2020
2019 / 2020	SPPC Mapping	TBC	TBC	TBC
2019 / 2020	Fire Safety Modules	TBC	TBC	TBC
2019 / 2020	Skills for Justice Level 5 (Long Term Solution)	TBC	TBC	TBC
2019 / 2020	Service Transformation – Future Visions (TBA)	TBC	TBC	TBC
2020 / 2021	Business Cards	TBC	TBC	TBC
2020 / 2021	Stationery	TBC	TBC	TBC
2021 / 2022	Franking Machines	TBC	TBC	TBC
2021 / 2022	External Storage	TBC	April 2020	November 2020
2021 / 2022	E-Learning	£230,000	April 2020	December 2020
2021 / 2022	Hazardous Material Scientific Advisory Service & Training Services	£750,000	April 2020	January 2021
2021 / 2022	Health and Wellbeing MI System	TBC	April 2020	January 2021
2021 / 2022	Occupational health Services	£80,000	July 2020	March 2021
2021 / 2022	Additional Outsourced Driver Training	£175,000	July 2020	January 2021

2021 / 2022	Hazmat Training	£120,000	July 2020	February 2021
2021 / 2022	Counselling Services	£175,000	August 2020	March 2021
Financial Year	PROPERTY / FACILITIES	Value	Projected Procurement Start Date	Projected Award Date
2019/20	Energy Management Service	£105,000	Nov 2018	Sep 2019