Annual Procurement Report
2017-2018

2026
SERVING A CHANGING SCOTLAND

POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
AUTHORITY

30 September 2018

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Introduction

Overview

Police Scotland is pleased to be able to present this, the first Annual Procurement Report for the Financial Year 2017-2018. This was a pivotal year with the establishment of category management as the underpinning approach to procurement, the embedding of the 'Commercial Excellence' programme as the primary engine for change and cost reduction, and a substantial increase in activity to support Police Scotland's '*Policing 2026*' transformation programme.

It is our aim to achieve value for money for the taxpayer through all procurement activity within Police Scotland and the Scottish Police Authority, to enable and support the organisation in improving safety and wellbeing of people, places and communities throughout Scotland.

This aim is embodied in the Police Scotland Procurement Strategy, established in 2014 following the Procurement Reform (Scotland) Act 2014, and subject to continual change in line with the organisation's consolidation and change programme. Much has been achieved since the procurement strategy was put in place, notably in building capability through training and development, in recruiting staff from a range of commercial backgrounds, public and private sector, and a more proactive approach to delivering value through the Commercial Excellence programme.

Contracting highlights of the year include:

Implementing a cost reduction plan over a five-year period by integrating, rationalising and enhancing outsourced **Soft Facilities Management (FM)** services across 326 sites by contracting for continual improvement and cost efficiencies. This project is a finalist for the 2018 GO Scotland Procurement Excellence Awards

Introducing a four-year call-off contract for vehicle conversions of the four main vehicle types requiring conversion i.e. camera vans, dog vans, public protection carriers and forensic vans. Contracting for capacity has reduced the number of procurement exercises, decreased lead times and delivered substantial cost reduction.

Refreshing the National Automatic Number Plate Recognition (ANPR) solution at 46 locations nationally and in 40 in-car kits. This is facilitated by a fit for purpose back-office to derive more effective use of the increased data. The solution replaces an aging infrastructure and includes a cost-effective maintenance and support solution to ensure continuity of service, front-line support and savings in ICT maintenance costs.

Despite the successes of 2017-2018, much is still to be achieved, especially in relation to process improvement, automation and information management. The progress that has been made provides a solid base for future development further contribution to achieving Police Scotland's vision of sustained excellence in service and protection, as outlined in *'Policing 2026'*, which is available at:

http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf

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Background to the Scottish Police Authority and Police Scotland

The Police Service of Scotland (Police Scotland) came into being on 1 April 2013, following the Police and Fire Reform (Scotland) Act 2012, which had the strategic aims of:

- Protecting and Improving local services, despite financial cuts
- Creating more equal access to specialist support and national capacity
- Strengthening the communication between services and communities.

From a police perspective, this meant merging eight separate police services and two central bodies into a single entity, Police Scotland.

Police Scotland is now the second largest police service in the UK with over 17,000 police officers and approximately 5,000 staff members. The service provides all policing functions nationally and is structured around 13 local policing divisions supported by national divisions and departments including Specialist Crime Division, Operational Support, Custody, Criminal Justice and Corporate Support Services.

As part of the governance arrangements for Police Scotland, the Act created the Scottish Police Authority (SPA) with statutory functions that include maintaining the Police Service, holding the Chief Constable to account and delivering Forensic Science Services.

The Scottish Police Authority is the Contracting Authority for all Police Scotland procurement.

Procurement in Police Scotland

The Procurement Function in Police Scotland encompasses all non-staff expenditure, which amounted to £154 million in 2017-18, and includes goods, services and works procurements across three category groups:

- Corporate & Estates
- ICT & Forensics
- Operations & Fleet

This includes security and cyber contracts the details of which cannot be outlined in this report. The breakdown of this expenditure is as illustrated in Figure 1 below.
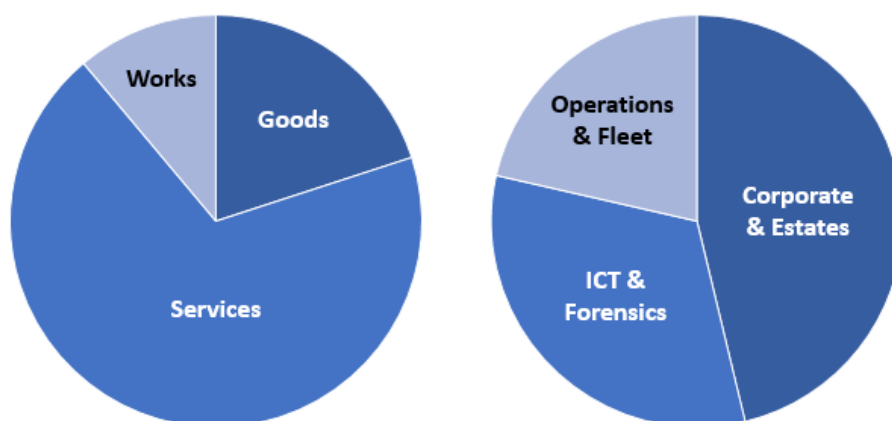

Figure 1 High-Level Expenditure Breakdown 2017-2018

The role of the Procurement Function is to:

- Ensure that value for money is achieved through appropriate procurement strategies and procedures
- Advise, guide and support the development of and compliance with procurement policy, best practice and legislation
- Provide professional, qualified procurement expertise, advice and services
- Ensure that business needs are met through its procurement of goods, services and works
- Contribute to the aims and objectives of the organisation, as detailed in the corporate plan
- Pro-actively manage and develop the supplier base, including small and medium-sized enterprises (SMEs) and third sector and voluntary sector organisations, identifying and managing any supply risks or value add opportunities
- Co-ordinate training development and registering of procurement officers
- Assess procurement competencies across the organisation, using tools such as the Scottish Procurement Competency Framework
- Promote and engage in collaboration and information sharing with relevant partner organisations
- Support sustainable policies through procurement processes.

The main responsibilities of the procurement function within Police Scotland encompass the following activities are to:

- Act as the interface between the contracting organisation and the external marketplace on commercial matters
- Determine requirements and establish specifications in collaboration with end-users
- Challenge end-user requirements critically for need and cost effectiveness, taking account of whole life costs and corporate social responsibility and sustainability issues
- Manage supplier relationships, including responding to suppliers' complaints
- Manage procurement competitions, contract awards and contracts
- Establish a comprehensive contract register
- Establish arrangements relating to authority to procure
- Continually strive to develop improvements in process and procedures to ensure efficient and timely procurement
- Measure and report procurement performance, including Best Practice Indicators (BPIs).

Purpose and Outline of the Report

This report is published as required by the Procurement Reform (Scotland) Act 2014 to record and publicise Police Scotland's performance and achieving the procurement strategy and is laid out as follows, in line with Scottish Government guidance:

- Section 1 Summary of Regulated Procurements
- Section 2 Review of Regulated Procurement Compliance
- Section 3 Community Benefit Summary
- Section 4 Supported Businesses Summary
- Section 5 Future Regulated Procurements Summary

A glossary of terms used in this report is attached in Appendix A.

1.   Summary of Regulated Procurements Completed

1.1   Introduction

The high-level summary of regulated and works procurements over £50,000 in value is provided in the table below:

Contract Type	Number of New Contracts Awarded	Total Estimated Value of New Contracts Awarded (£m)
Goods	42	12.0
Services	163	74.2
Works	39	5.3
Total	**244**	**91.5**

None of these contracts were let in collaboration with other organisations.

17 contracts were awarded as Non-Competitive Actions (NCAs) in relation to ICT licence extensions, maintenance related to warranties, a systems upgrade and specific software solutions.

Having established Category Management as the operational approach within Procurement in Police Scotland the individual regulated procurements completed in the financial year are summarised by category in Section 1.2.

1.2   Summary of Regulated Procurements Completed

Corporate & Estates					
Date of Award	Supplier	Subject Matter	Estimated Value of Contract	Start Date	End Date
1 April 2017	Deloitte LLP	Finance Support Services	£1,158,000	1 April 2017	31 March 2018

Corporate & Estates					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
1 April 2017	Kier Group	7 Building Works Contracts	£507,793	1 April 2017	31 March 2018
28 April 2017	Mitie	46 Building Works Contracts	£4,997,700	1 April 2017	31 March 2018
15 August 2017	MMPS Scotland	24 Building Works Contracts	£1,996,889	1 August 2017	31 October 2017
1 November 2017	Deloitte LLP	Corporate Support Services Transformation	£480,000	1 November 2017	30 April 2018
1 November 2017	Ernst & Young LLP	BTP Integration Programme Manager	£240,000	1 November 2017	30 June 2018
1 November 2017	Badenoch & Clark	Specialist Procurement Support	£145,000	6 November 2017	3 August 2018
1 November 2017	Morris & Spottiswood	Building Works	£62,313	1 November 2017	12 December 2017
8 January 2018	Eagle Couriers	Warrants Courier	£104,650	8 January 2018	7 January 2020
12 January 2018	Bloom Procurement Services Ltd	Digital, Data & ICT Strategy Phase 1	£245,000	15 January 2018	16 March 2018
1 February 2018	Anderson Strathern	GDPR Legal Services	£50,000	1 February 2018	31 January 2019
1 February 2018	Badenoch & Clark	Recruitment Services	£50,000	1 February 2018	31 January 2020
1 February 2018	J&E Shepherd Chartered Surveyors	Proposed Property Disposal Programme Support	£450,000	1 February 2018	31 January 2021
1 February 2018	TMP Worldwide	Assessment Centre Management	£50,000	1 February 2018	31 January 2020
8 February 2018	Bloom Procurement Services Ltd	BTP Integration Due Diligence	£298,000	5 March 2018	27 June 2018
1 April 2018	Sodexo Ltd	Soft Facilities Management Services	£35,751,011	1 April 2018	31 April 2023

Corporate & Estates					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
3 April 2018	Deloitte	Finance Support Services	£313,860	3 April 2018	31 December 2018
13 April 2018	Anderson Strathern	Legal Support to HR Modernisation	£50,000	13 April 2018	26 October 2018
30 April 2018	Perfect Circle	Estates Re-Modelling	£70,000	30 April 2018	41 July 2018

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter (No. of Contracts)**	**Estimated Value of Contract**	**Start Date**	**End Date**
11 April 2017	Capita Secure Information	Software (4)	£293,314	1 April 2017	31 March 2018
11 April 2017	Computacenter	Software Maintenance (4)	£421,408	1 April 2017	31 March 2018
11 April 2017	Siemens	Hardware Maintenance (2)	£214,388	1 April 2017	31 March 2018
13 April 2017	Force Information Systems	Licences & Subscriptions (1)	£68,341	1 April 2017	31 March 2018
13 April 2017	Northgate	Licences & Subscriptions (2)	£234,241	1 April 2017	31 March 2018
13 April 2017	Sopra Steria	Licenses (1)	£114,409	13 April 2017	31 March 2018
13 April 2017	Sopra Steria	Upgrade (1)	£58,822	One-Off Contract	
24 April 2017	Trustmarque	Software Support (5)	£1,004,723	25 February 2017	24 February 2019
25 April 2017	Ivanti	Help Desk System (1)	£766,772	One-Off Contract	
25 April 2017	SCC	Hardware (6)	£691,438	25 April 2017	30 June 2018
28 April 2017	BT	Line Rental & Calls (22)	£2,433,328	10 January 2017	9 April 2018

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter (No. of Contracts)**	**Estimated Value of Contract**	**Start Date**	**End Date**
2 May 2017	Capita IT Services	ICCS Support & Maintenance (1)	£594,000	01 April 2017	31 January 2019
5 May 2017	Sopra Steria	Licences & Subscriptions (1)	£483,500	1 April 2017	31 March 2018
5 May 2017	Winscribe Europe	Hardware Maintenance (1)	£67,315	5 May 2017	30 March 2018
9 May 2017	Intergraph	Software (1)	£79,489	1 April 2017	31 March 2018
12 May 2017	Cellebrite UK	Software License (1)	£56,700	1 April 2017	31 March 2018
12 May 2017	WPC Software	Licences & Subscriptions (1)	£149,462	1 April 2017	31 March 2020
19 May 2017	Capita IT Services	Hosted Voice (3)	£174,225	1 April 2017	31 March 2018
19 May 2017	Sopra Steria	Software Maintenance (2)	£159,900	1 April 2017	31 March 2018
19 May 2017	Virgin Media	Data Storage (2)	£100,000	One-Off Contracts	
1 June 2017	WPC Software	Vetting System Contract Extension (1)	£110,000	01 June 2017	31 May 2020
2 June 2017	Centerprise International	Hardware Maintenance (2)	£133,489	1 May 2017	31 March 2018
9 June 2017	Distributor Systems International	Hardware Maintenance (1)	£166,490	1 May 2017	30 April 2018
12 June 2017	Police ICT Company	Software Maintenance (2)	£276,831	2 June 2017	16 June 2018
16 June 2017	ABM UK	Software Maintenance (3)	£365,327	1 April 2017	31 March 2018
16 June 2017	Comparex UK	Software Maintenance (1)	£125,987	1 April 2017	31 March 2018
20 June 2017	Motorola	Airwave Equipment (3)	£272,875	20 June 2017	31 March 2018

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter (No. of Contracts)**	**Estimated Value of Contract**	**Start Date**	**End Date**
22 June 2017	Capita Secure Information	Software Maintenance (3)	£398,992	10 March 2017	31 December 2018
23 June 2017	De Lage Landen Leasing	Licences & Subscriptions (1)	£81,725	1 July 2018	30 June 2019
23 June 2017	Pulsant (South Gyle)	Rent (1)	£90,722	1 August 2016	31 July 2017
18 July 2017	HP	Hardware (6)	£438,166	10 August 2017	9 March 2018
18 July 2017	Vodafone	Data Circuits (5)	£505,683	1 July 2017	27 March 2018
25 July 2017	SCC	Licences & Subscriptions (2)	£1,654,486	1 July 2017	30 June 2018
31/07/2017	Pulsant (South Gyle)	Secure Data Hosting (1)	£712,000	01 August 2017	31 July 2019
1 August 2017	Midland HR	Payroll Contract (1)	£999,000	19 September 2017	18 September 2020
1 August 2017	Northgate	Fixed Penalty Software and Support (1)	£85,000	01 August 2017	31 July 2018
3 August 2017	Bigneat Ltd	Fume Cupboards (1)	£50,000	One-Off Contract	
14 August 2017	Pulsant (South Gyle)	Rent (3)	£266,724	1 August 2017	31 July 201
18 August 2017	Northgate	Software Maintenance (1)	£64,531	1 August 2017	31 July 2018
29 August 2017	Frequentis	Software Maintenance (1)	£96,568	One-Off Contract	
5 September 2017	Apogee Corporation	Hardware Maintenance (4)	£764,881	1 December 2016	28 February 2018
8 September 2017	Unisys	Holmes 2 Application (1)	£254,000	26 September 2017	25 September 2019
21 September 2017	Airwave Solutions	Airwave Service Charges (1)	£306,669	1 April 2017	31 March 2018
21 September 2017	BT	Data Circuits (1)	£50,400	1 April 2017	30 June 2017

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter (No. of Contracts)**	**Estimated Value of Contract**	**Start Date**	**End Date**
26 September 2017	Software Box	Software Maintenance (1)	£105,009	One-Off Contract	
29 September 2017	Apb Communications	Software Maintenance (1)	£169,644	One-Off Contract	
29 September 2017	GBG UK	Licences & Subscriptions (1)	£55,200	One-Off Contract	
4 October 2017	ABM UK	Source Management System (1)	£494,000	01 April 2017	31 March 2020
10 October 2017	Unisys	Software Maintenance (1)	£124,050	26 September 2017	25 September 2018
24 October 2017	Virgin Media	Line Rentals (2)	£243,823	25 April 2017	31 March 2018
24 October 2017	Vodafone	Connection Charges (1)	£82,023	24 October 2017	23 October 2018
20 June 2017	BT	ICT Connection Charges (2)	£438,366	1 September 2017	31 November 2017
1 November 2017	Vodafone Business	Mobile 'Phones (1)	£113,000	13 December 2017	12 December 2020
14 November 2017	Northgate	Hardware Maintenance (1)	£95,138	1 November 2017	31 October 2018
16 November 2017	Home Office Shared Service Centre	Licences & Subscriptions (8)	£4,073,648	16 November 2017	16 November 2017
24 November 2017	Capita IT Services	Hardware Maintenance (2)	£287,459	1 October 2017	19 March 2018
27 November 2017	Phoenix Software	Vulnerability Management Software (1)	£268,000	14 December 2017	13 December 2020
2 December 2017	SCC	NetBackup Platform (1)	£232,000	2 December 2017	20 December 2020

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter (No. of Contracts)**	**Estimated Value of Contract**	**Start Date**	**End Date**
6 December 2017	Capita IT Services	Storage Infrastructure Upgrade (1)	£673,000	One-Off Contract	
9 December 2017	European Electronique	Airwave Terminal Refresh (1)	£4,000,000	9 December 2017	8 December 2022
19 December 2017	JML Software Solutions	Taser Asset Cabinets and Software (1)	£193,000	20 March 2018	19 March 2021
22 December 2017	BT	Hosted Voice (2)	£474,649	22 December 2017	16 March 2018
5 January 2018	Cellebrite UK	Hardware (3)	£521,656	One-Off Contract	
9 January 2018	Phoenix Software	Licences & Subscriptions (1)	£262,734	One-Off Contract	
12 January 2018	Software Box	Hardware Maintenance (1)	£79,208	One-Off Contract	
19 January 2018	Sepura	Hardware (3)	£473,800	16 February 2018	19 March 2018
30 January 2018	Leica Microsystems	Stereo Zoom Microscopes (2)	£142,000	One-Off Contract	
31 January 2018	Atos IT Services UK	Hardware Maintenance (1)	£116,095	1 November 2016	31 October 2017
31 January 2018	PerkinElmer LAS	Laboratory Equipment (1)	£119,000	One-Off Contract	
15 February 2018	Abbot Informatics	Evidence Management System (1)	£633,000	15 February 2018	14 February 2021
15 February 2018	Insight	Software Kiosks (1)	£200,000	31 January 2018	30 January 2021
20 February 2018	Motorola	Hardware Maintenance (1)	£672,244	1 January 2017	31 December 2018
20 February 2018	Virgin Media	Data Circuits (1)	£206,317	20 February 2018	20 February 2018
22 February 2018	XMA	Desktop (2)	£261,141	22 February 2018	13 March 2018

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter (No. of Contracts)**	**Estimated Value of Contract**	**Start Date**	**End Date**
23 February 2018	European Electronique	Airwave Equipment (5)	£1,502,499	23 February 2018	31 March 2018
19 March 2018	Capita IT Services	Hardware (3)	£589,742	One-Off Contracts	
21 March 2018	Siemens	ANPR Maintenance (1)	£21,5000	1 April 2018	30 March 2019
22 March 2018	Insight Direct	Telecommunications Equipment (2)	£134,651	27 March 2018	31 March 2018
22 March 2018	ABM UK	Database (1)	£500,000	22 March 2018	21 March 2021
27 March 2018	Scottish Government	Oracle Software Maintenance (1)	£542,971	27 March 2018	27 March 2019
27 March 2018	XMA	Hardware Maintenance (1)	£50,063	27 March 2018	26 March 2019

Operations & Fleet					
Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
7 April 2017	Arnold Clark	Workshop Equipment Maintenance	£240,000	8 April 2017	7 April 2019
8 April 2017	Fraser Spittal Farrier	Farrier Services	£54,000	8 April 2017	31 March 2020
27 April 2017	Ilasco Ltd	Foul Weather Hats	£90,000	16 June 2017	15 June 2019
12 June 2017	Ford Motor Company	Safety Camera Vans	£51,000	One-Off Contract	
26 September 2017	Hunter Apparel	Micro Fleeces	£232,000	27 September 2017	31 January 2021
23 November 2017	AADL	Breakdown Assistance	£780,000	1 December 2017	30 November 2021
30 November 2017	Tailored Image Ltd	All-Climate Shirts	£317,000	1 December 2017	30 November 2021
18 December 2017	Mullion Survival Technology Ltd	Life Jackets, Throw Lines & Services	£172,000	18 December 2017	17 December 2021
21 December 2017	NDI Recognition Systems	ANPR Equipment & Associated Services	£3,300,000	22 January 2018	21 January 2021

Operations & Fleet					
Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
12 January 2018	Traffilog (UK) Ltd	Vehicle Telematics & Associated Services	£1,800,000	16 February 2018	15 February 2023
15 February 2018	Martek Drones Ltd	Unmanned Aerial Vehicles	£106,000	30 March 2018	29 March 2020
23 February 2018	Seven Suppliers (1 per region)	Veterinary Services	£105,000	23 February 2018	22 February 2021
27 February 2018	Axon Public Safety	Conducted Energy Devices (Tasers)	£930,000	28 February 2018	27 February 2020
9 March 2018	Survey Solutions Scotland	Collision Investigation Equipment	£114,000	One-Off Contract	
30 March 2018	AJ Engineering Ltd & Cebotec Ltd	Vehicle Conversions	£2,050,000	1 April 2018	31 March 2022

2. Review of Regulated Procurement Compliance

2.1 Introduction

The Police Scotland Procurement Strategy was developed in 2014 following the Police and Fire Reform (Scotland) Act 2012, which created a single police service within Scotland, and a single corporate procurement function.

The strategic priorities for procurement, established in line with the corporate strategy developed for the single police service, are as illustrated in Figure 2, below:
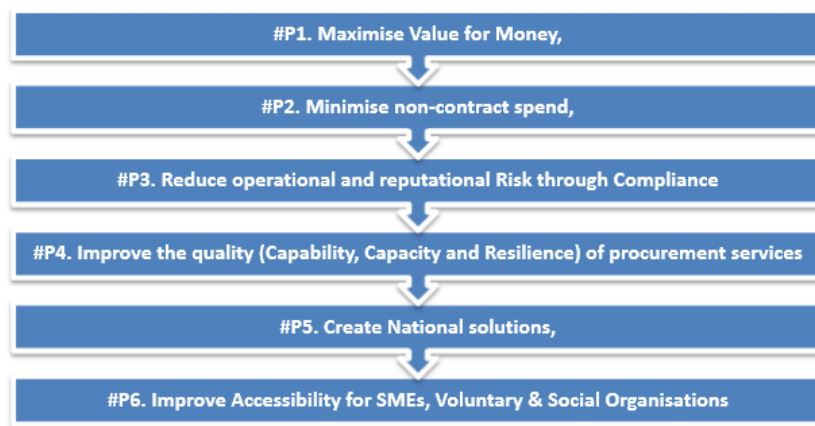

#P1. Maximise Value for Money,

#P2. Minimise non-contract spend,

#P3. Reduce operational and reputational Risk through Compliance

#P4. Improve the quality (Capability, Capacity and Resilience) of procurement services

#P5. Create National solutions,

#P6. Improve Accessibility for SMEs, Voluntary & Social Organisations

Figure 2: Police Scotland Strategic Priorities for Procurement, 2014-16

The Strategic Approach to addressing these priorities had eight components as illustrated in Figure 3, below:

#A4 Risk & Opportunity Based Prioritisation

#A5 Shared Service with Scottish Government

#A3 Resource Mix Transformation & Development

#A6 eTendering and Process Automation to Increase Productivity

#A2 Collaborative Approach to Improve Coverage and Address Provision Gaps

#A7 Better Data Management & Reporting

#A1 Functional Realignment & Integration

Strategic Approach

#A8 Single National Process & Policy

Figure 3: Strategic Procurement Approach

This approach has been the framework for developing procurement since 2014 and has been subject to two reviews.

2.2   Review Methodology

The methodology used to review regulated procurements in relation to the Procurement Strategy and the requirements in Section 15(5) (a)-(d) of the Act has been two-fold:

- By external procurement specialists as part of the Commercial Excellence programme in 2017
- By an independent procurement advisor as part of the preparation of this annual report.

The 2017 review resulted in a re-alignment of the strategy in relation to #A4 Risk & Opportunity-Based Prioritisation and #A6 eTendering & Process Automation and this is reflected in Section 2.3 below. The 2018 review has highlighted the activity required to refresh the procurement strategy in line with *Policing 2026*.

2.3   Compliance Assessment

Compliance with the Procurement Strategy has been assessed in relation to the eight components on the Strategy Approach and is summarised in the sub-sections that follow:

Functional Re-Alignment & Integration

Action Areas	Review of Compliance
• Realign and better integrate within customer business functions • Establish centralised national Corporate Procurement Function	Police Scotland Procurement has been re-structured along category lines and de-centralised procurement staff have been brought together as a single National Corporate Procurement Unit. This ensures a consistent and controlled approach throughout the organisation. Category Managers were appointed in October 2017 and the Category Management approach is now fully embedded within the organisation. The categories are Corporate & Estates, ICT & Forensics and Operations & Fleet. The Category Management approach has resulted in better stakeholder engagement and early involvement in all contracts from the outset. The centralised corporate approach has led to the development of more knowledgeable and more highly skilled procurement specialists, easier procurement coordination and control and strategic and effective planning and buying.

Policing 2026

The *Policing 2026* strategy means a significant and unprecedented level of transformation and has resulted in an increase in the level of procurement including new equipment, new technologies and additional transformation support

The Procurement Function has been playing, and is continues to play, an active role in facilitating this strategy, notably in early supply market engagement to ensure that qualified potential suppliers are aware of the pipeline of contract opportunities and in a position to compete for contracts from a level playing field. To do this, the Procurement Function has undertaken substantial supply market research and arranged a number of briefing sessions including some that were recorded and live-streamed securely on YouTube to ensure maximum participation and to be used by bid teams in tendering exercises.

Collaborative Approach to Improve Coverage and Address Provision Gaps

Action Areas	Review of Compliance
• Promote opportunities to work collaboratively with partners • Improve contract coverage and address provision gaps • Standardise products and services and use collective frameworks • Adopt more appropriate contract durations • Develop an agile supply chain • Minimise and transfer risk and cost associated with stock holding • Participate and contribute to the shared services advisory group • Continue to identify options for collaboration with partners in local communities	Police Scotland actively collaborates with strategic bodies, including the Scottish Government, representation at the Procurement Collaboration Group (PCG), Scottish Fire and Rescue and Scottish Ambulance, to support procurement activity, standardise products and services and use collective frameworks. The value and importance of sharing best practice and knowledge at a UK-level is recognised. From a policing perspective we attend Commercial Focus Groups to engage with police partners, sharing procurement knowledge, understanding and lessons learned. This engagement allows for networking in a policing procurement context, identifying areas of collaboration with policing bodies. An example of this practice is the Airwave Commercial Focus Group with Police Scotland engaging with Home Office, Police ICT Company and other UK Police Forces, including the Metropolitan Police.

Collaborative Framework Arrangements

In line with policy and accepted best practice, Police Scotland uses framework arrangements wherever practicable rather than more expensive and time-consuming routes to market. During the period of this report, frameworks considered and used have included Scottish Government, Police ICT Company, Crown Commercial Service, Sussex Police, West Yorkshire Police, North East Procurement Organisation and Eastern Shires Procurement Organisation. Of the Regulated Procurements completed in 2017-2018, 73% were through framework arrangements.

Resource Mix Transformation & Development

Action Areas	Review of Compliance
• Perform Training Needs Analysis based on the Scottish Government Procurement Capability Framework • Seek to ensure that all procurement contracting staff are formally trained in the Marrakech Approach to Sustainable Procurement. • Transition to a resource mix with a greater focus on Procurement throughput and utilisation of appropriate frameworks • Increase ability and our focus on downstream contract implementation and contract management	Centralisation and the introduction of Category Management have resulted in increased understanding of categories and individual commodities as well as a consistency of approach across the organisation. In addition, staff have been recruited with relevant category experience and from a number of backgrounds – both public and private. There is an ongoing development and recruitment campaign that will deliver additional training for staff and additional resource for the department. This will allow the work already started on increasing throughput, contract implementation and contract management to be maximised and deliver the continued improvement on contractual spend compliance.

Risk & Opportunity-Based Prioritisation

Action Areas	Review of Compliance
• Develop and maintain a strategic procurement planning approach • Minimise risk to our organisational reputation by ensuring that all procurement contracts are subject to robust scrutiny • Reduce operational risk through prioritisation of appropriate contracts • Seek to contract products and services in a manner that is responsible, ethical and environmentally friendly • Aim to rationalise the products and services obtained through our contracts	Strategic planning is carried out at three levels: • In line with the Policing 2026 strategy at a corporate level • At a category level • On a contract-by-contract basis The corporate-level planning focuses on operational priorities such as core operating systems, mobile, cyber, ICT, forensics and transformation. Category strategies focus on the management of risk, as well as compliance and value, and contract strategies are subject to review at the sourcing and recommendation stages with by authorised staff within Police Scotland and the SPA. Alongside these prioritisation and stakeholder approval processes, is the newly developed stage for supplier financial due diligence.

Shared Service with Scottish Government

Action Areas	Review of Compliance
• Police Scotland supports the initiative to collaborate across the sector and will be working with SPCD over the coming months to ensure that the service developed will best meet any of our future needs.	Police Scotland is working with the Scottish Procurement and Commercial Directorate (SPCD) as part of Scottish Government's implementation of a Procurement Shared Service for the Central Government Sector. The service has been used for a number of projects, which included a collaborative procurement between Police Scotland and Scottish Fire and Rescue for Hard FM Services. There is an ongoing dialogue with Scottish Government's Shared Services team and this facility is used in line with our capability and capacity.

eTendering & Process Automation to Increase Productivity

Action Areas	Review of Compliance
• Migrate from labour intensive paper-based Invitation to Tenders (ITTs) to semi-automated eTendering solutions; including utilisation of Scottish Government's Procurement Portal, PCS Tender (Public Contracts Scotland) and the Government Procurement Service • Implement a Scottish Government endorsed eProcurement system (e.g. PECOS)	Police Scotland continues to encourage fair, open and transparent competition by advertising all relevant contract opportunities via the Scottish Government Procurement Portal Public Contracts Scotland (PCS). As well as advertising on the PCS portal, Police Scotland has recently adopted electronic tendering by inviting tenders via the Scottish Government Tool PCS-Tender. Police Scotland are actively moving towards a fully embedded eTendering solution for the Corporate Team as a whole to ensure a consistent approach and reduce the administrative burden on a large number of our suppliers and tenderers. Police Scotland are in the process of reviewing and implementing the contract management module on PCS-T to enable more effective contract and supplier management. Police Scotland is currently going through a major transformation programme which is reviewing all Police Scotland Systems, including eProcurement. The outcome of this review will determine what system we will use in the future.

Single National Process & Policy

Action Areas	Review of Compliance
• Provide clarity of approach through the implementation of a single national process and policy for key procurement contracting activities • Publish clear governance arrangements for Procurement within the organisation.	The Scottish Government-promoted Procurement Journeys provide the basis for all contracting activity within Police Scotland enhanced by internal stages relating to business justification, business case, sourcing strategy sign-off, contract recommendation sign-off and contract approvals established by the SPA. Procurement Governance is clearly defined in the Procurement manual.

Better Data Management & Reporting

Action Areas	Review of Compliance
- Introduce a centrally-maintained national register and repository for contract information management and reporting - Improve the analysis and reporting of supplier payments arising from existing legacy arrangements, through the Scottish Procurement Information Hub - Agree a standardised set of performance targets and benchmarking criteria for Procurement - Implement a procurement performance framework.	A centrally-maintained contract register has been established and the Scottish Procurement Information Hub is used on a regular basis to monitor payment performance and contract compliance. It is also used within Commercial Excellence to support the opportunity analysis and prioritisation processes. Commercial Excellence has included the design of improved processes with associated templates, procedures, data and information A single procurement performance framework and Procurement Dashboard have been established and includes contract management, turnaround times, savings and cost reduction, renewals and the improved performance controls of the team overall.

3.   Community Benefit Summary

3.1   Introduction

Community benefits are being built into the contracting process for all major contracts across all three categories with standard clauses now being introduced into relevant invitation to tender and similar documents.

A combination of this approach and the continued roll-out of the Commercial Excellence Programme throughout the organisation has seen the consideration of community benefits being adopted for all regulated procurements, regardless of value. The Sourcing Plan document that is created for all regulated procurements includes a sustainability section that details opportunities relating to SMEs, Supported Businesses, Community Benefits, Environmental Benefits and Fair Working Practices for the individual tenders and contracts.

When an opportunity is highlighted as a viable option this will then flow through the procurement stages and be captured within the tendering, evaluation and contractual documents. There are still challenges in being able to implement community benefits in some commodities but this standardised approach for all regulated procurement will promote the consideration of this key topic within the stakeholder group and the supply base for Police Scotland.

3.2   Soft FM Contract

There was a primary focus in Police Scotland during the period pf this report to adopt the requirements of the Act for the Soft Facilities Management (FM) contract. This contract was seen to be an excellent example of where community benefits could be realised and is being used as the flagship example for Police Scotland.

3.3   Soft FM Community Benefits Targets

A breakdown of the community benefits realised with the Soft FM contract are:

Employment and Training

Outcome	Measure	Proposed Target
Local people employed	% local people employed	96%
Training opportunities	Number of Level 2 training opportunities created or sustained (BTEC, City and Guilds, NVQ, HNC, Apprenticeship)2	30
	Number of training opportunities created or sustained (HNC, HND or Apprenticeship) at Level 4 or above	15
Work placements	Number of weeks in aggregate spent on meaningful work placements (only those of 1 week or over) or on a pre-employment course on the project	40

Outcome	Measure	Proposed Target
Career Development support	Number of people provided with training opportunities to increase career opportunities	40
Jobs for Long-term unemployed	Number of employees taken on who are long-term unemployed (defined as people with continuous periods of unemployment for a year or longer)	30
Jobs for NEETs	Number of employees taken on who are not in employment, education, or training (NEET) and 18-24 years old	15

Local Economy

Outcome	Measure	Proposed Target
Local Spend	Total expenditure in local supply chain through the contract	92%
SME Spend	Expenditure with SME and third sector providers within our supply chain	25%
Additional Value from social enterprise expenditure	Expenditure with local Social Enterprises through the contract	12%
Support for local SMEs and social enterprises	Support for local SMEs and social enterprises, e.g. through expert business advice and guidance or 'meet the buyer events' for local businesses	6 per year
Business advice to local supply chain	Provide business advice to local supply chain to help build capacity e.g. financial, legal, HR and health & safety advice	6 per year
Living Wage	We will pay the Living Wage as a minimum to everyone working on the contract	Yes

Communities

Outcome	Measure	Proposed Target
Voluntary Time	Hours volunteering time provided by staff to local Community	200
Intended local school and college visits	Number of intended local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks	12 days

Outcome	Measure	Proposed Target
Taster visits to be held during contract	Number of 'employment taster days' to be held during the duration of this contract e.g. half-day visits	24 days
Charitable Fundraising and donations	Charitable fundraising or donations	£24,000
Community Stakeholder Strategy	Develop and implement a Community Stakeholder Strategy	Yes
CVOs advice and guidance	Provide expert business advice to community and voluntary organisations through an Employer-Supported Volunteering scheme	Yes – as required
Diversity training	Diversity training for our team and subcontractors	Yes

These targets are summarised in Figure 4 below:
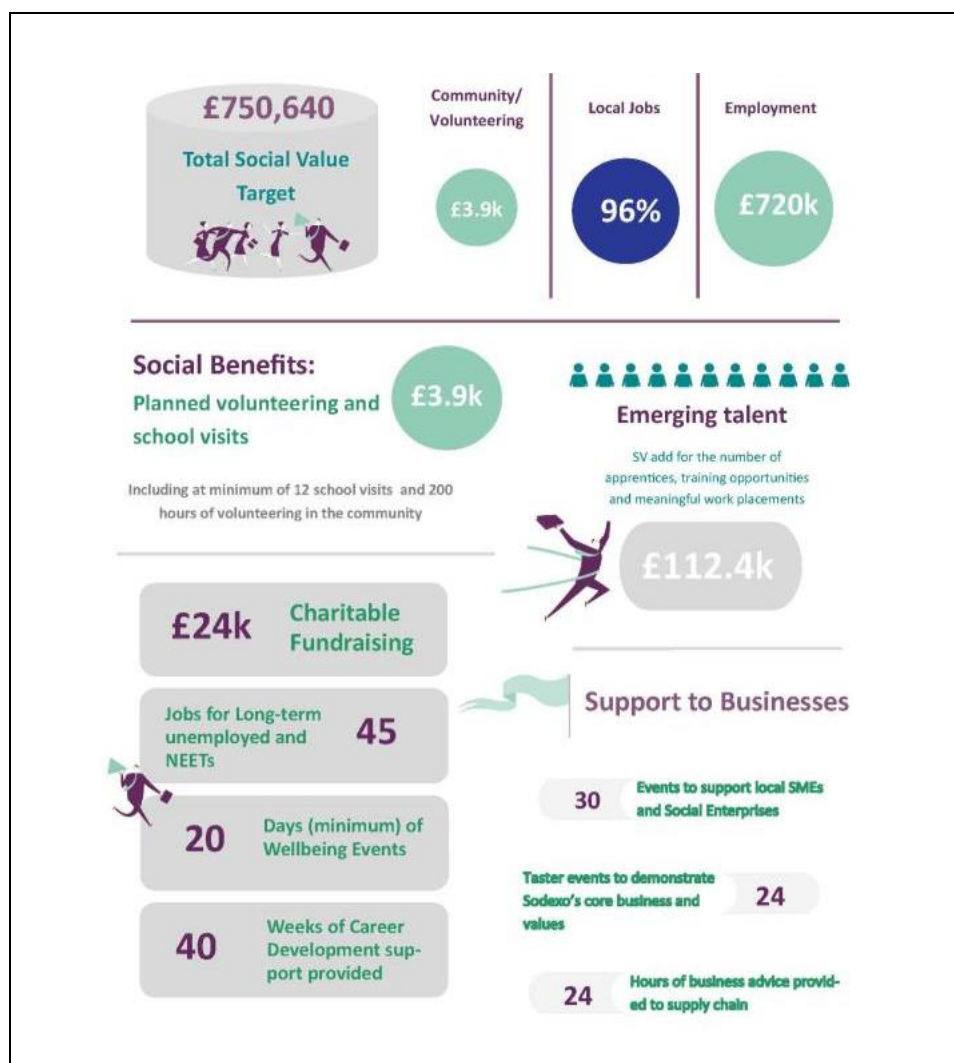
Figure 4: Soft FM Community Benefit Target Summary

4.   Supported Businesses Summary

Where appropriate Police Scotland will facilitate the involvement of supported businesses in regulated procurement exercises.

An example of this is our current contract for the Provision of Services for the Disposal and Recycling of Redundant ICT and Waste Electrical Equipment. This was tendered on the open market exercising the right to reserve contracts for Supported Businesses and Supported Employment Programmes for the integration of disabled or disadvantaged persons.

This is a zero cost contract. There are no charges for the services being provided, including transportation, recycling, disposal, certificates and reporting of ICT and Waste Electrical and Electronic Equipment. In the return, the supplier is under no obligation to provide any value back on any equipment deemed resalable.

This contract is due to expire in 2018, with a renewal again reserved for supported businesses.

5.   Future Regulated Procurement Summary

5.1   Introduction

The Future Regulated Procurement Summary is presented in two sections:

- Regulated Procurements completed in the period from April to September 2018
- Regulated Procurements anticipated in the remainder of the financial year 2018-2019 and the financial year 2019-2020.

In the tables that follow in the section 'N/A', meaning 'Not Applicable', in the Contract Notice column indicated that it is anticipated that the contract will be let under framework or extension option arrangements.

5.2   2018-2019 to Date

Corporate & Estates					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
1 April 2018	Deloitte LLP	Finance Support Services	£588,000	1 April 2018	31 December 2018
2 May 2018	Bloom Procurement Services Ltd	Digital, Data & ICT Strategy Phase 2	£1,340,840	15 May 2018	30 December 2018
21 May 2018	Ernst & Young LLP	Estates Stabilisation	£142,000	21 May 2018	31 August 2018
13 June 2018	Bloom Procurement Services Ltd	Commercial Case Support	£106,000	13 June 2018	17 August 2018
16 August 2018	Bloom Procurement Services Ltd	Demand & Productivity Support Services	£1,468,000	16 July 2018	10 September 2019

Corporate & Estates					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
29 June 2018	Bloom Procurement Services Ltd	Transformation Support Services	£990,000	16 July 2018	31 March 2019
17 July 2018	Bloom Procurement Services Ltd	Corporate Support Transformation Services	£820,000	17 July 2018	20 December 2018
1 August 2108	Scott-Moncrieff	Internal Audit Services	£1,200,00	1 August 2018	31 July 20121
6 August 2018	Badenoch & Clark	Specialist Procurement Support	£114,000	3 September 2018	31 March 2019
3 September 2018	Scott-Moncrieff	DDICT Strategy Audit	£55,550	3 September 2018	30 September 2018

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
01 April 2018	Centerprise	Cisco Hardware, Software & Licensing	£289,000	01 April 2018	31 March 2021
01 April 2018	Ivanti UK	Service Desk Support	£220,000	01 April 2018	31 March 2020
1 April 2018	Northgate	Penalty Management Systems	£83,000	01 July 2018	30 June 2019
1 April 2018	West Yorkshire Police	Video ID Parade Contract	£500,000	01 April 2018	31 March 2020
2 May 2018	BT	Fixed Telephony Services	£450,000	1 June 2018	31 May 2019
31 May 2018	Gartner	Advisory Services	£54,000	1 April 2018	31 March 2020
01 June 2018	Eurofins & Key Forensic Services	Forensic Biology Casework Services	£5,000,000	11 July 2018	10 July 2021
6 June 2018	Badger Software	Action Management Software	£109,000	7 June 2018	6 June 2021

ICT & Forensics					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
4 July 2018	Northgate	Penalty Management Systems Support	£89,000	1 August 2018	31 March 2020
8 August 2018	Computacenter	Cisco Hardware	£60,000	One-Off Contract	

Operation & Fleet					
Date of Award	**Supplier**	**Subject Matter**	**Estimated Value of Contract**	**Start Date**	**End Date**
23 July 2018	United Shield International	Ballistic Shields	£110,000	1 August 2018	31 July 2021
11 May 2018	Civil Defence Supply	Non-flammable Incapacitant spray	£103,000	1 June 2018	31 May 2019
10 May 2018	OnCall Interpreters	Telephone Interpreting	£62,000	1 June 2018	31 May 2020
15 April 2018	Global Connections	Face-to-Face Interpreting	£1,279,500	1 June 2018	31 May 2020
4 September 2018	Peugeot	Minibuses	£570,000	4 September 2018	3 September 2019

5.3   2018-2019 and 2019-2020

Corporate & Estates					
Subject Matter	**New, Extended or Re-Let**	**Expected Contract Notice Date**	**Expected Award Date**	**Expected Start Date**	**Estimated Value**
Estates Stabilisation	Extended	N/A	October 2018	October 2018	£50,000
Purchase-to-Pay Support	New	N/A	October 2018	October 2018	£500,00
Transformation Partner	New	December 2018	May 2019	1 July 2018	£2,500,000
Business Travel	Re-let	N/A	November 2018	November 2018	£1,700,00
Smart Working Pathfinder	New	N/A	April 2019	April 2019	£80,000
Roof Replacement	New	N/A	November 2018	November 2018	£125,000
Employee Assistance	Re-let	August 2018	April 2019	April 2019	£600,000
Furniture Removals	Re-let	September 2018	February 2019	February 2019	£450,000
Furniture	Re-let	September 2018	February 2019	February 2019	£1,500,000
Occupational Health Services	Re-let	September 2018	April 2019	April 2019	£4,000,000
Legal Services	New	October 2018	April 2019	April 2019	£2,400,000
Productions Deep Storage	New	January 2019	April 2019	April 2019	TBC
External Storage Solutions	New	January 2019	April 2019	April 2019	TBC
Soft FM Phase 2	New	TBC	TBC	TBC	TBC
Insurance Broker Services	Re-let	TBC	TBC	TBC	£55,000
Insurance Cover Services	Re-let	TBC	TBC	TBC	£1,350,000

ICT & Forensics					
Subject Matter	**New, Extended or Re-Let**	**Expected Contract Notice Date**	**Expected Award Date**	**Expected Start Date**	**Estimated Value**
Government Protective Marking Tool	Re-Let	N/A	01/09/2018	21/09/2018	£112,000
Mail Marshall	Re-Let	N/A	01/09/2018	01/10/2018	£320,000
Mobile Working	New	N/A	October 2018	November 2018	£31,000,000

ICT & Forensics					
Subject Matter	**New, Extended or Re-Let**	**Expected Contract Notice Date**	**Expected Award Date**	**Expected Start Date**	**Estimated Value**
National Network	New	N/A	October 2018	November 2018	£12,000,000
National ICCS	New	April 2018	November 2018	December 2018	£5,000,000
DEPP Core Solution	New	N/A	November 2018	December 2018	£25,000,000
Intelligence Gathering Tool	Re-Let	N/A	01/09/2018	30/09/2018	£111,000
National Video Parade Service	Re-Let	October 2018	November 2018	November 2018	£570,000
Data Quality Tool	New	N/A	November 2018	December 2018	£250,000
Cisco Maintenance	Re-Let	N/A	October 2018	November 2018	£460,000
Security Alarms	Re-Let	N/A	November 2018	December 2018	£110,000
WAN Links	Re-Let	N/A	November 2018	December 2018	£125,000
Tetra Ground-to-Air Link	Re-Let	N/A	November 2018	January 2019	£50,000
ERP and Asset & Duty Management	New	TBC	December 2018	April 2019	£2,500,000
Forensic Examination Software Maintenance	Re-Let	N/A	December 2018	December 2018	£96,000
Forensic Examination Software	Re-Let	N/A	June 2019	June 2019	£190,000
Cloud Virtualisation Platform	Re-Let	N/A	December 2018	December 2018	£145,000
Active Directory & Exchange Tool	Re-Let	N/A	December 2018	December 2018	£325,000
Geographical Mapping	Re-Let	N/A	December 2018	January 2019	£490,000
Crime Management Support	Re-Let	November 2018	December 2018	January 2019	£215,000
ICCS Maintenance	Extended	November 2018	January 2019	February 2019	£280,000
Data Recovery Tool	Re-Let	N/A	January 2019	February 2019	£135,000

ICT & Forensics					
Subject Matter	**New, Extended or Re-Let**	**Expected Contract Notice Date**	**Expected Award Date**	**Expected Start Date**	**Estimated Value**
SAN Storage	Re-Let	N/A	February 2019	February 2019	£130,000
Disk Retention	Re-Let	N/A	February 2019	February 2019	£75,000
Security Software	Re-Let	N/A	February 2019	February 2019	£70,000
Cybercrime Kiosk Support	Re-Let	N/A	February 2019	February 2019	£100,000
Cisco Hardware & Software	Re-Let	N/A	February 2019	March 2019	£50,000
Back and Recovery Tool	Re-Let	N/A	February 2019	March 2019	£60,000
Social Media Monitoring	Re-Let	N/A	March 2019	March 2019	£64,000
Internet Evidence Finder	Re-Let	N/A	March 2019	March 2019	£50,000
Citric Licenses	Re-Let	N/A	March 2019	March 2019	£95,000
Workspace Management	Re-Let	January 2019	March 2019	March 2019	£75,000
Service Desk Support	Re-Let	January 2019	March 2019	March 2019	£680,000
Open Fibre Rental	Extended	January 2019	March 2019	March 2019	£50,000
Database Management Tool Set	Re-Let	N/A	March 2019	March 2019	£75,000
Financial Management Tool	Re-Let	N/A	March 2019	March 2019	£260,000
Airwave Refresh	New	N/A	March 2019	March 2019	£250,000
Application Upgrade	New	January 2019	March 2019	March 2019	£330,000
C3 Refresh	New	N/A	March 2019	March 2019	£340,000
Desktop Refresh	New	N/A	March 2019	March 2019	£1,200,000
Digital Evidence Recorders	New	N/A	March 2019	March 2019	£360,000
Firewall Replacement	New	N/A	March 2019	March 2019	£125,000
Network LAN Refresh	New	N/A	March 2019	March 2019	£2,600,000
Server Refresh	New	N/A	March 2019	March 2019	£280,000

ICT & Forensics					
Subject Matter	**New, Extended or Re-Let**	**Expected Contract Notice Date**	**Expected Award Date**	**Expected Start Date**	**Estimated Value**
SAN Refresh	New	N/A	March 2019	March 2019	£450,000
Video Conferencing	New	N/A	March 2019	March 2019	£80,000
Voice Networking	New	N/A	March 2019	March 2019	£565,000

Operations & Fleet					
Subject Matter	**New, Extended or Re-Let**	**Expected Contract Notice Date**	**Expected Award Date**	**Expected Start Date**	**Estimated Value**
Boarding-Up Services	New	November 2018	March 2019	May 2019	£400,000
Speed Awareness	New	March 2019	September 2019	October 2019	£1,000,000
Vehicle-Mounted Warning Equipment	Re-Let	November 2018	March 2019	April 2019	£100,000
Uniform Caps & Hats	Re-Let	December 2018	May 2019	July 2019	£400,000
Body Armour	Re-Let	December 2018	May 2019	August 2019	£3,000,000
Fuel Cards	Re-Let	October 2018	February 2019	March 2019	£28,000,000
Police Vehicles	Re-Let	December 2018	May 2019	July 2019	£10,000,000
Substance Misuse Testing	Re-Let	November 2018	March 2019	May 2019	£200,000
Public Order Equipment	Re-Let	July 2019	October 2019	December 2019	£210,000
Waterproof Clothing	Re-Let	November 2018	January 2019	March 2019	£490,000
Equipment Carrier	Re-Let	November 2018	January 2019	March 2019	£400,000
Fleet Waste Disposal	Re-Let	March 2019	May 2019	July 2019	£80,000
Vehicle Windscreens	Re-Let	May 2019	August 2019	October 2019	£220,000
Uniform Trousers	Re-Let	July 2019	October 2019	December 2019	£350,000

Appendix A – Glossary of Terms

Term	Definition
ANPR	Automatic Number Plate Recognition
BPIs	Best Practice Indicators
BTP	British Transport Police
Commercial Excellence	Commercial Excellence is a transformation programme that will deliver significant financial savings by enhancing the procurement capability. In partnership with EY, the programme is to deliver initiatives focusing on non-staff expenditure across operational and corporate areas and will support financial sustainability in the future
'Corporate' within the Corporate & Estates Category	Goods and services required on a regular basis such as Professional Services, Training, Audit Services, Travel, Recruitment and Legal and Insurance Services
CVO	Community or Voluntary Organisation
DATS	Digital & Technology Services
DDICT	Digital, Data & ICT
DEPP	Digitally-Enabled Policing Platform
DOS	Digital Outcomes Specialists
DPS	Dynamic Purchasing System
ERP	Enterprise Resource Planning
FM	Facilities Management
G-Cloud	Crown Commercial Service's framework arrangement for Cloud Hosting, Cloud Software and Cloud Support
Hard FM	Services related to the physical fabric of buildings including heating, lighting, plumbing, air conditioning & ventilation, security systems, fire safety, health & safety and refurbishment
ICCS	Integrated Communications & Control System
ICT	Information & Communications Technology
ID	Identity
ITT	Invitation to Tender
LLP	Limited Liability Partnership
N/A	Not applicable
NCA	Non-Competitive Action
PCG	Procurement Collaboration Group
PCS	Public Contracts Scotland

Term	Definition
Policing 2026	The *Policing 2026* programme is a collaboration between Police Scotland and the SPA that will ensure Scottish policing continues to deliver excellence in a continually changing world
SME	Small or Medium-Sized Enterprise
Soft FM	The services required to maintain a healthy and safe environment within a building including cleaning, security, mail management, waste management and catering
SPA	Scottish Police Authority
SPCD	Scottish Procurement & Commercial Directorate
TBD	To be determined
Telematics	The integrated use of telecommunications and informatics
Third Sector	The Voluntary, Community & Social Enterprise (VCSE) Sector