



Meeting	SPA Resources Committee
Date	20 February 2024
Location	Video Conference
Title of Paper	Police Scotland Procurement Strategy
Presented By	Iain McKie, Head of Strategic Procurement
Recommendation to Members	For Discussion
Appendix Attached	Yes – Appendix A: Procurement Strategy 2024 (Amended version)

PURPOSE

This purpose of this report is to invite Members to note the proposal to extend the current Police Scotland Procurement Strategy 2021-23 for a period of up to a year.

Members are invited to note the contents of the report and appendix and note the timeline for a refreshed Procurement Strategy.

1. PROCUREMENT STRATEGY REFRESH

- 1.1 The Procurement Reform (Scotland) Act 2014 sets out the requirement for the Scottish Police Authority (SPA) to publish a procurement strategy because it has procurement spend in excess of £5m per annum.
- 1.2 The Scottish Police Authority (SPA) has statutory functions, which includes entering into contracts in order to carry out its statutory functions. Although the Scottish Police Authority is the Contracting Authority for all Police Scotland procurement, the SPA delegates the operation of a procurement function to put in place such contracts to Police Scotland.
- 1.3 The current procurement strategy covers the period 2021-2024. The Act also requires that the procurement strategy is reviewed at least annually. The primary statutory requirement of the procurement strategy is to set out how the SPA and Police Scotland will comply with their statutory duties in terms of regulated procurements.
- 1.4 The current Procurement Strategy has been updated annually in line with the provisions of the Act.
- 1.5 Staffing levels have meant that a comprehensive review of the strategy with full consultation has not been undertaken. A light touch refresh was undertaken ensuring that the strategy aligns with the current SPA Corporate Strategy 23-26 and the Scottish Government Strategic Policing Priorities 22-25 and the Annual Policing plan. It encompasses the required statutory requirements. Therefore, the strategy is considered fit for purpose subject to minimal amendments to ensure that it is current.
- 1.6 This approach is proposed as it will allow for a more rigorous strategy refresh ensuring that all planned organisational/corporate review work is considered and that it is aligned more clearly with the overall strategic direction of the organisation.
- 1.7 Therefore, it is recommended that this strategy be extended for a period of up to a year with the only administrative changes. The summary of these changes are listed below and the updated strategy incorporating these changes can be found in Appendix A.

Section	Changes
Foreword	David Page & James Gray introduction to be removed. Removal - References to EU Exit & Covid 19
Organisational Context	Summarised paragraph Amended - Officer numbers. Amended - Infographics Added - Forensics Structure and Info graphics.
Strategic Alignment	Added SPA Corporate Strategy 23/26 Added Main Roles & Responsibilities of Procurement Service Added Additional roles reflective of new structure.
Police Scotland Category Management Model	Amended- wording & spend figures.
Achieving our Objectives	Amended - Wording on new structure.
Our People	Minor wording changes
Supplier Support	Amending- wording on new structure
Collaboration	Minor wording change
Our Strategic Procurement Objectives	
Objective Four	Added – compliance with the requirements of the Modern Slavery Act 2015 (MSA).
Objective Six	Removed: Participating in Stonewall Workplace Equality Index (WEI) to embed in our equality in or procurement processes – No longer relevant
Objective Seven	Added – Deliver a dedicated training plan ensuring focus on key themes and emerging issues and included investment in wider skills to enable innovation and sustainability. Contract & Supplier Management team will incorporate learning from contracts utilising supplier management performance and supplier feedback on innovation and best practice.
Objective Eight	Amended to include wording: partnering with the Sustainability team to review sustainability tender responses where practical.
Policy Statements Required under the Procurement Reform Act (Scotland) Act 2014	
SME, VCSE Sector & Supported Business Involvement	Removed: Example expired Supported Business Contract
The Provision of Food	Added – Packed lunch contracts.
Climate Change	Amendments in line with environmental strategy

2. GOVERNANCE

2.1 This proposed extension of the strategy will be considered by existing governance arrangements in both the SPA and Police Scotland.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications in this report.

6.2 The Procurement Reform (Scotland) Act 2014 sets out the requirement for the Scottish Police Authority (SPA) to publish a procurement strategy because it has procurement spend in excess of £5m per annum. The Act requires that this strategy is reviewed annually. Failure to do so could have a reputational impact.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to note the minor amendments to the current Police Scotland Procurement Strategy as detailed in this report and to note the extension of the Procurement Strategy for a period of up to one year.

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Scottish Police Authority
Police Scotland



Procurement Strategy
2021 - 2024












SCOTTISH POLICE
AUTHORITY

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	<p>Violence against women and girls – “That Guy” campaign video and website viewed over 4m times including 2.3m engagements on social media worldwide</p>		<p>Equality, Diversity & Inclusion – increased our staff profile to reflect our communities in Scotland</p>
	<p>Drug seizures – there has been a general upwards trend in drug supply detections since February 2022</p>		<p>Vulnerability – Over 185,000 calls received regarding vulnerable people in our communities</p>
	<p>Public Satisfaction / User Experience – 85% of people contacted in recent survey, were satisfied with our service. Our User Experience Survey engages with around 2,500 people monthly</p>		<p>Your Police survey – Over 70,000 people have helped shape our local and national services in the past year</p>
	<p>Cybercrime – detection rates for cyber related fraud have increased in the past year. Recorded fraud increased nearly 80% in a year- the cyber investigation team had an increase in demand of 2000% from 2019 (16) to 2022 (220)</p>		<p>Caithness Project – Successful pilot scheme of participatory budgeting. The initial budget of £32,000 has been allocated to all projects which received the strongest support from residents</p>
	<p>Professionalism – introduced new continuous integrity screening programme to protect colleagues and the public</p>		

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Executive Summary

James Gray, Chief Financial Officer

As one of the largest public sector bodies in Scotland and the second largest police service in the UK, a dynamic, efficient and effective procurement service is essential to meeting the demands of modernisation and delivery. The nature of our organisation requires that our people are fully supported at all times with the provision of facilities, equipment and services in order to carry out their duties effectively.

The continuing financial climate has presented significant budgetary pressures both in Police Scotland and across the wider public sector. Therefore it is imperative that we utilise our available financial resources to ensure we deliver a policing service with the core responsibility of keeping people safe which operates on a sound financial footing and provides value for money.

In this procurement strategy we set out how we intend to undertake procurement to meet those core responsibilities whilst acknowledging the challenging environment in the world today.

Our 8 strategic procurement objectives detail the actions we intend to take over the period of the strategy to meet these core responsibilities, as well as delivering the wider sustainability and socio-economic benefits that public procurement can bring.

Climate Emergency

Since the Scottish Government declared a climate emergency in 2019, Police Scotland has been working to identify ways in which it can contribute to addressing this strategic national priority. Our 2021 Environmental Strategy sets out our approach to reducing emissions and is aligned with the Scottish Government's Climate Change Plan 2018-32.

We aim to reduce our emissions by 35% by 2026 based on our 2019/20 baseline. To date, we are on track to meet this target. As a "major player" in the Scottish public sector, Police Scotland is required to meet the Public Bodies Duties Regulations within the Climate Change (Scotland) Act 2009. This means that we must take any and all opportunity to act in as sustainable a way as possible.

Police Scotland also recognises the role that public spending and procurement has to play in addressing climate change. Police Scotland has a range of measures planned which includes leading the way within the public sector by investing in a green fleet. However, it is not just what we buy, but how much we buy which can help address climate change. Police Scotland will leverage its buying power to influence the market and address this strategic national priority wherever possible, working with other public sector partners to find collaborative opportunities, develop new tools and share best practice.

This procurement strategy builds on the progress which has been made under the SPA/Police Scotland Procurement Strategy 2021 – 2023 and sets out our ambition to continue to delivering value for money whilst securing the wider socio-economic benefits that public procurement and spending can bring.

Procurement vision

The aims of the SPA and Police Scotland are embodied in the vision laid out below which has been developed by the procurement service taking account of the Public Procurement Strategy for Scotland 2023 to 2028.

Police Scotland will deliver a Procurement service that promotes transparency, best practice and continuous development whilst delivering in a sustainable, accountable and equitable way to the benefit of our suppliers, customers, stakeholders and the public purse.

Organisational Context










The Scottish Police Authority and Police Scotland came into being on 1 April 2013, constituted under the Police and Fire Reform (Scotland) Act 2012.

The Scottish Police Authority (SPA) has statutory functions that include maintaining the police service, holding the Chief Constable to account and providing Forensic Science Services. This includes entering into contracts in order to carry out its statutory functions. Although the Scottish Police Authority is the Contracting Authority for all Police Scotland procurement, the SPA delegates the operation of a procurement function, to put in place such contracts, to Police Scotland.

Police Scotland is now the second largest police service in the UK with over 16,000 police officers and over 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. The Procurement Service sits within Corporate Support Services under the Finance function of Police Scotland.

JOINT STRATEGY FOR POLICING 2023

Policing in Scotland

 THAT GUY	Violence against women and girls – “That Guy” campaign video and website viewed over 4m times including 2.3m engagements on social media worldwide		Equality, Diversity & Inclusion – increased our staff profile to reflect our communities in Scotland
	Drug seizures – there has been a general upwards trend in drug supply detections since February 2022		Vulnerability – Over 185,000 calls received regarding vulnerable people in our communities
 User Experience	Public Satisfaction / User Experience – 85% of people contacted in recent survey, were satisfied with our service. Our User Experience Survey engages with around 2,500 people monthly	 YOUR POLICE Survey	Your Police survey – Over 70,000 people have helped shape our local and national services in the past year
	Cybercrime – detection rates for cyber related fraud have increased in the past year. Recorded fraud increased nearly 80% in a year- the cyber investigation team had an increase in demand of 2000% from 2019 (16) to 2022 (220)		Caithness Project – Successful pilot scheme of participatory budgeting. The initial budget of £32,000 has been allocated to all projects which received the strongest support from residents
	Professionalism – introduced new continuous integrity screening programme to protect colleagues and the public		

Forensic Services

The Police and Fire Reform (Scotland) Act 2012 states: “The Authority must provide forensic services to the Police Service, the Police Investigations and Review Commissioner and the Lord Advocate and procurators fiscal.”

SPA Forensic Services are the largest public sector forensic organisation in Europe and among the largest forensic organisations in the UK with over 600 highly trained and skilled scientists and staff committed to Scientific Excellence and work with Integrity, Professionalism, and Impartiality. The focus is on delivering world-leading, high-quality and value-for-money forensic services to meet the needs of our criminal justice partners and the expectations of the Scottish public.

Among the wide scope of scientific services provide are Biology; DNA; Chemistry and Documents; Drugs; Toxicology; Fingerprint Comparison; Finger Mark Enhancement; Firearms; Imaging and Multimedia Services; Post Mortem Toxicology; and Scene Examination. Forensic Services operate from main five laboratory sites in Aberdeen, Dundee, Edinburgh, Glasgow, and at the Scottish Crime Campus in Gartcosh – these are supported by Scene Examiners based throughout Scotland.

The Director of Forensic Services reports to the Chair of the Scottish Police Authority. The SPA Forensic Services Committee, established in October 2018 by the Scottish Police Authority, provides oversight and scrutiny to the work Forensics Services and is open to the public. A yearly review of Forensic Services strategic performance is published as part of the SPA’s Annual Review and laid before Parliament.

Strategic Alignment

Police Scotland and the SPA’s joint strategic direction as embodied in this Procurement Strategy will support delivery of the Public Procurement Strategy for Scotland 2023 to 2028 aligning with the Scottish Government’s National Performance Framework.

Police Scotland and the SPA’s joint strategic direction is outcomes focused to show a golden thread from Scottish Government’s priorities through Police Scotland and the SPA’s corporate strategies and through this procurement strategy to provide a framework which aligns individual procurements to relevant national outcomes.

This alignment is embodied in the SPA’s Corporate Plan 2023 – 2026.

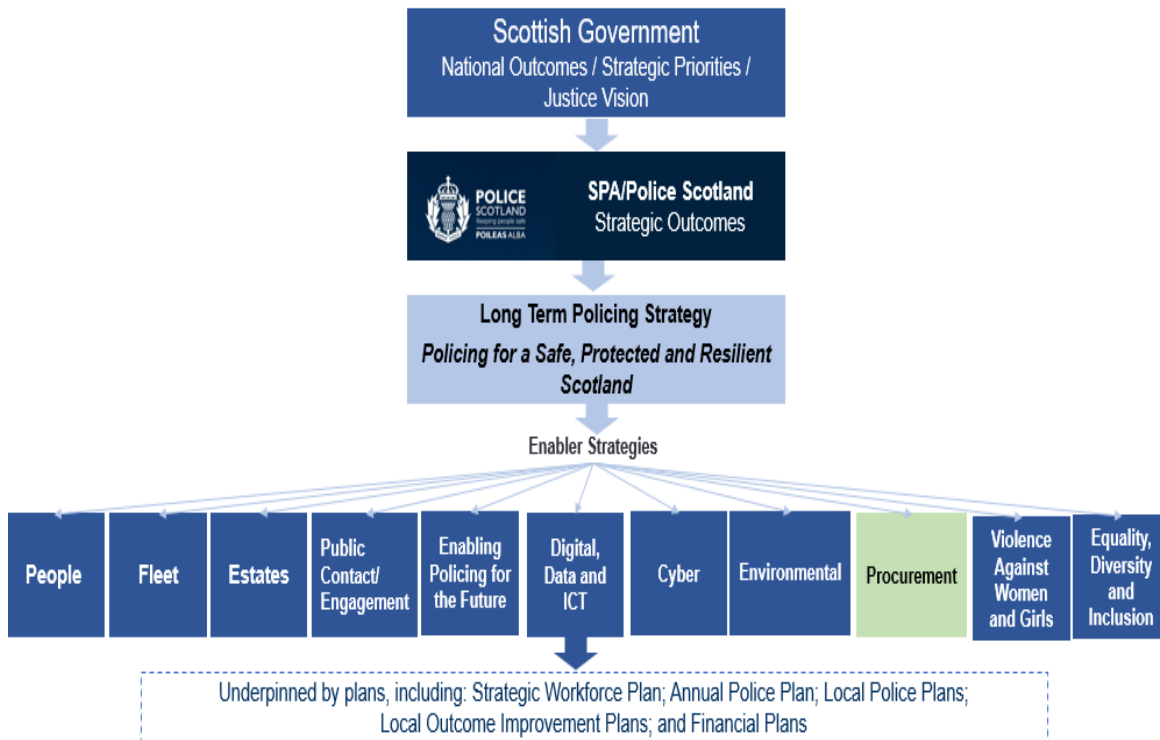
Scottish Police Authority Corporate Strategy 2023-2026

Scottish Government Strategic Police Priorities: Crime and Security, Confidence, Partnerships, Sustainability, People, Evidence

Our Vision: Policing in the Public Interest **Our Values:** Respect, Integrity, Public Service

 <p>Strategic outcome 1</p> <p>Communities are informed and confident that policing is accountable</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Strengthening relationships with communities and actively seeking to engage the public and stakeholders in our work • Communicating and engaging on the success of, and challenges faced by, policing in Scotland using an Outcomes based framework • Ensuring openness and transparency in the work of the Authority and Police Scotland 	 <p>Strategic outcome 2</p> <p>We have effective collaboration with partners</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Promoting Scottish policing in the UK and beyond; proactively identifying and engaging with all stakeholders on issues of significant public interest • Taking an active and strategic role in understanding and defining the police role in service delivery across the public sector • Actively engaging with Police Scotland and Forensic Services to build strong partnerships across organisational boundaries 	 <p>Strategic outcome 3</p> <p>Resourcing requirements are based on evidence, need and best value</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Supporting and maintaining adaptable, effective, efficient and sustainable police and forensic services • Ensuring service transformation is based on robust evidence that demonstrates best value • Maintaining a focus on equality and human rights considerations across the Authority’s work
 <p>Strategic Outcome 4</p> <p>Our workforce is valued, engaged and skilled</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Seeking assurance that an appropriately resourced, diverse and sustainable workforce is in place, underpinned by a robust approach to employee engagement and wellbeing • Ensuring that effective mechanisms are in place to engage with staff associations and trade unions as key organisational stakeholders • Demonstrating responsible employment practice, with a focus on health, safety and welfare 	 <p>Strategic Outcome 5</p> <p>We are a learning organisation, where decision making and scrutiny are evidence led</p> <p>We will do this by:</p> <ul style="list-style-type: none"> • Seeking assurance that service delivery, resourcing and investment decisions across the policing system are based on robust evidence • Analysing research and evidence sources to support horizon scanning, planning and policy development • Developing the range of evidence used to inform the Authority’s decision making, and communicate with the public and stakeholders on the future of policing 	

In addition, the Long-Term Policing Strategy is aligned to national outcomes and is supported by enabling strategies and implementation plans within Police Scotland.



This procurement strategy fulfils a dual purpose in discharging the SPA's statutory duty to publish a procurement strategy under the Procurement Reform (Scotland) Act 2014, but also ensures the alignment of procurement activity to those corporate plans and National Outcomes and Strategic Priorities.

<p align="center">Policing for a Safe, Protected and Resilient Scotland Joint Strategy for Policing (2023)</p>		<p align="center">SPA Corporate Strategy (2023-26)</p>			
<p align="center">Strategic outcome:</p> <p>Police Scotland is sustainable, adaptable and prepared for future challenges</p>		<p align="center">Strategic objective:</p> <p>Resourcing requirements are based on evidence, need and best value</p>			
<p align="center">Strategic objectives</p>	<ul style="list-style-type: none"> • Use innovative approaches to accelerate our capacity and capability for effective service delivery • Commit to making a positive impact through outstanding environmental sustainability • Support operational policing through the appropriate digital tools and delivery of best value 		<ul style="list-style-type: none"> • Supporting and maintaining adaptable, effective, efficient and sustainable police and forensic services • Ensuring service transformation is based on robust evidence that demonstrates best value • Maintaining a focus on equality and human rights considerations across the Authority's work 		
	<p align="center">Procurement Strategy 2021 - 2024</p> <p align="center">Police Scotland will deliver a Procurement service that promotes transparency, best practice and continuous development whilst delivering in a sustainable, accountable and equitable way to the benefit of our suppliers, customers, stakeholders and the public purse.</p>				
<p align="center">Procurement Strategy objectives</p>	Deliver savings and best value outcomes		Securing and delivering community benefits		
	Ensure compliance with procurement legislation with open, transparent and robust governance		Support equality and diversity goals and principles		
	Make procurement spend accessible to small and medium sized businesses and the third sector		Enable innovation and best practice solutions		
	Ensure fair working practices are adopted by suppliers		Contribute to national climate targets and Police Scotland's Environmental Strategy		
<p align="center">Enablers</p>	<p align="center">A leading public sector procurement service</p>	<p align="center">Our people</p>	<p align="center">Supplier support</p>	<p align="center">Collaboration</p>	<p align="center">Monitoring, reviewing and reporting</p>
	Carry out sourcing and tendering activities that support strategic procurement projects and activity	Focus on leadership, professional development and wellbeing to support our people	Encourage fair and transparent contracting opportunities, provide a range of information and support resources to prospective supplier	Promote and develop our relationships to explore collaborative opportunities and share best practise	Enable strategic focus on procurement activities and adherence to statutory requirements

Procurement in Police Scotland

Within Police Scotland, (encompassing SPA Forensics) here is a centralised procurement service that holds responsibility for all procurement greater than £5000.

The main roles of the Procurement service are to:

- Ensure that value for money is achieved through appropriate procurement strategies and procedures and input into programme business cases.
- Advise, guide and support the development of and compliance with procurement policy, best practice and legislation.
- Provide and develop professional, qualified procurement expertise, advice and services.
- Support the Business by building efficient and compliant purchase to pay processes and development and maintenance thereof.
- Reporting and Performance Management to enable continuous improvement and consultation.
- Ensuring Police Scotland's policies and procedures reflect all SPPN's, legislative changes and external and internal governance.
- 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 voluntary, community and social enterprise sector organisations, identifying and managing any supply risks or value add opportunities. Monitor contract performance throughout the lifecycle of our contracts driving best value.
- Promote and engage in collaboration and information sharing with relevant partner organisations.
- Support sustainable policies through procurement processes.

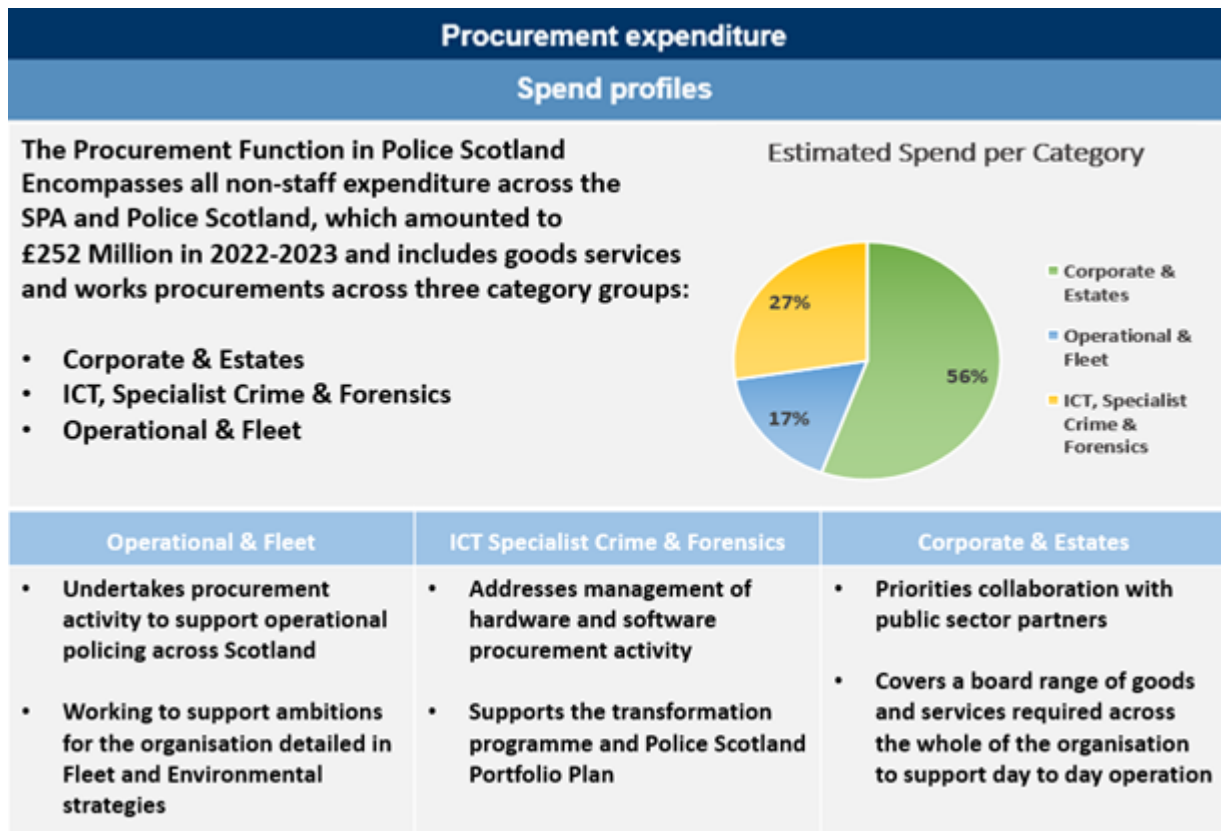
The main responsibilities of the procurement service within Police Scotland encompass the following activities are to:

- 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, demand, corporate social responsibility and sustainability issues;
- Manage strategic supplier relationships;
- Manage procurement competitions, contract awards and contracts;
- Maintain 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 and purchasing;
- Measure and report procurement performance;
- Ensure governance remains appropriate and proportionate;
- Ensure we remain up to date regarding policies and legal guidance.

Police Scotland Category Management Model

The category management model embedded within Police Scotland provides functional alignment with internal stakeholders bringing a range of benefits. Through this approach we continue to further leverage considered and dynamic medium- and long-term category strategies aligned with Police Scotland and the SPAs corporate plans and departmental strategies and implementation plans.

The figure below illustrates the high-level segmentation of spend across category groups and scope of those categories.



In addition to recurring strategic procurement across the various categories, Police Scotland regularly undertakes major projects which require extensive procurement support. A dedicated team is in place to support major projects to ensure swift mobilisation to large policing projects such as the successful delivery of COP26 and most recently the policing operation to support the funeral arrangements of Her Majesty.

Achieving our objectives

To deliver our vision and strategic procurement objectives we will focus on and develop the following areas.

Maintaining a leading public sector procurement service

The procurement service provides advice and support to customers across the SPA and Police Scotland to enable them to meet the appropriate purchasing and wider commercial requirements in carrying out our organisational functions. The service carries out strategic sourcing and tendering procedures and also monitors and challenges planned purchasing activity to ensure it is both effective and compliant. The service has a crucial role to play in enabling Police Scotland and Forensics to maintain a balanced, sustainable budget but is also a key enabler for both operational policing in Scotland and Transformation.

The centralised Procurement Service is responsible for ensuring all regulated procurement is carried out in accordance with regulatory requirements and internal policy. This includes goods, services and works procurements across seven spend categories.

Strategic Procurement:

Specialist Category teams who deliver the tendering processes ensuring adherence to legal and statutory requirements whilst ensuring Best Value is achieved across cost, quality, service, how to purchase and delivery in as strategic fashion as possible. This managed within three category procurement teams:

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

Operational Procurement:

Procurement Services deliver a range of support services for the procurement function including e-Proc training/advice, policy advice and support, governance of purchasing processes across Police Scotland, delivering a programme of continuous improvement and enhanced performance reporting.

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The Resilience & Project Procurement team provide capacity to deliver the support required for large policing operations and strategic projects which cross all categories. This increased strategic and specialist procurement support was designed to provide a responsive service, accessible and working in partnership with organisational stakeholders and ultimately add value to spending plans and requirements.

The Contract and Supplier Management team manage and optimise key identified contracts and supplier relationships on behalf of PS, SPA and Forensics. This team drive best practice ensuring that contracts are managed in a consistent manner.

Over the last year we have implemented our new structure. The new operating model has facilitated enhancements to how we work as a team allowing us to develop in areas such as training, personal development, career progression, succession planning, data capture, standardisation and so delivery. These changes continue to enable this procurement service to deliver work that adds value to the SPA and Police Scotland.

Our people

Our people are at the heart of supporting Police Scotland with procurement, purchasing and wider commercial requirements in carrying out our organisational functions.

A focus on leadership, professional development and wellbeing is a critical element of our strategy implementation approaches. This includes a focus on support for procurement professionals and our people more widely who engage with the service and procurement processes to enable effective policing.

To deliver the Procurement Strategy the capacity and skills of procurement professionals and our people will continue to be developed and supported through:

- continued and effective engagement with the SPA/ Police Scotland leaders;
- exploring opportunities for modern apprentices and trainees to develop the skills needed;
- supporting continuing professional development of experienced individuals to ensure knowledge is up to date and aligned to developments in the sector;
- engaging with other public sector organisations and other relevant organisations to support knowledge transfer and good practice;

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- providing mentoring, coaching and work shadow opportunities where possible;
- working with colleagues in Legal Services, developing and delivering in-house workshops, training and guidance, for all our people, to support commercial awareness, best practice and legislative knowledge;
- continuing to assess procurement standards using self-assessment tools to ensure continuous improvement; and
- Providing ongoing training and support around contract management.

Supplier Support

Police Scotland encourages fair, open and transparent competition by advertising all relevant contract opportunities via the Scottish Government Procurement Portal Public Contracts Scotland (PCS) [Public Contracts Scotland \(PCS\)](#)

PCS website provides a range of information and resources at present to support suppliers who are interested in doing business with Police Scotland and key resources are outlined below:

- [SPA Buyer Profile](#) – details of our contract register which provides information on live contracts along with dates these are due to end providing insight to future tenderers;
- [Contract Standing Orders](#); and
- Events, such as [Meet the buyer](#).

Our dedicated Contract and Supplier Management team work to; ensure standardised supplier performance management across Police Scotland whilst remaining focussed on tracking the benefits of our commercial agreements.

The team will engage with existing and new suppliers, including SME's, and work to achieve public sector Social Value objectives, including sustainability and environmental goals

Police Scotland have joined the Supplier Development Programme (SDP) joining all 32 Scottish Local authorities and 16 other public bodies as members of the Programme.

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SDP is a publicly funded partnership led by Local Authorities working in conjunction with Scottish Government and other public bodies, to bring Scottish SMEs support in all aspects of tendering. By assisting businesses to become tender ready for public procurement, SDP improves all-round efficiency, sustainability, and market potential.

Police Scotland will work with SDP to pro-actively develop the supplier base where possible, including small and medium-sized enterprises (SMEs) and voluntary, community and social enterprise (VCSE) sector organisations, identifying and managing any supply risks or value add opportunities.

Collaboration

Our procurement service will seek to collaborate and share good practice with the public sector in Scotland and more widely across the United Kingdom, taking a proactive approach. This includes our active promotion and engagement to share experience and information with our key partners including other blue light services, Scottish public bodies and the Scottish Government.

The service will continue to be a key member of the Scottish Government Procurement Collaboration Group (PCG) and cluster groups in a broader context.

We will continue to collaborate with our Blue Light colleagues and other public sector bodies by sharing ideas and our practices related to tendering activity to enhance knowledge and expertise related to sectoral activity.

Over the period of our Strategy we will seek to expand our collaborative approaches to identify new initiatives and where new models can enable excellent services for policing.

We will also collaborate with our public sector partners to promote sustainable procurement, support wider climate and circular economy ambitions and maximise collective purchasing power to provide an efficient and developing policing service to our people and our communities.

Monitoring, reviewing and reporting

This Strategy will be reviewed annually and Police Scotland will publish an Annual Procurement Report to meet statutory requirements set out in the Procurement Reform (Scotland) Act 2014.

Both the Procurement Strategy and Annual Procurement Report have important roles in setting out how Police Scotland develop their procurement service and ensure compliant practices. This also enables a strategic focus on procurement activities including contract and supplier management and an overview of how our approach to procurement enables and contributes to achievement of our strategic outcomes and objectives.

Progress to embed the strategic objectives set out in this strategy will be set out in more detail in the Procurement Service Plan.

The plan will inform the Annual Procurement Report which will be reported to the Police Scotland CFPB, the SPA Resources Committee and SPA Main Board.

In addition, the following information and reporting will be in place:

- procurement activity will be included, where appropriate, in regular reporting to the Resources Committee, and any other SPA committee as required; and
- Delivery of this Strategy will be regularly reviewed by the Chief Financial Officer with the Head of Strategic Procurement.

Our Strategic Procurement Objectives

This strategy sets out key procurement objectives and the actions that will deliver those objectives within the period of this procurement strategy. These objectives will be prioritised in line with the strategic direction of the SPA and Policing in Scotland

Objective one: Deliver savings and best value outcomes

We will do this by:

- Creating Sourcing Strategies for all regulated spending
- Utilising competitive tendering where possible
- Collaborate where possible with others in the Scottish Public Sector and the wider UK blue light community to aggregate demand
- Utilising collaborative frameworks where they provide best value
- Working with our customers to identify saving opportunities and challenge current models of delivery;
- Challenging the demand for goods and services and seeking to rationalise core requirements;
- Supporting robust contract management actions to ensure contracts deliver to financial and non-financial performance requirements, including contractual commitments around social value and community benefits;
- Applying whole life costing methods to ensure end-to-end requirements are included.

Objective two: Ensure compliance with procurement legislation with open, transparent and robust governance

We will do this by:

- Ensuring all procurement requirements with a value in excess of £5,000 are dealt with by our central procurement service;
- Training and developing our people to be confident professional advisers on the procedures and policies which must be considered to ensure compliance requirements are consistently met;

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- Providing our people with regular updates on statute, regulations, case law, statutory guidance, policy and social value outcomes;
- Ensuring all staff and officers are aware of organisational policies and procedures relating to procurement. In particular, training those with budget and financial responsibility in the key procurement requirements in terms of the regulations and internal policies;
- Continually reviewing and improving guidance and controls to ensure compliance with purchase systems and procedures, including the Contract Standing Orders;
- Strictly adhere to the required governance routes within Police Scotland, the SPA and Scottish Government to ensure effective oversight and scrutiny of the procurement process.

Objective three: make procurement spend accessible to small and medium sized businesses and the third sector.

We will do this by:

- Ensuring that there are no disproportionate barriers to participation
- Carry out pre-tender market engagement, working with business and Third Sector to support “meet the buyer” events, workshops and awareness of contract opportunities;
- consideration of ensuring accessibility for SMEs and VCSEs within our Sourcing Strategies;
- continuing to use Public Contracts Scotland (PCS) as the principal advertising route and to explore alternative, appropriate advertising routes to reach those not currently registered;
- involvement of all key organisations in market engagement and consultation exercises;
- the use of appropriate lotting strategies in Invitations to Tender which are aligned to the market to facilitate access for SMEs and VCSEs
- facilitating joint and consortium bidding.

Objective four: ensure fair working practices are adopted by suppliers

We will do this by:

- Considering fair and ethical trading in all sourcing strategies;
- Improving training and awareness for all our people and bidding organisations;
- Applying appropriate weightings in the evaluation of tenders and including Fair Work First and Living Wage award criteria;
- Developing procedures which embed fair work practices
- and ensure compliance with the requirements of the Modern Slavery Act 2015(MSA) .
- ;
- Applying the five Fair Work First criteria in regulated procurement processes, where relevant and proportionate to do so as follows:
- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace; and
- providing fair pay for workers (for example, [payment of the Real Living Wage](#)).Adopting the Fair Work First guidance issued by Scottish Governments and incorporating it into our sourcing strategy and tender documentation.

Objective five: Securing and Delivering community benefits.

We will do this by:

- Building community benefits into the contracting process for all appropriate contracts with standard clauses introduced into relevant invitation to tender and similar documents;
- Increasing awareness and understanding of community benefits across Police Scotland and the SPA;

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- Ensuring that community benefits are given sufficient weighting within tender evaluation methodologies which are proportionate to the contract and benefits being sought.
- Working collaboratively with Scottish Government, Local Authorities, and our other key partners to support projects in development across Scotland.
- Improving our processes to ensure delivery of community benefits delivered.

Objective six: Support Equality and diversity goals and principles

We will do this by:

- Ensuring that equality impacts are identified in our sourcing strategy for all procurement processes and that the needs and impacts of all relevant groups are fully considered;
- Ensuring that recommendations within the Equality and Human Rights Impact Assessments (EqHRIAs) relating to the goods, works and services we are procuring are incorporated within the procurement process; and

Objective seven: Enable innovation and best practice solutions.

We will do this by:

- Engaging with business areas at the early stages of identification of need and scoping;
- Encourage innovation via outcome-based specifications;
- Collaborating effectively with the Police Scotland Innovation Team and seeking relevant examples of market innovations, sharing models and best practice;
- Utilising innovative approaches to procurement; and
- Allowing the opportunity for variant bids where there is potential technological and market advancement as appropriate.

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- Deliver a dedicated training plan ensuring focus on key themes and emerging issues and included investment in wider skills to enable innovation and sustainability.
- Contract & Supplier Management Team will incorporate learning from contracts through utilising supplier management performance monitoring and supplier feedback on innovation and best practice.

Objective eight: Contribute to national climate targets and Police Scotland's Environmental Strategy

We will do this by:

- Ensuring environmental sustainability sits at the heart of our procurement practices partnering with the Sustainability team to review sustainability tender responses where practical;
- Providing training to improve awareness of climate impacts for our people
- Utilising tools and guidance such as the Scottish Government's sustainability toolkit to stay focused on developments.
- Engaging with the wider market to consider sustainable options and to encourage innovation, collaboration and partnership working to achieve shared goals as a net zero economy.
- Utilising a whole life costing approach to evaluation where appropriate.
- Promoting and supporting a circular economy by considering potential for re-use, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste.

Policy Statements Required under the Procurement Reform (Scotland) Act 2014

The above act requires Police Scotland/the SPA to state the following policies relating to its procurement duty.

SME, VCSE Sector and Supported Business Involvement

Where appropriate, Police Scotland will facilitate the involvement of small and medium sized enterprises (SMEs) and the Voluntary, Community and Social Enterprise (VCSE) Sector, (also referred to as the Third Sector), including supported businesses, in regulated procurement exercises.

Steps being taken to facilitate this involvement include:

- The inclusion of Sustainable Procurement Duty with Sourcing Strategies
- The use of Public Contracts Scotland (PCS) as the principal advertising route
- Participation in Supplier Development Programme events such as 'Meet the Buyer'
- Involvement of relevant organisations in market engagement and consultation exercises
- The use of lots in ITTs and similar documents
- Creating opportunities for joint and consortium bidding
- The use of Dynamic Purchasing Systems (NPSs) and similar arrangements such as the NEPO Professional Services Framework
- Reporting in the Annual Procurement Report.

Innovation

It is Police Scotland policy to promote innovation in relevant market places and this reflected in a number of approaches including:

- innovative, but compliant, approaches to procurement such as the use of DPSs
- clauses in ITTs and similar documents to encourage innovation in design, commercial arrangements and joint work
- support to specific Police Scotland initiatives

Consultation and engagement

It is Police Scotland's policy to consult with and involve with customers, potential suppliers and others to help design procurements and this is a fundamental element to developing and signing off Sourcing Strategies.

Police Scotland takes a fit-for-purpose approach the consultation and stakeholder engagement and this can include:

- Stakeholder interviews and workshops
- 'Voice of the Customer' workshops
- Supply Market Analysis, which can be bought in where specific market knowledge is required
- Soft Market Testing including insight sessions with a sample of potential suppliers
- Pre-Tender Market Engagement including:
 - Briefing documents
 - Invitations to Express an Interest
 - Telephone Conference Briefings
- Face-to-Face Briefing Sessions, which may be streamed on-line and recorded for the benefit of potential suppliers that are unable to attend in person and for the use of bid teams.
- SRO and Head of Procurement sign-off to Sourcing Strategies
- Post-Tender Briefing, for both unsuccessful and successful suppliers

Community Benefits

The 2014 Act describes a community benefit as a contractual requirement by a contracting authority relating to training and recruitment or the availability of sub-contracting opportunities; or which is otherwise intended to improve the economic, social or environmental wellbeing in the authority's area in a way additional to the main purpose of the contract.

Within Police Scotland, it is policy to build community benefits into the contracting process for all major contracts across all three categories, with standard clauses introduced into relevant invitation to tender and similar documents.

Going forward focus is being placed on contract lengths that will enable suppliers to recruit and train, flexible ITTs that will enable suppliers to form consortia with, or sub-contract to SMEs and other organisations within the community, and evaluation criteria that will include addressing community benefits.

The Sourcing Strategy 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 flow through the procurement stages and be captured within the tendering, evaluation and contractual documents, which are also monitored and managed as part of the Contract Management process. 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.

Fair Work and Living Wage

Police Scotland has implemented the Scottish Government's commitment to the Living Wage for staff under its direct control.

Fair Work is defined in five dimensions: fulfilment, security, opportunity, respect and effective voice.

It is Police Scotland policy to consider Fair Work practices in applicable procurements and to promote the payment of the Living Wage in relevant procurements.

Police Scotland is to include Fair Work and Living Wage award criteria in all appropriate contracts where they are relevant. This will involve developing procedures to help teams to consider Fair Work practices and monitor progress within relevant procurements.

Health & Safety at Work Act etc.

The Authority and Police Scotland are committed to promoting and implementing policy, procedures and guidance to ensure that workplace activities are carried out in such a manner that risks to the health, safety and welfare of staff, the public and those that deliver contracts are eliminated or reduced, so far as is reasonably practicable. This encapsulated in the 2016 Health, Safety and Wellbeing Policy.

It is a standard condition of Authority and Police Scotland contracts that suppliers must abide by all relevant legislation and industry good practice. In addition, contract management processes are being developed to include information about health and safety incidents and action being put in place to mitigate the incidents and prevent repeat.

Police Scotland contract management procedures will include information about health and safety incidents and action being put in place to mitigate them.

Fair and Ethical Trading

It is Police Scotland policy to source fairly and ethically traded goods and services wherever relevant and to consider their implications through the stages of the procurement cycle. This includes the specification of fairly and ethically traded goods and services wherever relevant; considering the wider implications of procurements; relevant terms and conditions in contracts; and in contract management.

Whilst fair and ethical trading features in sourcing strategies, the following categories of expenditure are amongst those that are regarded as high risk and are therefore given proportionate consideration:

- All textiles, including uniforms
- Food and catering services
- Furniture and products with a timber content
- Hazardous substances
- Building materials
- Supply chains featuring organisations in developing countries

The provision of food

Within Police Scotland, food is provided:

- Via catering services, including vending machines, within soft facilities management contracts
- Within the Custody, Division, which is classified as a food business establishment and has implemented a food safety management system
- Via other arrangements including a retail shop at the Scottish Police College, and special operational requirements, such as the use of the procurement cards
- Dog food is supplied via a national contract addressing specific dietary requirements and horse feeding etc. via local suppliers.
- Packed lunch contracts for provision of catering for policing operations

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To improve the health, wellbeing, and education of communities in which Police Scotland operates and to promote the highest standards of animal welfare, in the procurement of food the policy is to:

- Ensure that contracts meet the requirements of customers, comply with applicable legislation and address other factors such as traceability, animal welfare, environmental standards, nutrition and waste
- Align with government policies on healthy eating and nutrition and the promotion of fresh, seasonal, fairly traded and local produce.

30-Day Payment

Police Scotland aims to pay all suppliers within 30 days from receipt of a valid invoice. Police Scotland's standard contractual terms include payment within 30 days from receipt of a valid invoice which are adopted unless otherwise agreed in advance of awarding a particular contract.

Police Scotland's standard contractual terms also require contractors, sub-contractors, sub-sub-contractors and so on, ensure that their suppliers are paid within 30 days.

Climate change

In response to our legal duties in relation to climate change and our recognition of the climate emergency, Police Scotland has developed a new Environmental Strategy that will develop and implement specific sustainability projects as well as interpret and support work underway across the organisation that will help to improve energy, resource and carbon efficiency including decisions on the procurement of these. Our new Strategy commits us to, as a minimum, a thirty-five percent (35%) reduction in our carbon emissions by 2026 against our baseline year of 2019/20. We are also committed to ensuring that environmental sustainability sits at the heart of our working practices.

Procurement recognises that it will be a key driver in achieving these goals through its existing supply chain, how it engages with the market, the relationships it develops with its suppliers and stakeholders, internal and external and in the way it procures goods, works and services to meet current and future requirements.

Aligning itself to these targets, Procurement are committed to ensuring that environmental sustainability sits at the heart of our working practices to support Police Scotland to comply with other relevant legislation in relation to the Procurement Climate Emergency Response such as the Climate Change (Scotland) Act 2009 and The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015.

In order to ensure that environmental sustainability underpins and is included in all sourcing strategies, Procurement will procure goods and services that are as sustainable as possible and that comply with the principles of a circular economy, and to working with our suppliers to improve their own performance by:

- Averting, reducing, reusing, recycling or recovering value, in that order, where ever possible;
- Sourcing good, works and services responsibly and sustainably to prevent or reduce carbon emissions, mileage, waste or harmful toxins and chemical;
- Working closely with Estates to improve the energy/resource efficiency of our existing and future buildings through procuring goods, works and services that assist in ensuring that our estate is managed to enhance biodiversity;

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- Encouraging staff to work in sustainable ways and ensuring that we procure the proper resources to allow them to do this;
- Working closely with Fleet and Operations to reduce our mileage in fossil fuel driven vehicles and achieving our commitment to procure and operate a fully electric fleet by 2030;
- Engaging with local suppliers to inform of opportunities and encourage participation, collaboration and partnership working;
- Engaging with suppliers to identify opportunities to reduce their environmental impact and generate carbon savings;
- Engaging with the wider market place to identify sustainable options and to encourage innovation, collaboration and partnership working to achieve shared goals and a net zero economy;
- Ensuring sourcing strategies that fully consider the environmental impact of procurement decisions whilst assessing total cost of ownership;
- Utilising Scottish Governments Guidance and tools such as the Sustainability Tool Kit, Sustainable Procurement Prioritisation Tool and Climate Literacy for procurers;
- Adhering to all national and international ethical supply chain standards and practices;
- Ensuring that training is made available to all procurement staff;
- Encouraging, and be open to, innovative and creative solutions to meet the procurement requirements of the organisation.