



Annual Procurement Report 2017 – 2018

Preserving the past | Recording the present | Informing the future

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1. Introduction

National Records of Scotland

NRS is a non-ministerial department within the Scottish Administration. It is headed by a Chief Executive who fulfils the role of two non-ministerial office holders, namely the Registrar General of Births, Deaths and Marriages for Scotland (covering registration and statistical functions) and the Keeper of the Records of Scotland (covering archival functions including maintaining the nations archives as one of Scotland's five national collections).

Our work underpins the fabric of Scottish society: telling the story of our nation through the records we hold and the data we gather and produce on behalf of the people of Scotland. As the official Scottish national archive we are guardians of over 800 years of irreplaceable national documents spanning the 12th to the 21st centuries touching on virtually every aspect of Scottish life. We are the Scottish official source of demographic statistics and administer the census of Scotland's population. We produce information about our population, households, migration, vital events (such as births, deaths and marriages), life expectancy and electoral statistics which help inform policy decisions across central and local Government, and the private and third sectors.

We work in partnership with the Scottish Government and the wider public sector to deliver a national Data Linkage Framework to facilitate ethical research that protects privacy whilst benefiting Scotland and informing national investment priorities. We support Scottish public bodies compliance with the Public Records Scotland Act 2011 and as expert advisers in information and records management we fulfil a leadership role for the archive sector and work to secure the future of physical and digital records. We make our information as accessible as is reasonably possible, while preserving it for the future and are committed to making more information available over time through digital channels.

A proactive and strategic procurement operation is fast becoming recognised as a key contributor to building business capability and performance in increasingly competitive markets. Key to successful procurement operations is a raised profile within the organisation and to establish good relationships with customers and stakeholders in order to develop robust sourcing strategies. These sourcing strategies will then cover the needs of business areas in a way that adds value and supports the overall objectives and vision of the organisation.

Our procurement activity fully supports the key themes within the NRS Strategy:

1. Increasing our reach and impact;
2. delivering in a professional way;
3. improving customer services;
4. developing our digital services.

NRS champions the Scottish Model of Procurement through embedding sustainable procurement into its practices. Sustainable procurement is "a process whereby organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation but also to society and the economy, whilst minimising damage to the environment".

NRS procures a range of services, goods and works to support our very diverse business and our estate. Our key procurement principles are founded on openness, fairness, transparency and equal treatment. The NRS Procurement team promotes best practice when working with our customers, stakeholders and suppliers to ensure we buy all these goods and services efficiently, effectively and sustainably, in accordance with legal and ethical standards, whilst demonstrating best value for money.

Progress on our procurement activities is monitored and recorded through the Procurement & Commercial Improvement Programme (PCiP) administered by Scottish Government. Specific procurement objectives are included in the NRS Procurement strategy.

As a public sector contracting authority NRS is subject to the Procurement Reform (Scotland) Act 2014. Under Act NRS is required to produce an annual report on our regulated procurement activities.

This is the first annual procurement report NRS has produced which contains details of our regulated procurements together with highlights on our performance and achievements in delivering the NRS procurement strategy.

Sue Barber

Head of Procurement (sue.barber@nrscotland.gov.uk)

2. Summary of Regulated Procurements Completed

Section 18(2) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”.

Information on the individual regulated procurements completed during the full reporting period, of this first Annual Procurement Report, from 1 January 2017 to 31 March 2018 is included in Annex 1. This list details contracts tendered by NRS and those from collaborative framework agreements.

During the period of this report our procurement activity has fully supported the key themes within the NRS Strategy with a particular focus on developing our digital services.

The preparations for Scotland’s Census 2021 gathered momentum during 2017 as we conducted a variety of market engagement activities with suppliers to better understand our requirements and market capabilities.

Scotland’s Census 2021 is a predominantly digital programme which will be delivered in partnership with a range of suppliers providing various products, services and support. The first two contracts to deliver the online census collection tool and to provide the overall operational system for managing the census were competitively



tendered in accordance with procurement regulations during 2017 and awarded in February 2018.

Procurements for the many other systems and services which are required for the Census are continuing with the majority of the remaining contracts being tendered and awarded in 2018/19 and early 2019/20.

3. Review of Regulated Procurement Compliance

NRS Procurement is focused on delivering a transparent, fair and effective procurement service which is legally compliant, offers best value, promotes best practice and supports the NRS Strategy. To ensure we have consistency in our approach we follow the relevant Scottish Government Procurement Journey, for all of our contracts, which promotes best practice and supports all levels of procurement activity and provides a structure for managing stakeholder, customer and supplier expectations.

NRS has a centralised Procurement Team is responsible for procurement activity for NRS including implementing procurement policy and for providing procurement and contract management advice and support.

On our regulated procurements we work with our stakeholders and customers to develop and procure fit for purpose contracts for NRS which are compliant with Scottish Government procurement policies, procedures and legislation and can demonstrate value for money.

Sometimes there are exceptional circumstances where it may not be appropriate to follow a genuine and effective competition to award a contract to a supplier. Where this is the case a request must be made in accordance with the NRS Request for Non Competitive Action procedures which is aligned with SG Policy guidance. It must be made in writing, clearly stating the grounds for the request together with supporting evidence. Decisions are also recorded in writing and for higher values the decisions are made by the NRS Chief Executive with a copy of their decision sent to SG Procurement for information.

We publish a Contracts Register and a Procurement Strategy in compliance with the Procurement Reform (Scotland) Act 2014. In accordance with our Procurement Strategy we use Public Contracts Scotland (PCS) to publish our regulated contract opportunities and contract award notices once the procurement is concluded and also for Suppliers to submit their tenders to us electronically.

Where a bid is unsuccessful NRS provides written feedback to Suppliers of the reasons why their tender or quotation was unsuccessful based on the specified evaluation criteria. On higher value contracts tendered with a value over the Official Journal of the European Union thresholds we also provide written feedback to the successful supplier on the merits of their tender based on the specified evaluation criteria.

We understand that key to successful procurement operations is a raised profile within the organisation and to establish good relationships with customers and stakeholders to develop sourcing strategies to cover the needs of business areas in a way which adds value and supports the overall objectives and vision of the organisation.

NRS is subject to the Scottish Government Procurement and Commercial Improvement Programme (PCIP) which is designed to measure procurement and commercial capability and identify areas that require further improvement. NRS is fully committed to this programme and aims to continually improve its performance. Following the PCIP assessment in 2016 NRS Procurement developed an Action Plan with deliverables to measure our progress against.

At the PCIP assessment in 2016 NRS achieved an overall score of 82% which currently rates the procurement function at the highest performance level (M1) for a PCIP medium sized organisation.

Contracts awarded through regulated procurements completed during the full reporting period from 1 January 2017 to 31 March 2018 is included in Annex 1.

Further information on our procurement activities to support regulated procurement compliance and the NRS Procurement Strategy is contained in section of this report.

4. Community Benefit Summary

Section 9 of the Public Procurement Reform (Scotland) Act 2014 places a sustainable procurement duty on a contracting authority (public body), before carrying out a regulated procurement, to consider how in conducting the procurement process it can improve the economic, social and environmental wellbeing of Scotland.

NRS is contributing towards improving the social wellbeing element of its sustainable procurement duty by adopting a policy to promote fair work practices in relevant public contracts and seeks to maximise social considerations which can be delivered through the performance of its services and its contracted services through the promotion of Community Benefits which are relevant and proportionate to the contract. These measures will ensure we remain an inclusive organisation which both promotes and encourages a diverse range of suppliers including SME's, Supported Businesses and third sector organisations.

On our regulated procurements we include a Fair Work Practices and Community Benefits Supplier Information Pack. During the contract term we expect the Supplier to deliver Community Benefits, of their choosing, related to the performance of the contract through, for example, the creation of targeted recruitment and training, work placements, curriculum support, community enhancement and SME supply chain support etc.

Following a competitive tender exercise, in accordance and compliance with procurement regulations, in 2016 we awarded our new Facilities Management (FM) Services contract to Arthur MacKay (now known as Servest). In the community benefit statement they provided in their tender they highlighted a number of community benefit initiatives to be delivered during the contract term. Some of these initiatives have been delivered during the period of this report, in particular:

A Biodiversity garden - The NRS estate is currently located within the city of Edinburgh and an office in Dumfries. In our environmental policy we state that we “strive to support and enhance biodiversity on our estate”.

One of our buildings is located on an industrial estate so the creation of a biodiversity garden in this location is providing valuable space for the wildlife by enhancing the natural environment.

The wide variety of plants and shrubs were selected to encourage insects and birds, particularly bees. The garden was created in May 2017 by the contractor aided by NRS staff volunteers.

The creation of the biodiversity garden included:

- Planting native plant species that will attract and sustain wildlife.
- Erecting bird feeding stations, bird and butterfly boxes
- Creating a biodiversity pond.
- Creating butterfly gardens.
- Planting flower beds and edible gardens



Modern Apprentices – The contractor has engaged 2 apprentice Building Services Engineers to work within the FM business, since the commencement of the contract, who rotate between our FM contracts and other FM contracts in Edinburgh. This ensures they gain maximum experience across many different types of buildings. They plan to create another 2 modern apprenticeships in 2018.

5. Supported Business Summary

NRS recognises that supported businesses have an important contribution to make to the Scottish economy, not only through the goods and services they deliver, but also by providing meaningful employment, training and support for those who may otherwise be excluded from the workplace.

Article 20 of EU Directive 2014/24/EU allows for the direct award of contracts to supported businesses. SG have a supported businesses collaborative framework contract covering some goods and services which NRS has contracted through during the period of this report. NRS also has a Procurement representative on the Central Government Supported Businesses Working Group and has been involved in the series of supported businesses engagement days held throughout the year to promote and facilitate the involvement of supported businesses in public sector contracts.

A summary of NRS expenditure with supported businesses during the period of this report is shown below:

Supported Business	Goods/Services Contracted	January 2017 – March 2017	April 2017 – March 2018
Haven	Staff uniforms	£2,873	£7,554
Matrix Fife	Office furniture (chairs)		£2,402
North Lanarkshire Industries	Office furniture (desks)	£14,751	
RSBi/City Building	Office furniture (chairs)		£34,782
TOTAL		£17,624	£44,738

NRS will continue to be represented and be an active participant on the Central Government Supported Businesses Working Group. NRS Procurement looks out for potential reserved contract opportunities for supported businesses and we will continue to encourage our prime contractors to purchase goods/services from supported businesses where appropriate.

6. Future regulated Procurements Summary

A summary of our anticipated future regulated procurements expected to commence and be awarded over the next two financial years is attached at Annex 2. It contains details of:

- the subject matter of the contract
- whether it is a new or re-tender procurement
- the expected financial year when the contract will be awarded; and
- the expected value of the contract.

7. Additional Information on Procurement Activities

7.1 Facilitating the Involvement of SME's, Supported Businesses and Third Sector Organisations

Procurement Reform (Scotland) Act 2014 Section 9 – Sustainable Procurement Duty places a requirement on a contracting authority to facilitate access to contract opportunities by Small and Medium sized-Enterprises (SME's), Supported Businesses and Third Sector organisations. To this end a number of initiatives have been developed to support this requirement. One of them is the Supplier Development Programme.

NRS became a member of the Supplier Development Programme (SDP) <http://www.sdpScotland.co.uk/home.aspx> in 2017 which provides a range of specialist business support activities including the provision of advice, information and training support with the aim of assisting businesses to become more capable of accessing and competing for public sector contracts.



We have held a number of Meet the Buyer events throughout the reporting period connected to the future Census contracts in order to encourage SME involvement in the Census programme. Also to better understand market capabilities and to develop our requirements in way which does not act as a barrier to SME's participating in, or tendering for, NRS contracts.

7.2 Fair Work Practices – The Living Wage



NRS is accredited by the Poverty Alliance as a Scottish Living Wage employer. This officially recognises our on-going commitment to paying our staff, and our contracted staff, at least the Scottish Living Wage. The Scottish Living Wage is the amount a person should receive to cover their basic costs of living in the UK and is reviewed annually.

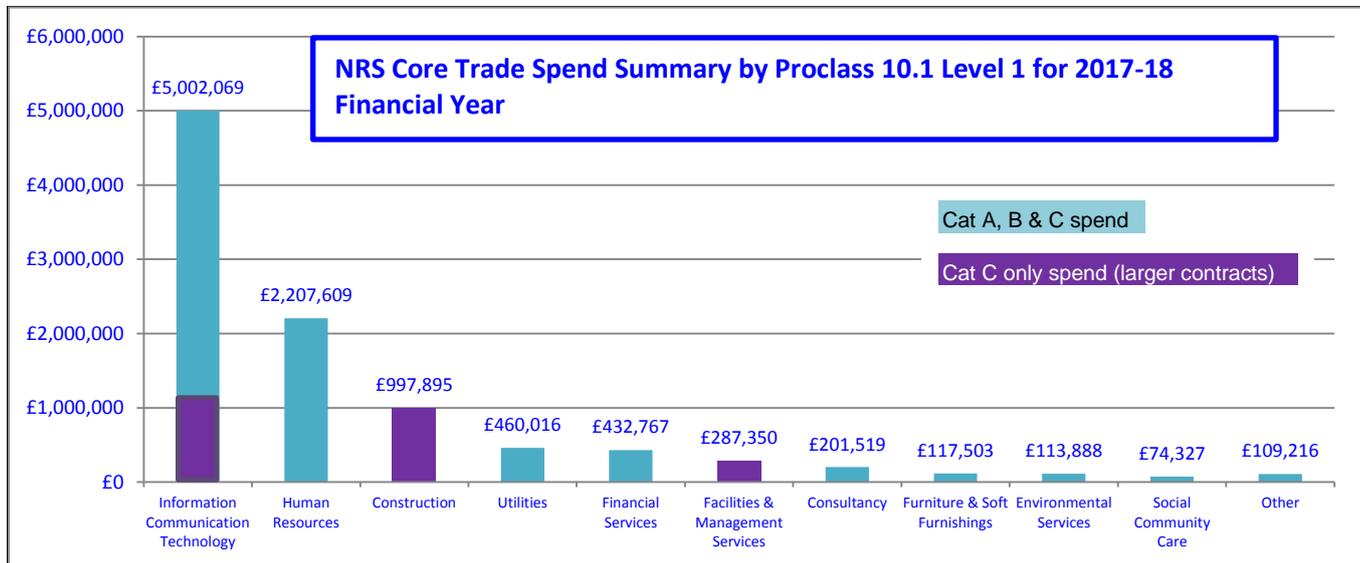
We encourage others to be a Scottish Living Wage Accredited Employer and include details promoting this in our tender documents for regulated procurements.

7.3 Payment to Our Suppliers

NRS remains committed to paying our Suppliers promptly for goods, services and works. Contractually we are committed to paying our Suppliers within 30 days of receipt of an invoice. In line with Scottish Government's payment performance targets we generally pay 98% undisputed invoices within 10 working days of receipt of the invoice. Our performance against this target for the 2017-18 financial year is 99.4%

7.3 Expenditure with Core Trades During 2017-18

There were 208 direct suppliers to NRS during 2017-18. 77 of those were SME's (4 of which were supported businesses) representing 28% of our core trade spend:

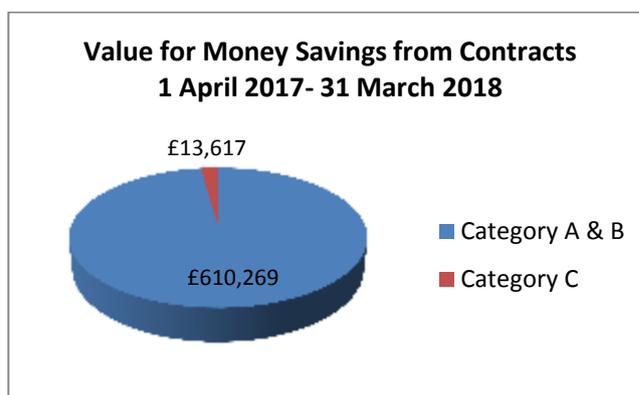
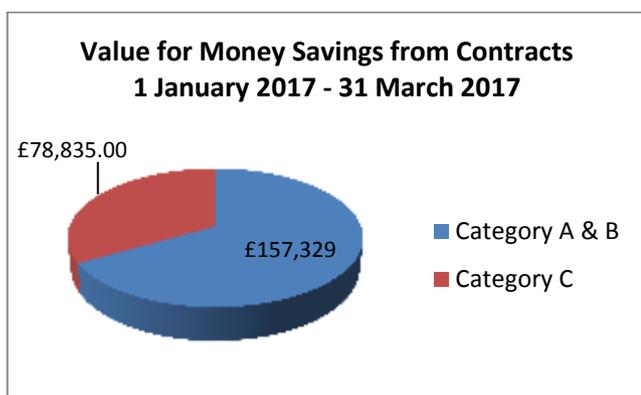


7.4 Procurement savings Jan – March 2017 & 2017 -18

Good public procurement makes the best use of public money to deliver value for money goods, services and works which benefit the Scottish economy as a whole. At the centre of this concept in procurement is finding the optimal balance between cost, quality and sustainability. Capturing value for money benefits and savings is becoming increasingly beneficial in understanding the part procurement can play in supporting the delivery of their organisations services at a time of resourcing constraints.

The value for money savings on contracts are calculated in accordance with the SG Procurement Benefits Reporting Guidance for Scottish Publicly Funded Sectors.

The total value for money savings realised on contracts placed by NRS Procurement during the last quarter of 2016-17 and the 2017-18 financial year are:



7.5 Collaborative Working

We continue to work in close partnership with other public bodies to support Collaborative working initiatives for Scottish Public Sector procurement reform driving these initiatives forward in NRS. This has included continued membership of the Procurement Cluster Group which builds procurement capability through supporting, mentoring and the sharing of best practice in addition to promoting collaborative contract opportunities.

During this reporting period NRS Procurement has worked again with National Libraries Scotland to re-tender the joint collaborative box making materials contract which is unique requirement for both of our organisations Conservation services.

8. Glossary (Key Terms)

Category	A collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable. Category A – National Category B – Sector Specific Category C – Organisation Specific
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit (CIPS).
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Market Engagement	The Procurement function communicating with a supply chain prior to designing specification, either to seek feedback or collaboration, or to provide advance notice of future requirements.
Procurement Journey	Revised public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey is enhanced on an ongoing basis with any legislative updates, feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.
Public Contracts Scotland	The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.
Small Medium Enterprise (SME)	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Stakeholder	Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Supported Businesses	Are those where more than 30% of the workers are disabled or disadvantaged persons who by reason of the nature or severity of their disability/disadvantage are unable to take up work in the open labour market.

REGULATED CONTRACTS AWARDED
1 January 2017 to 31 March 2018
ANNEX 1

Contract Ref:	Contract Title/Subject Matter of Contract	Type of Contract	Supplier Name	Start Date	End Date	Estimated Contract Value (Ex. VAT)
17/0152	Interim/temporary manager/professional	Services	Parity Professionals	21/08/2017	24/08/2017	£131,584.00
17/0191	Interim/temporary manager/professional	Services	Parity Professionals	10/07/2017	29/03/2018	£61,640.00
17/0083	Interim/temporary manager/professional	Services	ASA Recruitment	05/06/2017	29/03/2018	£54,931.46
16/0858	Interim/temporary manager/professional	Services	Harvey Nash Technology	19/06/2017	30/03/2018	£66,150.00
16/0495	Interim/temporary manager/professional	Services	Harvey Nash Consulting	06/03/2017	05/12/2017	£65,620.00
NRS817619	Data Comms Rental	Services	Vodafone ltd	01/04/2017	31/03/2018	£95,000.00
17/0725	Blade Servers	Goods	Computacenter	29/01/2018	31/03/2018	£73,652.00
17/0194	Interim/temporary manager/professional	Services	Harvey Nash Consulting	12/07/2017	10/04/2018	£101,310.00
17/0518	Interim/temporary manager/professional	Services	Parity Professionals	24/10/2017	24/04/2018	£89,875.00
17/0443	Interim/temporary manager/professional	Services	Harvey Nash Consulting	30/10/2017	27/04/2018	£66,340.00
17/0519	Interim/temporary manager/professional	Services	Parity Professionals	30/10/2017	30/04/2018	£89,875.00
17/0429	Interim/temporary manager/professional	Services	Parity Professionals	13/11/2017	11/05/2018	£77,490.00
17/0437	Interim/temporary manager/professional	Services	Harvey Nash Consulting	11/10/2017	09/10/2018	£98,280.00
17/0160	Interim/temporary manager/professional	Services	Parity Professionals	27/07/2017	20/12/2018	£52,400.00
17/0524A	Interim/temporary manager/professional	Services	Harvey Nash Consulting	05/02/2018	27/07/2018	£53,680.00
17/0428	Interim/temporary manager/professional	Services	Harvey Nash Consulting	27/11/2017	25/05/2018	£72,570.00
17/0040	Interim/temporary manager/professional	Services	Parity Professionals	24/04/2017	31/05/2018	£70,992.00
17/0189	Interim/temporary manager/professional	Services	Harvey Nash Consulting	14/08/2017	16/08/2018	£63,700.00
17/0694	Interim/temporary manager/professional	Services	Parity Professionals	12/02/2018	17/08/2018	£61,050.00
17/0750	Interim/temporary manager/professional	Services	Harvey Nash Consulting	26/02/2018	31/08/2018	£113,520.00
17/0196	Interim/temporary manager/professional	Services	Harvey Nash Consulting	31/07/2017	30/07/2018	£86,020.00
17/0658	Interim/temporary manager/professional	Services	ASA Recruitment	06/01/2018	29/09/2018	£53,754.00
17/0899	SAS Software Licence	Goods / Services	SAS Software Ltd	01/04/2018	31/03/2019	£112,047.00 **
16/0785 & 16/0786	Compellent SAN Support	Services	Dell	01/04/2017	31/03/2018	£67,000.00
17/0653A	Interim/temporary manager/professional	Services	Harvey Nash Consulting	18/01/2018	29/03/2018	£77,430.00
17/0659	G-Cloud 9 Services	Services	Gartner Group	01/01/2018	31/12/2019	£381,700.00

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17/02/51	Hardware & Software with related services	Goods / Services	Specialist Computer Centre	28/02/2017	27/02/2020	£261,702.55
NRS 814698	Commvault Support	Services	Insight Direct UK Ltd	01/04/2017	31/03/2020	£145,162.18
17/0478	Web Hosting	Services	Pulsant (South Gyle) Ltd	31/08/2017	30/08/2020	£510,523.20
2017.18.004	Archival Boxboard and Associated Goods	Goods	Klug conversation	29/01/2018	28/01/2021	£200,000.00
17/05/05	Census Statistical Output Production and Online Dissemination	Services	WingArc Australia Pty Ltd	01/04/2017	31/03/2021	£1,010,440.00
17/05/08	Environmental Monitoring System	Goods	IMC Group Ltd,	06/02/2017	05/02/2022	£99,999.00
17/01/54	Online Collection Instrument for Scotland's Census	Services	CACI Ltd	06/02/2018	05/02/2022	£7,560,120.00
17/05/10	Data Collection Operational Management System & Integration Services For Scotland's Census 2021	Services	CACI Ltd	06/02/2018	05/02/2022	£5,452,533.00
17/0708	Interim/temporary manager/professional	Services	Parity Professionals	26/02/2018	25/05/2018	£79,860.00
17/0280	ICT Hardware	Goods	Dell Corporation	17/07/2017	17/07/2017	£247,604.28
17/0628A	Interim/temporary manager/professional	Services	Satigo Ltd	01/03/2018	24/08/2018	£82,550.00
17/0628B	Interim/temporary manager/professional	Services	People Source Consulting Ltd	19/03/2018	11/09/2018	£78,105.00
17/0727	Interim/temporary manager/professional	Services	Parity Professionals	12/02/2018	29/09/2018	£82,271.00
17/0419	ICT Hardware	Goods	Dell Corporation	11/09/2017	11/09/2017	£118,128.00
17/0775	Elitebook 820 G3 x 255	Goods	Hewlett Packard	24/01/2018	25/01/2018	£108,331.65
17/0901	Ethernet Switches & Associated Equipment Support	Goods	Computacenter	20/03/2018	20/03/2018	£61,644.44
17/0570	Interim/temporary manager/professional	Services	Harvey Nash Consulting	22/01/2018	27/07/2018	£58,080.00
17/0520	Interim/temporary manager/professional	Services	Parity Professionals	24/10/2017	28/10/2018	£53,625.00
17/0607	Interim/temporary manager/professional	Services	Harvey Nash Consulting	11/12/2017	12/07/2018	£68,355.00

End date excludes any optional extensions permitted under the contract

Estimated contract value excludes amounts for VAT

**Denotes a direct award following the procedure outlined in Section 3 above.

FUTURE ANTICIPATED REGULATED PROCUREMENTS

ANNEX 2

* Contract Title	Contract Status	Expected Start/ Award Date in 2018-19 Financial Year	Expected Start/Award Date in 2019-20 Financial Year	** Estimated Contract Value (Ex. VAT)
IT Hardware, Software and Maintenance	New & re-tender	✓	✓	£2,000,000 - £4,000,000
Hosting Services for ICT Transformation programme	Re-tender	✓		£1,000,000 - 1,750,000
ICT Professional Services	New	✓		£250,000 - £500,000
Workload Manager for Scotland's Census 2021	New	✓		£1,000,000 - £3,500,000
Workload Manager Mobile Devices & Network Services	New	✓		£500,000 - £900,000
Contact Centre (Public Assistance) for Scotland's Census 2021	New	✓		£2,000,000 - £3,000,000
Print, Logistics & Data Capture (inc Fulfilment) for Scotland's Census 2021	New	✓		£4,000,000 - £5,000,000
Post & Associated Postal Services (inc postback) for Scotland's Census 2021	New	✓		£1,000,000 - £2,000,000
Coding for Scotland's Census 2021	New	✓		£2,000,000 - £3,000,000
Field Force for Scotland's Census 2021	New	✓		£4,000,000 - £5,000,000
Public Relations Services for Scotland's Census 2021	New	✓		4 contracts £3,000,000 - £4,000,000
Creative Advertising Services for Scotland's Census 2021	New	✓		
Media Buying Services for Scotland's Census 2021	New	✓		
Research Services	New	✓		
Translation Services for Scotland's Census 2021	New	✓		£100,000 - £250,000
Resource Burden Testing for Scotland's Census 2021	New	✓		£75,000 - £100,000
IT Health Checks	New	✓		£250,000 - £300,000
Metadata Solution for Scotland's Census 2021	New	✓		£50,000 - £100,000
Temporary Interim IT Professional/Specialist Services for Scotland's Census 2021	New	✓		£900,000 - 1,200,000
Electronic Indexing of 1921 Census Records	New	✓		£50,000 - £500,000
Digital Imaging Units Replacements	New	✓		£50,000-£500,000
Facilities Management Professional Services	Re-tender		✓	£1,000,000 - £2,000,000
Listed Building Roof Works	New		✓	£350,000 - £750,000
Listed Building Stone Works	New	✓		£1,000,000 - £2,000,000
Replacement Sprinkler System for Storage Facility	New	✓		£1,000,000 - £1,750,000
Exhibition Cases	New	✓		£95,000 - £105,000
Web Continuity / Archiving	Re-tender		✓	£500,000 - £600,000
Professional Services for NRS	New		✓	£1,500,000-£2,000,000

*NRS takes the opportunity to utilise collaborative contracts set up by Scottish Government, Crown Commercial Services and other public bodies where contract requirements can be met by tendering through one of those collaborative contracts. Consequently, where some NRS purchasing requirements/contracts listed above can be met via one of these sources it will not be advertised.

**** Contract values are best current estimates for the duration of the contract (excluding any permitted extensions) and may be subject to change due to budget revisions/additional market analysis to finalise requirements specifications/resource availability.**

Future Anticipated Temporary and Interim Professionals/IT Specialists Contracts

Throughout the next 2 Financial Years NRS expects to require a number of interim/temporary managers/professionals with specialist skills in ICT and related areas to support our business programmes where we experience a skills shortage, or to supplement work on time critical projects etc. These interim specialists are procured through the Scottish Government's Temporary Interim Professionals/IT Specialists contracts. Where any of these contract requirements were known at the time of this report they have been included in the future contracts list.