

The Scottish Government Procurement Strategy

April 2024 – March 2028



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1. Foreword



The Scottish Government's procurement strategy for 2024 to 2028 sets out how we will deliver on public sector procurement over the next four years and also reflects on our ambitious

programme of work to maximise the impact of public procurement in Scotland.

Closely aligning with the road map and vision laid out within the Public Procurement Strategy for Scotland, 'putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland', we will harness the significant public sector spend in Scotland to promote a green and just economic recovery. Through providing a strong framework of positive change and achievement, procurement is helping to create opportunity, boost inclusive and sustainable economic wellbeing, tackle inequalities and create real social impact.

Procurement has a pivotal role to play in Scottish Government's ambitious 10 year programme of Public Service Reform to ensure that Scotland will be a wealthier, fairer, greener and a more equal country.

In the design and delivery of our procurements, we will help to provide efficient and effective public services through a focus on our government's three missions, **Equality, Opportunity and Community** which centre on contributing to Scotland's purpose of creating a more successful country, with opportunities for all to flourish. Through our collaborative approach and working closely with public, private, and third sector partners, we are helping tackle some of the biggest issues of exclusion and inequality that exist in society today.

We will also balance public finances with the outcomes we're trying to deliver, all against a backdrop of inflationary pressures, supply chain challenges and a cost of living crisis. Using the power of procurement, the Scottish Government will use our spending power to make Scotland a better place to live, work and do business through reducing poverty, promoting inclusive economic growth, supporting local economies, supporting Scottish businesses, manufacturing and third sector, creating fair opportunities for all, and accelerating our just transition to a net zero economy.

We do this by leading with integrity and compassion, taking an inclusive, collaborative and innovative approach and applying our professional leadership, acumen and judgement to make Scotland a more prosperous and fairer nation.

Nick Ford, Director Procurement & Property, Scottish Government

2. Introduction



Welcome to the Scottish Government's procurement strategy for 2024-2028. It sets out our strategy and describes how we plan to carry out our procurements for the period 1 April 2024 to 31 March 2028. It reflects our role as a contracting authority and some broader activities we undertake in leading and delivering strategic governance, procurement policy, capability and eCommerce solutions across the Scottish public sector.

The strategy details our strategic aims and objectives which support delivery of Scotland's [Programme for Government](#) which sets out three clear missions - Equality, Opportunity and Community. The strategy supports, aligns and drives continuous improvement with a number of national and local strategies, including the Public Procurement Strategy for Scotland (PPSS).

Our national ambitions are embedded in the PPSS and this strategy details how we will continue to deliver them, working collaboratively across the public and private sectors, providing tools, support and guidance. It shows how we help influence and empower buyer, supplier and key stakeholder communities and collectively use the significant annual public procurement spend across the Scottish public sector to support an inclusive, green and growing economy, support longer term economic wellbeing, a just transition to net zero and to support our response to the climate emergency.

We commit to delivering in line with the principles of procurement, acting transparently and reducing barriers to engagement so that opportunities can be accessed by as diverse a range of businesses and organisations as possible.

Overall, this strategy outlines how we will use the Power of Procurement to deliver and influence outcomes that are good for businesses and their employees, good for places and communities, good for society, and that are open and connected with the communities we serve.

The broad principles and policies described in this document are expected to remain relevant until at least 31 March 2028. We will continue to review the strategy annually to ensure it remains current and will publish new revisions detailing any required changes on our website.

3. Strategy Ownership and Contact Details



Nick Ford, the Director of Procurement and Property, is the owner of this strategy on behalf of the Scottish Government.

Email: scottishprocurement@gov.scot

4. The Scottish Procurement and Property Directorate (SPPD)



The Scottish Government is responsible for developing public procurement policy and legislation in Scotland and, like all public bodies, its own procurement activity. These functions are managed through the Scottish Procurement and Property Directorate.

The directorate is made up of six divisions which provide a range of commercial and property services. Our role is to lead and deliver public procurement in Scotland at national, central government and Scottish Government levels.

We deliver a best-in-class Procurement and Property Service to:

- maximise **impact** and leverage for economic, social and environmental benefit;
- deliver **operational excellence**;
- use our **leadership and influence** across the Scottish public sector.

[More information on SPPD.](#)



Procurement Services Division (PSD)

Provide a range of purchasing and contract management support services to Scottish Government core directorates. Deliver leadership and policy implementation as the Central Government Centre of Procurement Expertise. Provide a range of shared services to the central government sector. Support policy and the implementation of social care procurement and market shaping.

Property and Construction Division (PCD)

Lead, enable and deliver the best public sector property and construction procurement policy for Scotland, transforming, innovating and enhancing the work of procurement professionals and the stewardship of Scottish Ministers' property.

National Collaborative Procurement Division (NCPD)

Place national agreement contracts for the whole of the Scottish public sector including the central government sector. Also work on digital projects through the Digital Commercial Service team and lead work on procurement of innovation.

Procurement and Commercial Policy and Strategy (PCPS)

Develop and advise on progressive and sustainable procurement policy and legislation for Scotland, maximising the impact of our profession on economic, social and climate-related outcomes. Set Scotland's procurement, commercial and project delivery standards, driving capability programmes to create, develop and retain the talent we need today and tomorrow.

eProcurement and Best Practice Division (ePBPD)

Facilitate leadership of public procurement in Scotland, managing the national eProcurement Best Practice and Procurement Management Information shared services and embed purchase-to-pay controls, governance and assurance.

Directorate Business Management Unit (DBMU)

Deliver and improve cross-directorate efficiency and effectiveness, consolidating a number of functions, including strategy and planning, communications, audit and risk, governance, metrics and reporting, and financial management.

5. Our Contracting Activity



Our contracting activity is broad. We buy on behalf of Scottish Ministers, provide contracting support to the wider public sector in Scotland through framework agreements and dynamic purchasing systems (DPS) as well as provide procurement support to Scottish Government agencies and Non-Departmental Public Bodies (NDPBs).

Our Contracting Activity

National collaborative contracts/ frameworks:

We provide framework agreements, DPS and contracts for commonly purchased goods, services, utilities and works which are used across the public sector.

Sectoral collaborative frameworks:

These are led by the Scottish Government for use across the central government family of organisations including agencies and NDPBs.

Central Government Agencies and NDPBs:

Non-collaborative contracts that we place on behalf of individual public bodies in the Scottish central government family.

Scottish Government core contracts:

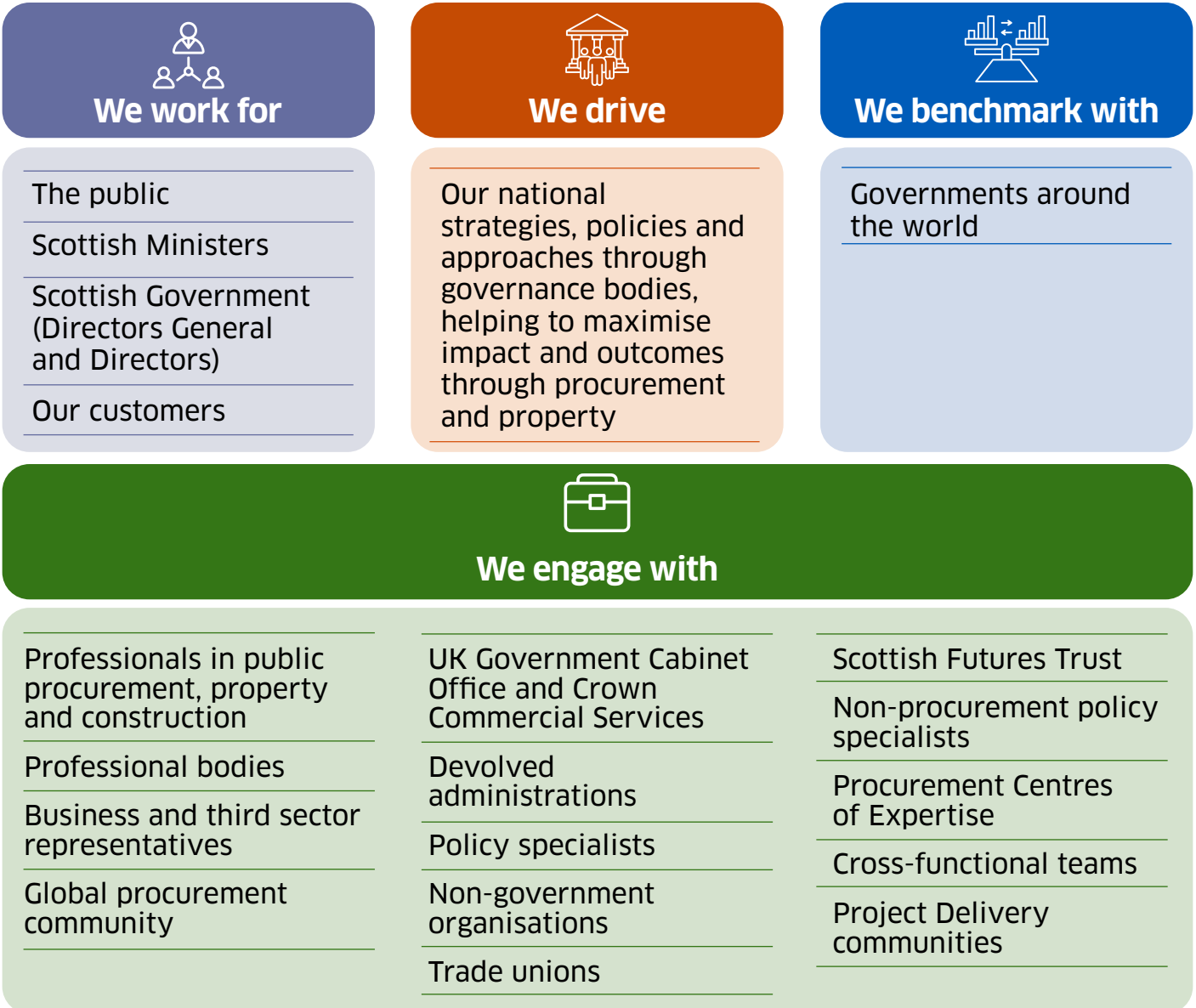
Contracts for Scottish Government use only.

6. Our Stakeholders



A wide range of people are interested in our work and engage with us, including:

- those we provide procurement, property and related services and advice to, and
- those who work with us to improve how public procurement is conducted in Scotland.



We promote early engagement with our stakeholders and customers to improve commercial outcomes, innovation, sustainability and ensuring outputs meet our customers' requirements. Our role within this landscape includes:

- being a critical friend and trusted adviser;
- stimulating and challenging approaches;
- utilising flexible resourcing models, and
- creating processes and procedures to deliver impact and influence.

7. Cross Sector Leadership and Collaboration



Collaborative working across the public sector, and proactive engagement with the private and third sector, is critical to delivering procurement services which work better for the people of Scotland. To help co-ordinate this, there are two Leadership groups which we manage:

- **the Public Procurement Group (PPG)**, supported by several forums; and
- **the Procurement Supply Group (PSG).**

Public Procurement Group (PPG)

Purpose: Leadership group for public procurement across Scotland, comprising the heads of Procurement Centres of Expertise and senior Scottish Government procurement officials. Working together to set the strategic direction and priorities for public procurement in Scotland.

The PPG ensures that the collective spending power of the public sector delivers collaborative procurement services that support sustainable and inclusive growth.

Procurement Supply Group (PSG)

Purpose: Leadership group for public procurement suppliers in Scotland, providing an ongoing framework for dialogue on procurement policy and practice to ensure it continues to be informed by the experiences of suppliers.

It is composed of leaders and influencers from organisations that represent: SMEs, the third sector, social enterprises, care and support service providers, businesses, construction and industry.



The PPG and PSG, alongside the Construction Leadership Forum (led by the Minister for Small Business, Innovation, Tourism and Trade) and the Procurement Innovation Leadership Forum, provide other means of collaborative, cross-sector engagement on policy, practice, information sharing and innovation.

We further engage with and support suppliers through direct engagement with representative bodies, the Supplier Development Programme, SME round tables, supplier surveys, forums, our Single Point of Enquiry service and benchmarking. The Scottish Government is responsible for public procurement policy in Scotland and engages with the UK Government and other devolved administrations to share approaches and best practice.

8. Vision and Mission Statements



The Scottish Government's Vision:

We put the people we serve at the heart of everything we do. We use digital thinking and approaches to strengthen our work and provide a better service for everyone. We are driven by our values, always searching for new ways to learn and improve. All in the service of Scotland.

The Scottish Government's Mission:

We work together to improve the lives of the people of Scotland.



Equality: Tackling poverty and protecting people from harm



Opportunity: Building a fair, green and growing economy, and



Community: Delivering efficient and effective public services.

SPPD's Purpose:

To use our collective spending power to deliver sustainable and inclusive economic growth.



Equality: Tackling poverty and protecting people from harm



Opportunity: Building a fair, green and growing economy, and



Community: Delivering efficient and effective public services.

SPPD's Mission:

- Maximise **impact** and leverage for economic, social and environmental benefit;
- Deliver **operational excellence** through a best-in-class Procurement and Property Service; and
- Use our **leadership and influence** impact on the whole public sector.

9. Strategy Rationale and Context



The public sector in Scotland has been using sustainable public procurement to achieve wider social, economic and climate outcomes for nearly two decades. This is embedded in our policy, practice, culture, and through a substantial programme of activity across the public sector with impact evidenced in annual reports and independent research. Sustainable procurement outcomes in Scotland are defined as encompassing improvements to the economic, social and environmental wellbeing of a community.

The drive to improve public procurement has involved a transition from a centrally led programme to a more collaborative landscape with a shared common vision, underpinned by the Procurement Reform (Scotland) Act 2014 (The Act). The Act

provides clear direction to Scottish public bodies and sets out clear responsibilities and accountabilities, promoting local decision making to deliver sustainable public procurement.

The Scottish Government take account of wider legislation and policy which impact on the procurement process. We remain committed to doing more to continually improve procurement approaches and outcomes, assessing the effectiveness of steps already taken. By doing so, we ensure Scotland has innovative, world-leading legislation, policy and approaches.

The work we undertake is determined by a range of strategic drivers providing the services our customers need:



This strategy aligns with, and supports the delivery of, the [Public Procurement Strategy for Scotland](#), demonstrating our leadership and commitment to this unified vision and ambition.

The Scottish Government's key priorities are centred on contributing to Scotland's purpose of creating a more successful country, with opportunities for all to flourish, through increased wellbeing, and sustainable and inclusive economic growth. This is underpinned by the National Performance Framework (NPF), [Scotland's National Strategy for Economic Transformation](#) (NSET) and the annual Programme for Government which sets out the plan for policy delivery, public procurement priorities and legislation over the next year.

Our strategy continues to support the Scottish Government's mission to address climate change, tackle child poverty, embed ethical procurement, and create sustainable public services that support the needs of the people of Scotland.

We ensure compliance with, and delivery of, the priorities through the Sustainable Procurement Duty as outlined in The Act. In accordance with The Act, we consider, and reflect in our sourcing strategies, how our regulated procurements¹ can improve the economic, social and environmental wellbeing of the areas in which they operate. We also consider how our regulated procurements can facilitate the involvement of SMEs, third sector organisations and supported businesses in public sector procurement as well as promote innovation.

Compliance with the Sustainable Procurement Duty helps to ensure that procurement activity is aligned to priorities that are set out in the NPF and helps us to meet other legal obligations on procurement including climate change, equality obligations and human rights.

We host a suite of Sustainable Procurement Tools enabling ourselves and other public bodies to identify and address how they can optimise the economic, social and environmental considerations in contracts. This in turn shows how procurement activity contributes to the National Outcomes and Scotland's NSET. More detail on the Sustainable Procurement Tools can be found in Appendix 1.

Public Sector Reform

The Scottish Government recognise the need to evolve the way in which we deliver public services in order to continue helping people lead positive lives. The Scottish Government are setting out an ambitious ten-year programme of reform. The aims and ambitions of this programme will be supported by and through procurement and we will continue to work collaboratively with public, private and third sector partners, ensuring procurement services reflect the diverse needs of our people, communities and businesses and help tackle some of the biggest issues facing Scotland.

¹ Regulated procurements are contracts valued at £50,000 and above for goods and services, and £2 million and above for works.

10. Strategic Aims and Objectives



The NPF measures and keeps track of how Scotland is performing. It aims to reduce inequalities and gives equal importance to economic, social and environmental progress. Its values have been incorporated into our core Scottish Government values to guide our approach to government and public services in Scotland.



#GoodForBusinessesAndEmployees #GoodForSociety #GoodForPlacesAndCommunities #OpenAndConnected

For Procurement and Property, these have been distilled into our 4 Outcomes through which we aim to ensure that all our actions are:

- Good for Businesses and their Employees
- Good for Society
- Good for Places and Communities
- Open and Connected



#GoodForBusinessesAndEmployees #GoodForSociety #GoodForPlacesAndCommunities #OpenAndConnected



10.1 Good for Businesses and their Employees

Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.

<p>Suppliers</p> <ul style="list-style-type: none"> • Promote early supplier engagement to foster innovative and entrepreneurial responses to public sector needs and requirements. • Collaborate with organisations to deliver positive, green and inclusive social impacts within public contracts. Have a holistic approach with key suppliers. 	<p>We will:</p> <p>10.1.1 Continue to lead and embed the supplier-led National Innovation Service, Scotland Innovates, inclusive of triage, assessment and delivery. Support the implementation of the National Innovation Strategy by taking forward “high potential” projects via Scotland Innovates and continue to support the CivTech Programme expansion.</p> <p>10.1.2 Lead and support the Procurement Innovation Leadership Group to improve outcomes of procurement activity and the impact of public sector budgets relating to innovation. Promote SPPN 3/2023 and provide further guidance covering the innovation life cycle. Consider innovation for all regulated procurements and continue to innovate procurement processes to broaden engagement of SMEs. Work with other parts of government and the public sector to create innovative procurement and funding models where applicable.</p> <p>10.1.3 Continue to adopt an innovative and flexible approach to the procurement of Digital Services through the use of DPS, building on existing arrangements for Digital Technology Services, Telephony Services, Network Advice and Internet of Things.</p> <p>10.1.4 Engage with corporate governance systems to promote early commercial checkpoints and engagement with procurement and other professions/experts in planning and scoping stages of corporate projects and programs to enable an all-systems approach, maximising the impact of procurement.</p> <p>10.1.5 Engage with public, private and third sector to test, challenge and inform our policies, strategies, tools and approaches to ensure that we maximise the impact of procurement on inclusive and sustainable outcomes – gathering and acting on evidence of our impact to drive continuous improvement.</p>
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	<p>10.1.6 Conduct public procurement surveys and other research as appropriate, in relation to a number of key strategic topics of importance to Scottish public sector procurement to test impact and inform continuous improvement.</p> <p>10.1.7 Develop guidance and tools to establish ethical procurement standards and to enable market shaping within the adult social care market.</p>
<p>Supply chain and resilience</p> <p>Encourage a sustainable supply base that can support the work of the public sector to provide resilient and robust supply chains.</p> <p>Develop appropriate relationships and put forward looking plans in place to support the development of the supply markets, improving security of supply and reducing risk.</p>	<p>We will:</p> <p>10.1.8 Support the development of diverse, responsible and resilient supply chains, maximising opportunities to open up our supply chains for suppliers of all sizes to compete, and creating or expanding markets where necessary to deliver public services. Work with relevant partners including other public bodies, local economic development, enterprise organisations and key industry bodies as appropriate, to prioritise and target efforts.</p> <p>10.1.9 Work collaboratively with key partners to support the Supply Chain Development Programme, targeting key sectors of the economy critical to a green and inclusive economic recovery where we see opportunities for increased Scottish manufacturing and increased resilience.</p> <p>10.1.10 Continue to improve prompt payment in the supply chain for public sector contracts, including the use, where appropriate, of project bank accounts.</p>



SMEs, third sector and supported businesses

Consider how procurements are conducted and contracts are developed, to **reduce barriers** and enable participation for **SMEs, third sector organisations, and supported businesses**, in public sector procurement.

We will:

10.1.11 Use our market knowledge, systems and processes to improve access and will split large requirements into specialist or geographical lots to open up opportunities for SMEs, and where appropriate, apply lot-limiting or multi-supplier strategies to ensure a fairer share of business.

10.1.12 Develop and deliver the SME and third sector action plan to increase suppliers' awareness and ability to engage with public sector procurement in Scotland.

10.1.13 Continue to work with supported businesses across Scotland to realise their potential of accessing and winning public contracts, through the use of reserved contracts and other mechanisms. Investigate ways to increase uptake of our DPS which continues to provide Scottish public bodies and third sector organisations with a route to market for a range of goods and services reserved for and provided by supported businesses.

10.1.14 Continue to support the [Just Enterprise Business Support Programme](#), a core element of which is supporting third sector organisations with procurement and tender writing.

10.1.15 Continue promotion of our one-stop-shop [Guidance on Public Procurement for SMEs and Third Sector Suppliers](#) providing access to comprehensive and joined-up resources, supporting suppliers to submit winning bids for public sector contracts.



Contract management

Carry out ongoing proportional **contract management** to ensure the right outcomes are delivered and the **performance of contracts is maximised**.

We will:

10.1.16 Take a proportionate approach to managing our collaborative frameworks, providing information and support to contracting authorities to enable call-offs and Contract and Supplier Management (CSM) at a local level.

10.1.17 Work closely with our providers of gas, electricity and water to ensure sustainability of supply and manage risk in complex and volatile markets through regular review meetings and strategic supplier management.

10.1.18 Improve commercial capability of those responsible for contract management across core Scottish Government through training, guidance and templates.

10.1.19 Provide support and commercial advice to contract managers as required, for the delivery of contract outcomes with a particular focus on strategic contracts including mobilisation, exit and modifications.

10.1.20 Explore the role of contract and supplier management in ensuring social care services are high quality and financially viable. Develop guidance to support the effective use of contract management to mitigate against quality and sustainability risks.

10.1.21 Continue to provide public bodies access to PCS-Tender which can be used to manage their contracts and suppliers electronically.



10.2 Good for Places and Communities

Maximise the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills.

Community Wealth Building – Fair Work First and community benefits

Maximise economic and social benefits through procurement and commissioning, applying fair work practices, developing good enterprises, and secure supply chains.

We will:

10.2.1 Maximise the impact of public procurement through progressive procurement policy and practice as a key pillar of our Community Wealth Building approach – working closely with public, private and third sector partners – driving consistency of application, leveraging collaborative buying power, and promoting opportunities to advance sustainability, including climate action, Fair Work, and community benefits through public supply chains.

10.2.2 Where relevant and proportionate, actively consider socio-economic outcomes early in procurements and commissioning activity and take action to create good employment and training opportunities that protect and assure workers’ rights and opportunities for our indigenous, private and third sector organisations.

10.2.3 Develop and maintain a progressive framework of procurement policy and legislation that supports Scottish Government purpose, a green and inclusive recovery and longer term wellbeing – researching and benchmarking opportunities for improvement and setting out recommendations to drive change. This will include using the responses to the Spending Pillar of the Community Wealth Building consultation to inform policy development and implementation.

10.2.4 Use sustainable procurement to contribute to the Scottish Government ambition of becoming a Fair Work Nation by 2025 by delivering on procurement-related Fair Work Action Plan commitments. This includes developing and maintaining relevant procurement policy and guidance and launching and supporting roll out of Fair Work First and procurement eLearning to drive local action.



10.2.5 Actively consider Fair Work First early in procurements and commissioning activity and apply the Fair Work First criteria in all procurement processes, where relevant and proportionate to do so. This requires the payment of at least the real Living Wage in all new and relevant Scottish Government public contracts and also encourages others to adopt this approach.

10.2.6 Improve the delivery of social care services and employment conditions for social care workers who deliver those services through ethical procurement. Develop ethical procurement guidance and tools to embed Fair Work, climate and circular economy considerations and a person-led approach to social care support, to enable improvements both in advance of, and when the National Care Service for Scotland is delivered.

10.2.7 Support the principles of the [No One Left Behind](#) delivery plan through targeted equality and employability-related community benefits in procurement.



Support a sustainable built environment

Maximise opportunities in procurement to develop, enhance and maintain a **sustainable built environment**.

Create a portfolio of frameworks delivering a range of construction activity across the public sector which considers the **economic impact and the sustainability of the construction industry** and the requirement for **inclusive growth and climate change targets**.

Ensure construction projects reflect and help deliver all pertinent Scottish Government obligations including **Fair Work First and Net Zero**. Actively consider issues including but not limited to Fair Work First and Net Zero early in procurements and commissioning activity.

We will:

10.2.8 Deliver a more efficient approach to public sector property management through the new Single Scottish Estate programme, saving public funds, reducing the public sector property footprint, and enabling progress towards our net zero targets. Lead pan-public organisation strategic estates reviews and planning to optimise the Ministers’ estate portfolio reflecting changes in ways of working, technology and supporting staff to have great places to work and deliver well. Maintain close links with public sector reform to enable improvements in delivery of services to the public.

10.2.9 Update our Client Guide to Construction Projects to reflect and help deliver Fair Work First obligations.

10.2.10 Support the Scottish Government infrastructure investment plan to drive ambitious infrastructure investment projects, create jobs, help business and support delivery of better and modern public services and growth in the Scottish economy. The [project pipeline](#) is available online.

10.2.11 Participate in the Construction Leadership Forum increasing collaborative enterprise between government and industry, delivering a more sustainable, productive and innovative industry. This includes the Construction Accord and supporting a Just Transition Plan for Built Environment and Construction, aligned to the Scottish Government’s National Just Transition Planning Framework. We are leading construction procurement reform work under the Construction Accord, engaging with industry and buyers to develop and deliver the Accord Transformation Action Plan.

10.2.12 Support the Civil Engineering Framework to drive the use of local supply chains, SMEs (including supported businesses where appropriate) and prompt payment. This includes the introduction of a Civil Engineering DPS for procurements up to £5 million.



	<p>10.2.13 Create a portfolio of frameworks delivering a range of construction activity across the public sector which considers the economic impact and the sustainability of the construction industry and the requirement for inclusive growth and climate change targets.</p> <p>10.2.14 Digitise the Client Guide to Construction Projects to improve its presentation and enhance the user experience by making it easier to access, navigate and search.</p>
<p>Whole life costing</p> <p>Promote sustainable procurement through routine consideration of whole life costing to ensure value for money in procurement, minimise environmental damage and maximise socio-economic benefits.</p>	<p>We will:</p> <p>10.2.15 Through the Scotland Innovates service, conduct a pilot exercise with a view to create a national specification and process for circular economy of lighting including the use of embodied carbon within the evaluation process.</p> <p>10.2.16 Review, update and promote our Whole Life Costing guidance.</p>
<p>Community participation</p> <p>Engage with communities to understand local needs and requirements to help shape procurement policies, initiatives and contracts.</p>	<p>We will:</p> <p>10.2.17 Continue to use the full flexibility of the rules to use public procurement to achieve wider economic and social outcomes. Focus on what and where we can do things better or indeed do things differently, particularly on local practice.</p> <p>10.2.18 Explore any procurement opportunities to deliver on the Scottish Government’s Community Wealth Building aspirations.</p> <p>10.2.19 Consider the community benefits required by specific communities during the development of our commodity and service strategies. Work closely with the people who use the goods, services and works we buy, to help understand their requirements and the markets we work in.</p>



Climate crisis and environment

Make informed decisions as we engage early with suppliers to create innovative solutions to positively respond to the climate crisis.

Eliminate waste throughout the supply chain where possible.

Act in a way that will secure net zero emissions through a Just Transition and promotes a circular economy.

We will:

10.2.20 Engage leaders to encourage a whole systems approach to achieve maximum impact, working with relevant stakeholders to challenge whether we buy, what we buy and how much we buy, which can have a bigger impact on emissions and waste than how we buy.

10.2.21 Actively consider the impacts of climate change and related environmental considerations early in procurements and commissioning activity, and apply relevant criteria in all procurement processes, where relevant and proportionate to do so.

10.2.22 Work with targeted markets and supply chains to ensure they are committed and actively engaged in reducing climate impacts, working towards net zero and are building resilience to the impacts of the changing climate.

10.2.23 Ensure that we take a proportionate approach to embedding climate requirements so that we bring SME and third sector suppliers on the journey to net zero as part of a just transition.

10.2.24 Use and promote our sustainable procurement policy and tools, including the Climate Literacy and Circular Economy eLearning, the Client Guide to Construction Projects and case studies to build understanding and encourage action across the public, private and third sector.

10.2.25 Drive uptake of our best-in-class national frameworks to facilitate procurement of environmentally friendly goods, services and works.

10.2.26 Continue to provide access to Renewable Energy Guarantees of Origin and Renewable Gas Guarantees of Origin for public bodies for use on the public estate.

10.2.27 Update our statutory guidance under the Climate Change (Scotland) Act 2009 and provide mentoring on climate considerations for a range of priority procurement projects.

10.2.28 Review effective ways to monitor supply chain emissions across the public sector supply chain to demonstrate progress in reducing emissions.



10.3 Good for Society

Ensure that we are efficient, effective and forward thinking through continuous improvement to help achieve a fairer and more equal society.

<p>Economic wellbeing</p> <p>Make conscious and considered decisions that achieve best value and aims to establish practices and contracts that support the people and organisations of Scotland.</p>	<p>In addition to the targeted procurement policies addressed elsewhere in section 10 to enable economic wellbeing, we will:</p> <p>10.3.1 Use our national procurement policy, systems and tools to enable innovation in and through procurement.</p> <p>10.3.2 Continue to support Scotland Innovates and the CivTech programme, to help identify and develop potential solutions that will address public sector and societal challenges, working with innovative businesses and helping to support economic growth.</p>
<p>Emergency situations</p> <p>Procurement has been critical in responding to previous emergencies and humanitarian situations, and will strive to provide innovative, effective and efficient responses to future emergency situations.</p>	<p>We will:</p> <p>10.3.3 Continue to respond to critical events and situations, working with colleagues across the public, private and third sectors to provide co-ordinated and appropriate assistance as required. This includes ensuring higher risk, bottlenecks and vulnerable suppliers are identified and delivering targeted action, delivering sustainable procurement policies and applying lessons learned.</p> <p>10.3.4 Continue to support economic recovery as a result of critical events (e.g. pandemics/world-wide conflicts).</p>



Food security

Ensure high standards of animal welfare and sustainable production and waste reductions through the procurement process to improve community health, wellbeing and education.

We will:

10.3.5 Make sure we adhere to government policies on healthy eating and nutrition, promoting fresh, seasonal and fairly-traded produce and to UK buying standards. These standards take account of factors including production, traceability, authenticity, origin, ethical trading, animal welfare, environmental standards and health and waste.

10.3.6 Contribute to the Good Food Nation vision, where people benefit from and take pride and pleasure in the food they produce, buy, serve and eat daily.

10.3.7 Promote and provide healthy, enjoyable and sustainable options as the norm on Scottish Government menus.

10.3.8 Use procurement levers to support a variety of food producers.

10.3.9 Reduce avoidable food waste as much as possible and ensure that unavoidable food waste is disposed of in a sustainable manner.



10.4 Open and Connected

Ensure procurement in Scotland is open, transparent and connected at local, national and international levels.

Global reach

Remain connected to support development of best practice.

We will:

10.4.1 Set and maintain procurement and commercial standards for Scotland and lead the professionalisation agenda to ensure that we have the skills and capability we need today and tomorrow to deliver on our ambitions.

10.4.2 Manage and develop our communication channels and stakeholder engagement strategy to identify and promote best practice and champion the positive impact of public sector procurement in Scotland.

10.4.3 Continue to work with UK Government colleagues and other devolved administrations to share approaches and leverage good practice.

10.4.4 Remain connected internationally to benchmark and support the development of best practice.

10.4.5 Identify and share good practice with our procurement stakeholders when procuring social care services.



<p>Connectivity</p> <p>We will strive for an ease of doing business with the public sector and for the public sector to be able to easily do business with our suppliers.</p> <p>Take advantage of opportunities to develop and improve the data, management information and systems, while leveraging automation and future technologies.</p>	<p>We will:</p> <p>10.4.6 Continue our commitment to being transparent about how we spend public money and demonstrating accountability by publishing information about our procurement spend, approach and impact.</p> <p>10.4.7 Enable public procurement across Scotland to achieve its strategic objectives by delivering a fully integrated digital and best practice service.</p> <p>10.4.8 We will deliver a management information platform which will provide a suite of tools to enhance the reporting capability across Scottish Government and the wider Scottish public sector. The platform will demonstrate the impact of public sector procurement on Scotland’s economy through identifying opportunities to maximise delivery of outcomes at a local and national level.</p> <p>10.4.9 Continue to engage with industry representatives and suppliers through the PSG, Meet the Buyer events, supplier round tables, supplier surveys and industry forums to test and inform policy and approaches.</p>
<p>Consistency</p> <p>Promote consistent use of tools, platforms and systems, processes, guidance and templates.</p>	<p>We will:</p> <p>10.4.10 Drive local consistency of procurement practice through national policy guidance, tools, training and support.</p> <p>10.4.11 Develop a suite of guidance and tools to support consistent good practice in the procurement of social care services and support.</p>

11. Contract Profile



Public spending is a key enabler to make Scotland a better place to live, work and do business, contributing to sustainable and inclusive economic growth. We will continue to work together with the public, private and third sectors to deliver maximum value through public procurement activity.

Our website contains more information on our [current collaborative agreements](#).

11.1 Procurement Forecast

A summary of the planned regulated procurements commencing in the next financial year can be found in Annex A of our [Annual Procurement Report](#). We will also conduct procurements in response to events that have not yet unfolded, and which cannot be predicted at this stage. The forward plan of national and central government sector collaborative opportunities can be found online. The online [Construction Pipeline Forecast Tool](#) provides a forward look for anticipated public sector construction spend. Details of our contract awards are available on Public Contracts Scotland (PCS).

11.2 How we will Deliver Value for Money

In delivering the vision set out in the Programme for Government, we are addressing the challenges and emerging issues resulting from the ongoing budget constraints. It is vital therefore that public bodies understand and mitigate risks and continue to think commercially, spend wisely and deliver real value for money. We aim to achieve this by:

- working closely with the people who use the goods, services and works we buy, to help understand their requirements;
- understanding current and evolving markets;
- awarding contracts on the basis of fair, open and transparent competition which is relevant and proportionate to the contract being tendered; and
- making sure that our contracts are effective and managed efficiently.

In line with procurement legislation and our guidance, contracts are awarded on the basis of the Most Economically Advantageous Tender, ensuring the process considers quality and sustainability as well as price.

12. Capability and Professionalisation



The Scottish Government has a vision to be a world-leading diverse employer where equality is achieved. SPPD is committed to this goal and is taking action across a wide range of protected characteristics. We work closely with colleagues to ensure our approaches are aligned to wider Scottish Government policy to drive a diverse workforce. We will actively develop the capability of our procurement and property teams to fully embed equality and human rights in all our work, engaging with organisational-wide inclusion training, along with specific skills development. Our work includes action through our Race Equality Group and our Procurement People of Tomorrow programme.

Additionally, we will support the adoption of ethical procurement in social care by carrying out a skills gap analysis on social care procurement. Resulting in recommendations and considerations of actions that should be taken to support procurement professionals to confidently apply the principles, embedding good practice procurement of social care services.

We continue to invest in the capability and skills of our procurement and property teams and others involved in procurement and commercial activity. Our professionalisation strategy, agreed by our Heads of Profession, includes local and national talent creation, and development and retention programmes to help us achieve professional excellence against national policy and standards, details of which can be found in Appendix 3.

Professionalisation Strategy and Scope

Attract and Create Talent

- **Procurement** People of Tomorrow
- **Desirable** employer/roles (effectively marketed)
- **Actively** enabling diversity
- **Recruitment** entry requirements/commitments

Develop and Retain Talent

- **Professional** competency frameworks
- **Career tree** concept
- **Blended** learning
- **Support** for professional studies/membership
- **Professional** accreditation
- **Supported** learning communities

Supporting Culture

- **Organisational** People Capability Strategy
- **Agree/promote** organisational values
- **Invest in high performing** team and learning culture
- **Hub and spoke** Delegated Purchasing Authority learning community

Competent Operating Environment

- **Having** the right people in the right place at the right time, with skills and experience to deliver for Scotland
- **Building** wider commercial awareness
- **Cross-functional** collaboration and early engagement
- **Key procurement** enablers embedded in corporate governance

Reach Out to Support and Enable Others

- **Trusted** advisor and critical friend
- **Procurement** and eCommerce National Shared Services
- **Procurement** policy/tools/guidance e.g.
 - Scottish Procurement Policy Notes
 - Sustainable Procurement Tools
 - Procurement Journey
 - tailored framework guidance
- **National training** and development frameworks and eLearning offerings
- **Targeted capability** development offerings
- **Forums** or short-life work streams to address common challenges and develop, test and roll out best practice innovation

Measure Impact and Improvement

- **Procurement** Strategy and Annual Reports
- **Targeted research** and case studies
- **Procurement** and Commercial Improvement Programme
- **Engaging** communication and marketing

Monitor/Promote External Recognition as Best in Class

- **Proactive** comms and social media strategy
- **Internationally** connected and visible
- **On UK/International** advisory group
- **Cited** as exemplars
- **Published** case studies
- **Foreign** government interest/partnerships

12.1 Delegated Purchasing Authority

We continue to recognise the importance of those responsible for procurement having an appropriate level of delegated authority. Key to this is ensuring that those involved in awarding and managing contracts have the professional skills, knowledge, qualifications and experience to do so. We continue to invest in the skills and capability development of our staff through our National Procurement and Commercial Training Frameworks and other targeted capability development solutions in line with our National Procurement Development Framework.

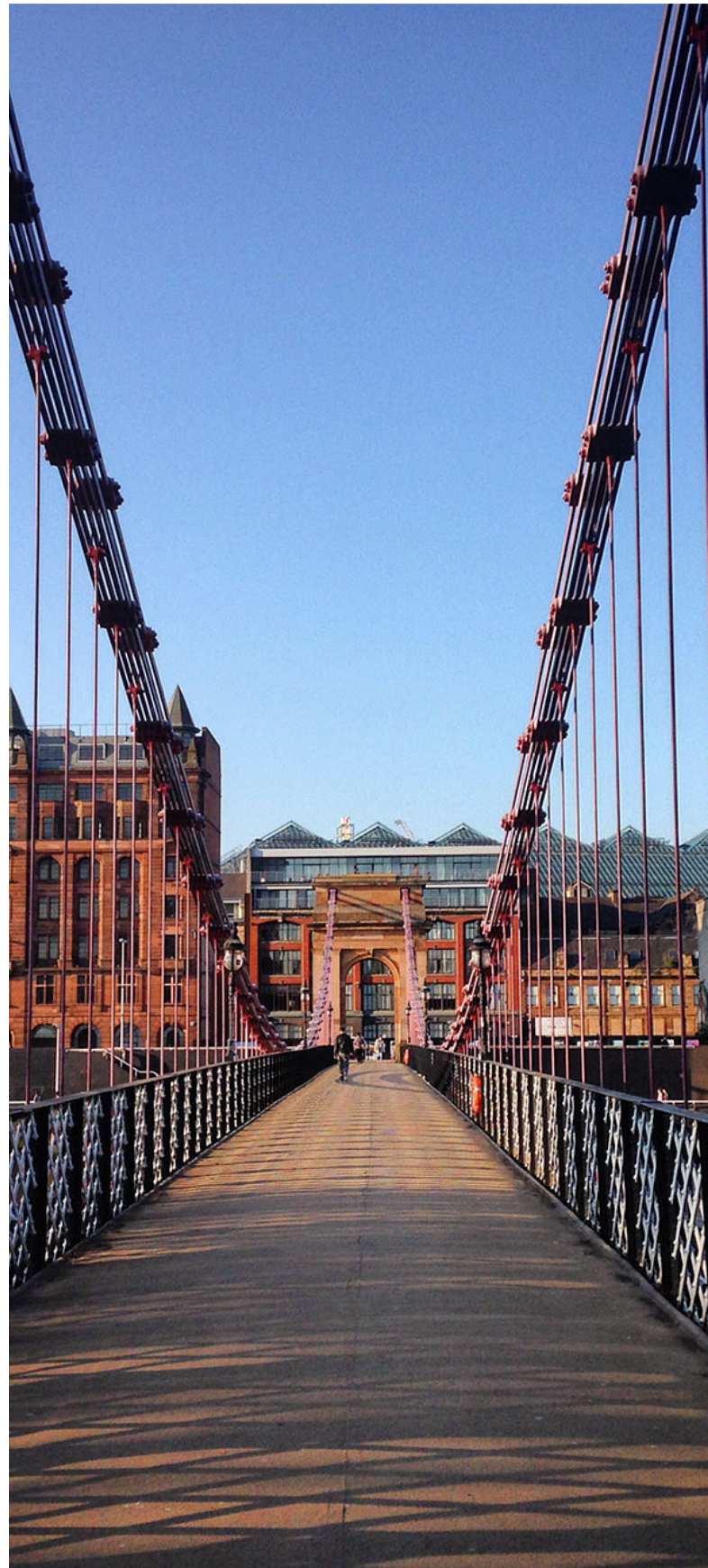
Our scheme of 'delegated purchasing authority', means that no member of staff is authorised to enter into a contract on behalf of Scottish Ministers without written delegated authority to do so from SPPD. That delegated authority is only given to those who can demonstrate they possess the appropriate skills, competencies and knowledge of our procurement policies and legal obligations.

12.2 Commercial Capability

Our programme to embed and grow commercial capability continues, targeting all Scottish Government civil servants at awareness, practitioner and leadership level, to ensure they understand and can contribute to our wider commercial and sustainability ambitions.

We have also developed and maintain a range of enabling tools to support buyers and public bodies across Scotland which are listed in the appendices and referenced throughout this document.

13. Supplier Engagement and Contract Management



13.1 Supplier Engagement

We are continuously developing new ways to engage with the supplier community. We consult through a number of mediums including round tables, conferences, forums and representative groups such as the PSG.

We have a comprehensive and joined-up set of tools, policy support and guidance which together help simplify our processes and enable buyers and suppliers to access procurement information and opportunities more easily. These include the Supplier Journey, the Client Guide to Construction Projects, and PCS which are summarised in Appendix 2.

Procurement Process - Supplier Engagement



13.2 SMEs, Third Sector and Supported Businesses

SMEs, the third sector and supported businesses are critical to the social, economic and environmental health of Scotland and we are committed to leveraging the full procurement rules to make it as easy as possible for them to bid for and win public procurement contracts and/or participate in local supply chains. We consider how our procurements are conducted and how contracts are developed, to reduce barriers and enable participation of SMEs, third sector organisations and supported businesses in public sector procurement.

We collaboratively developed one-stop-shop [Guidance on Public Procurement for SMEs and Third Sector Suppliers](#) for businesses and third sector organisations on how to access, bid for and win public contracts, signposting a comprehensive and joined up suite of resources to support suppliers which we will continue to promote.

All regulated procurements are advertised using PCS and we are committed to reviewing the processes and policies of lower value procurements for accessibility for SMEs. We will also use our market knowledge, systems and processes to improve access and will split large requirements into specialist or geographical lots to open the opportunities to SMEs, and where appropriate, apply lot-limiting or multi-supplier strategies to ensure a fairer share of business.

In accordance with our commitments in the action plans that underpin Scotland's Social Enterprise Strategy 2016-2026, we will continue to work with supported

businesses across Scotland, to realise their potential of accessing and winning public contracts, through the use of reserved contracts and other mechanisms.

We will continue to offer advice, workshops and learning through the Business Support for the Third Sector contract (currently delivered through the Just Enterprise consortium) as part of a coherent ecosystem of business support for social enterprise. Third sector organisations also benefit from the free training, support and information available from the Supplier Development Programme.

We will explore amendments to the light touch process in response to recommendations related to the role of the third sector in the delivery of adult social care.

13.3 Supply Chain Development Programme

Economic Development, Procurement and Enterprise teams are collaborating to drive the Supply Chain Development Programme in key sectors of the economy where we see genuine sustainable economic potential. Its purpose is to make sure that procurement opportunities are made visible to Scottish supply chains, including manufacturers in Scotland with the skills, capacity and capability to bid for, win and deliver contracts.

13.4 Contract Management

Effective engagement with our suppliers through early market engagement and ongoing contract management is critical to delivering outcomes through procurement.

Contract managers must complete the mandatory Contract and Supplier Management (CSM) essentials eLearning module before contract handover. Further interactive training is available with each additional module covering a specialist topic:

- Project Management and Planning;
- Contract Process;
- Contract Documentation;
- Performance Management;
- Financial Management; and
- Stakeholder and Supplier Management.

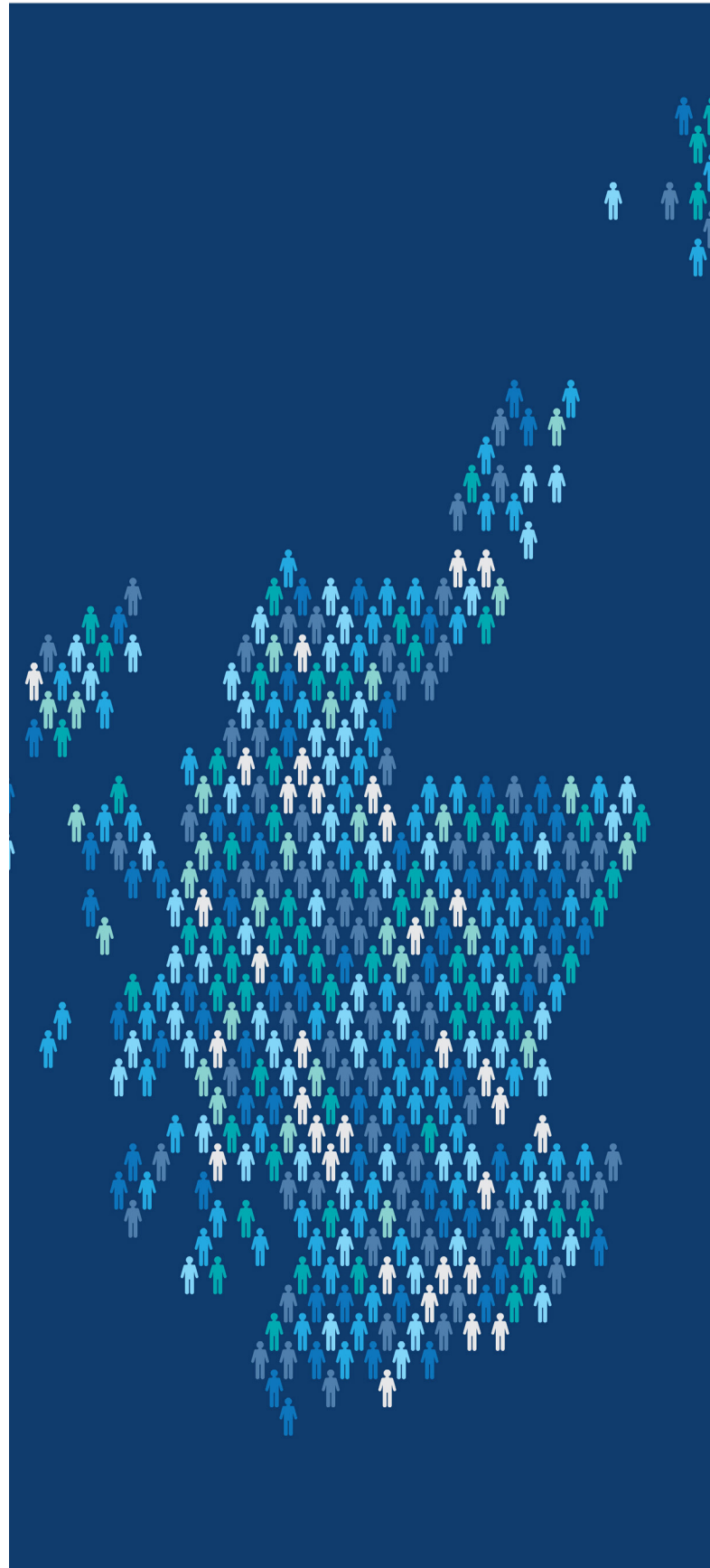
A dedicated team provide support and guidance to those who manage Scottish Government contracts. However, contract management responsibility is devolved to individual business areas. Help is available with:

- contract handover and implementation;
- contract management training;
- contract dispute resolution;
- contract variations and extensions;
- commercial support in supplier meetings;
- supplier financial checks, insurance and business probity; and
- supplier performance data and benefits tracking.



14. Monitoring, Reviewing and Reporting on Strategy

We will oversee the delivery of this strategy using a number of methods including the quarterly Directorate Business Plan progress review, reporting on public commitments, publication of our Annual Procurement Report and Programme for Government updates, alongside our annual review of the Procurement Strategy.



Appendices



Appendix 1 – Policies

The below statements reflect the commitment that our regulated procurements will:

APP1.1 Use community benefits in our public contracts where possible

How: In line with the Sustainable Procurement Duty and specific obligations regarding community benefits in our legislation, we continue to mainstream the use of community benefit requirements in public contracts to deliver wider benefits for local communities and wider society. This complements our activities to facilitate access to procurement for SMEs, the third sector and supported businesses and helps us to deliver wider social and economic benefits as part of our public spending decisions. Community benefits are considered at development stage of the tender and, either added as a mandatory requirement from bidders or, where appropriate, provide bidders with the opportunity to suggest voluntary community benefits. Our contract notices for regulated procurements record whether contractors must deliver any community benefits. We also record any community benefits that have been delivered as part of our contract management arrangements and will report on these in our Annual Procurement Report.

APP1.2 Consult and involve those affected by our procurements

How: Where appropriate, we work with people who use services, potential suppliers and others to help us design procurements. This can vary from market research, Requests for Information (RFI) exercises, issue Prior Information Notices, to supplier engagement days or the design and piloting of services. For national contracts we may involve people who use services through ‘user intelligence groups’, and others where we require input to specific procurements, for example, trade unions.

We record and review any complaints relating to failure to consult fully on any of our procurements. Our Annual Procurement Report will include information about any conclusions we reach and any measures taken in response to complaints.

APP1.3 Consider fair work practices, including paying at least the real Living Wage to people involved in delivering our contracts

How: The strategic ambitions for fair work are set out in the Fair Work Convention’s Framework and we have set out actions in our Fair Work Action Plan. That Action Plan prioritises Fair Work First (FWF), which is our flagship policy for driving high quality and Fair Work across the labour market in Scotland by applying FWF principles to public funding. FWF asks organisations bidding for a public contract to commit to adopting the

seven FWF criteria, which are:

- payment of at least the real Living Wage;
- provide appropriate channels for effective workers' 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;
- offer flexible and family friendly working practices for all workers from day one of employment; and
- oppose the use of fire and rehire practice.

We have updated our procurement processes to ensure that the FWF criteria are included in all relevant procurements. We will consider fair work practices as early as possible in all of our procurements and address this by including award criteria, where relevant and proportionate in our contracts. We also ask if bidders are accredited Living Wage employers.

Since October 2021, we have required payment of at least the real Living Wage in our new contracts and frameworks where it is relevant and proportionate. We will continue to record commitments made by suppliers to pay at least the real Living Wage. These will be included in the Annual Procurement Report of our performance against this strategy.

APP1.4 Be satisfied our contractors and subcontractors comply with the Health and Safety at Work etc. Act 1974 and any provision made under that Act

How: It is a standard condition of our contracts that the contractor must keep to all laws that apply, all requirements of regulatory organisations and industry good practice. This includes any relevant health and safety law. Also, whenever a contractor's staff are on our premises, under the terms of our standard contracts, they must keep to our own health and safety requirements.

We revise our contract management arrangements to make sure that we include information about health and safety incidents related to delivering our contracts and any measures that we take to put things right. This information will be included in the Annual Procurement Report of our performance against this strategy.

APP1.5 Procure fairly and ethically traded goods and services which advance human rights and equality

How: Scottish Government is driving an ambitious and progressive agenda to ensure equality and human rights are embedded in all we do. We recognise that procurement is a lever in achieving this ambition.

Human rights

The Scottish Government is committed to ensuring that everyone in Scottish society can enjoy their human rights in full. That includes being able to live with dignity and being treated fairly and without discrimination. We should all be able to

make properly informed choices. That includes participating in making decisions which affect our rights, whether services are delivered directly or are procured from third parties.

The Scotland Act 1998 and the Human Rights Act 1998 ensure that Scottish legislation and the actions of public bodies have to comply with human rights derived from the European Convention on Human Rights. The Scottish Government also has devolved responsibility for observing and implementing international human rights treaties ratified by the UK, such as the International Covenant on Economic, Social and Cultural Rights and the European Social Charter.

The Scottish Government has a responsibility to respect, protect and fulfil the rights of every individual in Scotland, which includes the duty to protect individuals and communities against human rights abuse by third parties, including where the State either contracts with, or legislates for, business enterprises to provide services.

The Scottish Government's annual Programme for Government highlights further commitments to enhance and develop human rights protections in Scotland, including a commitment to introduce a Human Rights Bill for Scotland. This Bill will incorporate internationally recognised human rights standards into Scots law.

We expect companies that are awarded our contracts to adopt clear corporate policies on human rights and to take action which prevents, mitigates and, where appropriate, remediates actual or potential human rights abuses. Our approach is described in Scottish

Procurement Policy Note SPPN 3/2020: Reducing the risk of human trafficking and exploitation in the performance of public contracts, which encourages all public bodies to consider a similar approach.

We will consider the risks and opportunities at an early stage in a procurement process, enabling us to take account of ethical issues when assessing a bidder's overall suitability and reliability to be awarded a contract. This includes considering whether the bidder has been convicted of certain criminal offences or has committed any acts of professional misconduct while running their business.

Our Annual Procurement Report will include a statement about the effectiveness of our selection procedures.

In December 2023, the Scottish Government published its [Slavery and Human Trafficking Statement](#). This statement outlines the strategies and actions we have taken to identify, prevent and mitigate slavery and human trafficking in our own operations and supply chains. Our approach to human rights, including preventing human trafficking and exploitation in our supply chains across the wide range of goods, services and works that we procure, is to consider actions on a case by case basis. This approach ensures relevance and proportionality and takes into account the subject matter of the contract and associated market analysis, along with value and risk. Any actions being taken to manage human rights procurement risks are recorded centrally on our internal contract register.

Policy coherence for sustainable development

[Global Citizenship: Scotland's International Development Strategy](#) sets out Scotland's contribution to the international community. The Scottish Government is committed to a Policy Coherence for Sustainable Development (PCSD) approach ('the Beyond Aid' agenda) which recognises the impact of Global North government policies that affect Global South countries, and that some of the greater benefits to the world's poorest and most vulnerable can be brought about not through development assistance but through policy changes.

Taking a PCSD approach means ensuring that across government, there is greater coherence in the approach to trade, human rights, procurement, exporting and importing. We have already recognised this in our 2021 policy - Vision for Trade. The use of public procurement to support ethical and fair trade producers and suppliers is also a good example of applying a PCSD approach.

The achievement of Fair Trade Nation status for Scotland, first in February 2013 and once more in March 2017, signals to the world that Scotland takes an active leadership role in challenging global poverty and recognising the dignity and rights of producers, through a commitment to fairness in international trading. Scotland has positioned itself as a Fair Trade Nation, with the aim to embed fair and ethical trade across all functions of government and business as a transformative response to creating a fairer society.

We use contract criteria to encourage transparency in the supply chain which in turn, supports positive practices and is in line with our Fair Trade Nation status to promote the use of fairly traded goods and services, where they are available. Our policy, guidance and tools encourage others to take a similar approach.

Equality

We take a holistic approach to ensuring we support and enable equality through procurement spend, whether that is driving Fair Work First and the real Living Wage in contracts and supply chains, embedding equality outcomes in community benefits through procurement, or reserving contracts for supported businesses, ensuring fair and ethical procurement and protecting human rights. We routinely consider equality alongside other economic, social and environmental risks and opportunities in our procurements.

The Sustainable Procurement Duty provides a procurement mechanism for the Scottish Government and other public bodies to comply with the general Equality Duty set out (section 149) in the Equality Act 2010 and with the specific duties in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In essence, the specific legislation requires the Scottish Government, when delivering policy, to have due regard to the need to:

- eliminate discrimination;
- advance equality of opportunity; and
- foster good relations between people who share protected characteristics and people who do not.

The Fairer Scotland Duty, Part 1 of the Equality Act 2010 (also known as the Socio-economic Duty), requires public bodies including the Scottish Government to have due regard to how they can reduce inequalities caused by socio-economic disadvantage when making strategic decisions.

The Scottish Government undertook a consultation in 2021/2022 on the effectiveness of the Public Sector Equality Duty (PSED) regime in Scotland. The consultation sought views on whether listed public bodies should be required to set out a strategic plan on how they plan to meet their equality duties under the Scottish Specific Duties (SSDs), and report on how they have implemented them. It would also include reporting on the procurement duty ([regulation 9](#)). The intention is that any regulatory changes to SSDs will come into force in 2025.

In addition to our Annual Procurement Report, we currently report bi-annually on how our procurement policy and activity complies with the public sector equality duties.

APP1.6 Ensure contracts involving food improve the health, wellbeing and education of communities in Scotland and promote the highest standards of animal welfare

How: As a public body, we seldom buy food directly but we do use our catering framework to achieve a range of benefits. Our approach is to make sure that this keeps to government policies on healthy eating and nutrition, promoting fresh, seasonal, fairly-traded and local produce and to UK buying standards. These standards take account of factors

including production, traceability, authenticity, origin, ethical trading, animal welfare, environmental standards and health and waste.

We are keeping a central record of the value of fairly-traded products bought or sold under our catering contract.

APP1.7 Pay invoices in 30 days or less to our contractors and subcontractors

How: Our late payment legislation requires all public bodies to pay invoices within 30 days. There is also specific guidance on late payment legislation and appropriate use of project bank accounts.

We are committed to prompt payment of invoices both to and by our contractors and their subcontractors. We commit to pay valid invoices within 30 days of receipt and, as a condition of contract, we require this commitment to apply throughout the supply chain relating to the contract. This condition, when applied throughout the supply chain, must also make clear that if a subcontractor believes that invoices are not being paid within 30 days they can raise the issue directly with us.

We work towards a ten day target for paying bills to businesses. This is a key objective and an important expression of our commitment to support businesses which goes beyond our contractual obligation to pay suppliers within 30 days. In the financial year 2022-2023, we paid 98% of valid invoices in ten days or less and 99% within 30 days.

Through our contract management arrangements, we monitor the percentage of our valid Scottish Government invoices paid on time, our average payment performance and any complaints from contractors and subcontractors about late payment and we take action if appropriate.

Prompt payment in the supply chain is a condition of contract at award stage of a procurement, and includes a contractual clause for payment terms to be passed throughout the supply chain relating to the contract.

APP1.8 Climate and circular economy

Existing procurement duties under the 2014 Act already require public bodies to consider and act on opportunities to improve the economic, social and environmental wellbeing of their areas through their procurements. The Scottish Government's Sustainable Procurement Tools, available to all public bodies, include indicators and guidance to support Scottish public sector buyers to consider and act on a number of climate change and circular economy considerations.

We are committed to taking action on climate change and to develop the circular economy by buying goods and services which reduce emissions, minimise waste and allow for repair, re-use, refurbishment or recycling wherever appropriate. We are looking for ways to reduce how much we buy as that will impact directly on the emissions and waste involved in manufacturing, logistics, distribution and servicing. Given we routinely buy on behalf of others, many of these decisions are influenced

by our stakeholders and budget holders. We are exploring a range of ways to influence, support and track progress.

As per SPPN 3/2022: Public procurement - taking account of climate and circular economy considerations, we will prioritise and take account of climate change and circular economy in our procurement activity and report ongoing progress against these commitments in our public sector reporting on climate change and in our Annual Procurement Report. This is demonstrative of how we are using procurement to support Scotland's response to the global climate emergency and drive a fairer and greener future.

Appendix 2 – Tools, Systems and Guidance

Policy and Standards	
Procurement Policy Manual	Provides guidance on the procurement policies that apply to Scottish Government procurement activity and highlights some key legal obligations and considerations.
Procurement Policy Handbook	Provides guidance on the rules and policies that apply to the procurement activities of public bodies in Scotland and highlights some key legal obligations.
Sustainable Procurement Tools	<p>The tools are designed to help public bodies optimise the economic, social and environmental outcomes of their procurement activity, and demonstrate compliance with the Sustainable Procurement Duty. They include the:</p> <ul style="list-style-type: none"> • Flexible Framework - enables the assessment of current level of performance, and the actions required to embed good procurement practice in a public body to realise intended sustainable outcomes; • Prioritisation methodology – helps to identify risks and opportunities associated with planned procurement activity, and with planning resource allocation to address these. This tool can be used at an organisational and at a category level; and • Sustainability Test and Life Cycle Impact Map – helps to identify risks and opportunities at an individual procurement level, and where to address these in the procurement process. <p>An extensive suite of supporting guidance is available to help public bodies achieve positive economic, social and environmental outcomes. The tools and guidance are reviewed on an ongoing basis, and additional resources such as eLearning and sustainable procurement case studies, will continue to be added over time.</p>

Tools and guidance	
Procurement Journey	Provides an online source of procurement guidance and documentation for the Scottish public sector. Its purpose is to communicate and drive best practice and compliance throughout the Scottish public sector from simple purchases to complex procurement exercises. The Procurement Journey is kept up-to-date to reflect current legislation and policy.
The Client Guide to Construction Projects	Provides guidance to assist public bodies to manage and procure construction projects. It consists of three handbooks: <ol style="list-style-type: none"> 1. Project initiation and business case handbook; 2. Construction procurement handbook; and 3. Construction phase handbook.
Supplier Journey	Provides online guidance to suppliers to make it easier for them to bid for public goods and services.
Public Contracts Scotland (PCS)	A 'one-stop-shop' for suppliers looking for Scottish public sector contract opportunities. PCS has enabled stronger communication links between buyers and suppliers. The use of PCS by Scottish public bodies to advertise their regulated contract opportunities is mandatory.
PCS-Tender	The national e-tendering service that allows suppliers to submit tenders for a public contract in electronic format. It also enables public bodies to manage their contracts and suppliers electronically.

<p>The Single Procurement Document (SPD)</p>	<p>Must be used in Scotland for procurements regulated under the Public Contracts (Scotland) Regulations 2015 and is recommended for all other regulated procurements. The SPD helps reduce the administrative burden on bidders and removes some of the barriers to participation in public procurements, especially for SMEs. It allows buyers to identify suitably qualified and experienced bidders and replaces the requirement for suppliers to provide up-front evidence or certificates by allowing them to self-declare that they meet the relevant criteria. Bidders are also able to store and reuse their information for future use.</p>
<p>Systems</p>	
<p>The Scottish Procurement Information Hub</p>	<p>A sophisticated spend analysis tool that provides reporting capability on procurement spend by key public bodies which enables them to see their spend, identify who their key suppliers are, highlight spend with SMEs and local suppliers and identify potential collaborative opportunities.</p>
<p>PECOS P2P</p>	<p>Automates the purchase to pay process from creating shopping baskets, raising orders and presenting valid invoices for payment. It also embeds standard and consistent business workflows and audited approval processes to ensure compliance with procurement and finance guidelines.</p>
<p>PECOS e-Invoicing</p>	<p>Enables the receipt of electronic invoices from suppliers which are validated and then automatically passed to public bodies for matching and payment in finance systems.</p>
<p>PECOS Catalogue Management</p>	<p>Manages the validation and approval of catalogues that are made available as a result of national, sectoral or local contracts. It allows catalogues to be published in a number of formats for upload into purchase to pay systems that are in use across the Scottish public sector.</p>

<p>PECOS Gateway</p>	<p>Enables 3rd party systems to access catalogue content and create a shopping basket that is then returned to that 3rd party system for PO creation, approval and transmission.</p>
<p>Scotland Innovates</p>	<p>Provides potential suppliers with information, guidance and support on how to develop ideas and innovations into products and technologies that may be of use in the provision of public services in Scotland. Provides a landing zone for current and potential suppliers looking to promote new ideas for innovative products or services and provides strong links to key stakeholder groups, Innovation Leads, the Scottish Government Chief Science Office and Economy Directorate.</p>
<p>Measurements</p>	
<p>The Procurement and Commercial Improvement Programme (PCIP)</p>	<p>This continuous improvement programme focuses on the culture, scope and approach of the public body which manages, supports and enables procurement activity from the identification of a need through to contract delivery. It is based around set questions and other evaluation methods with a detailed examination of activities such as contract management, ensuring that procurements are conducted sustainably, and some other indirect areas such as continuous professional development. Public bodies can then, based on the outcome of the assessment, develop an action plan to achieve maximum value for money and improve their ability when buying goods, services and works. The PCIP assessment tool and process are regularly reviewed to ensure it continues to reflect current legislation and best practice.</p>

Appendix 3 – Talent Creation, Development and Retention Programmes

The Procurement People of Tomorrow programme	Focuses on encouraging, enabling and developing new entrants in our profession across Scotland and embedding diversity within our teams.
People Capability Strategy	Embeds a supportive and learning culture, assessing and addressing evolving learning priorities.
The Scottish Government Delegated Purchasing Officer Scheme	Ensures that those authorised to award contracts within the Scottish Government have the necessary qualifications, training or experience for their level of delegated responsibility.
National Procurement Development Framework	Sets out procurement and commercial standards and facilitates continuous professional development and career paths, enabling effective recruitment and retention.
The Scottish Government Contract and Supplier Management programme	Ensures that those accountable for managing contracts within the Scottish Government have the necessary training and tools to drive the delivery of those contracts.
The Commercial Capability programme	Seeks to improve commercial outcomes through targeted training and earlier engagement with clients and commissioners. This is underpinned by our National Procurement Development Framework.
The Construction Sessions	A series of webinars to ensure the guidance provided by The Client Guide to Construction Projects is disseminated effectively to stakeholders.



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This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at
The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-83601-008-1

Published by The Scottish Government, March 2024

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS1381234 (03/24)

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