



Scottish Public  
Pensions Agency  
Buidheann Peinnseanan  
Poblach na h-Alba

# SPPA Procurement Report 2022-2023

## Contents

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<b>Section 1 – Introduction .....</b>	3
<b>Section 2 – Summary of regulated procurements .....</b>	3
<b>Section 3 – Review of regulated procurement compliance .....</b>	6
<b>Section 4 – Strategy performance review .....</b>	7
<b>Section 6 – Future procurement .....</b>	19
<b>Section 7 – Other information .....</b>	20
<b>Section 8 – About this report .....</b>	20
<b>Annex A – SPPA procurement activity .....</b>	21
<b>Annex B – The procurement journey .....</b>	22
<b>Annex C – Glossary .....</b>	23

## Section 1 – Introduction

### Introduction

Our annual procurement report shows how we've delivered our procurement strategy and commitments for the period 1 April 2022 to 31 March 2023, in line with the Procurement Reform (Scotland) Act 2014. It focuses on SPPA's corporate expenditure, which was around £7.9 million last year.

This report shows our performance and achievements in delivering our procurement strategy, which aims to use the money we spend on goods and services to deliver:

- better public services
- positive social, economic and environmental outcomes
- compliance with local and national policies
- support the national outcomes for Scotland

## Section 2 – Summary of regulated procurements

### Types of procurement

**Regulated procurement** is defined by the Procurement Reform (Scotland) Act 2014 as:

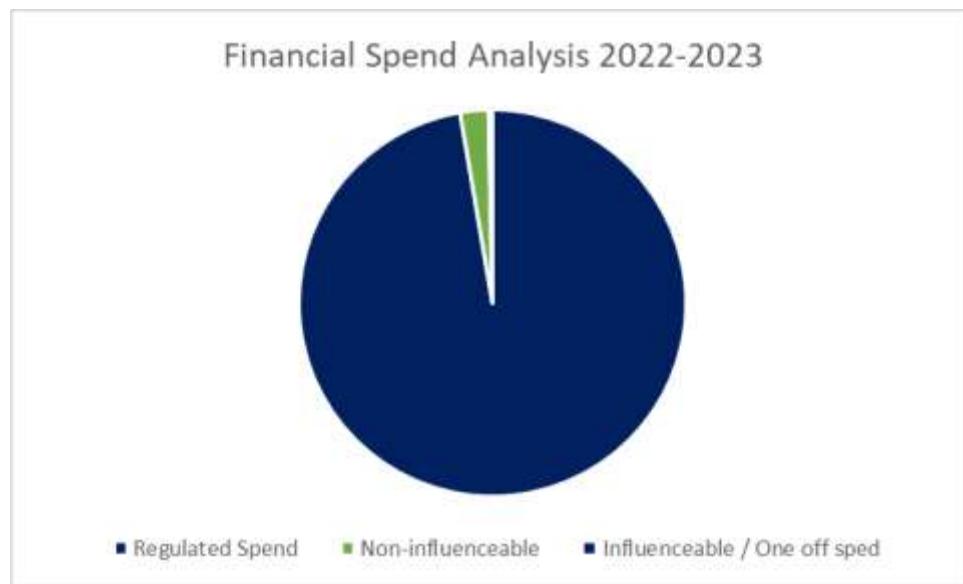
- the purchase of goods and services with an estimated value of £50,000 or more (excluding VAT)
- public works with an estimated value of £2,000,000 or greater (excluding VAT)

**Competitive procurement** can be of any value. SPPA uses a competitive procurement process for all contracts, regardless of value unless a non-competitive award is deemed appropriate.

### Our annual spend

As shown in Figure 1, in 2022/23 our total spend was £7,910,767. The regulated contract spend was £7,333,511. Non-influenceable spend was £182,060 and the influenceable non-contract spend (one off requirements) was £24,644.

Figure 1: Total SPPA spend 2022/23



## Summary of procurement activity

Table 1 summarises our procurement spend, regardless of value for the period April 2022 to March 2023. This is based on SPPA's overall spend of £7.9 million. 97% of our spend was achieved through contracts and framework call-offs. Most of our procurement activity was completed through Scottish Government framework agreements, which is more efficient than carrying out our own tender exercises. In total, we put in place 31 contracts, of which 16 were regulated procurement over the value of £50,000.

Table 1: Summary of procurement activity for 22/23

Type of procurement	Quantity	Estimated value
Framework call-offs	23	£3,067,210
Contract awards	8	£725,437
SPPA regulated procurement (over £50,000)	16	£3,380,712

See Annex A for more details.

## Awards without competitive procurement

We identify and log all contract awards which should be subject to a regulated procurement process. Any non-competitive procurement must be justified and approved by our Chief Executive (and Accountable Officer). This helps us make sure all procurement is compliant and identifies the rare times procurement isn't subject to regulation, for example:

- when the requirement falls under the general exclusions and specific situations of the Public Contracts (Scotland) Regulations 2015
- when the requirement can only be delivered by a specific supplier through an exclusive right under the Public Contracts (Scotland) Regulations 2015

When a contract is identified under an exclusive right we place a contract award notice within the Public Contracts Scotland portal, including contract period and value. We spent a total annual value of £431,547.00 over seven contracts in this way.

Table 2: Non-competitive procurement contract awards

Contract Name	Supplier	Contract Award	Start Date	End Date	Contract Value
Temporary workers	Balfour Wilson	01/09/22	26/09/22	31/03/23	£ 16,835.00
Comms and Engagement Manager	Harvey Nash	22/08/22	12/09/22	31/12/22	£ 27,000.00
Interim IT Programme Director	Venesky-Brown	03/02/22	30/04/22	29/07/22	£ 41,280.00
PCP Project Manager	Venesky-Brown	27/10/22	07/11/22	31/03/23	£ 95,200.00
Telephony	Netcall	22/04/22	27/04/22	26/04/25	£161,752.00
Remedy Project Manager	Venesky Brown	22/09/22	26/09/22	31/03/23	£ 74,760.00
Digital and IT	Venesky-Brown	17/03/23	20/03/23	20/06/23	£ 15,000.00
					<b>£431,547.00</b>

Six of non-competitive procurements cover extending contracts with temporary staff and were essential for maintaining continuity within Projects until the posts are filled permanently. The telephony contract was to allow SPPA to move its service to be Cloud Hosted.

There has been a slight reduction in the use of non-competitive procurement, we believe we have demonstrated minimal use of non-competitive procurement and continue to focus our efforts towards meeting procurement regulations. There was an increase of approx. 200% in cost of contract awarded through non-competitive procurement on last year.

## Section 3 – Review of regulated procurement compliance

### How we review regulated procurements

We use the procurement journey (see Annex B) for all regulated procurement where a tendering process is required. There are three different procurement routes and we use a decision matrix to select the appropriate route based on risk, costs and strategic importance.

#### Route 1

Provides guidance for unregulated procurements under £50,000 which are low-risk and non-repetitive in nature.

#### Route 2

Provides guidance for regulated procurements which are between £50,000 and the Official Journal of the European Union (OJEU) threshold. The OJEU legislation covers organisations and projects that receive public money, like SPPA, and states that procurements above a certain threshold must be published in the EU journal. SPPA's OJEU threshold is £213,477 inclusive of VAT, £177,897 excluding VAT.

#### Route 3

Provides guidance for regulated procurements above the OJEU threshold.

Call-off contracts are checked with the Scottish Government and Crown Commercial Service for compliance with regulations and policy.

### Delivering our priorities

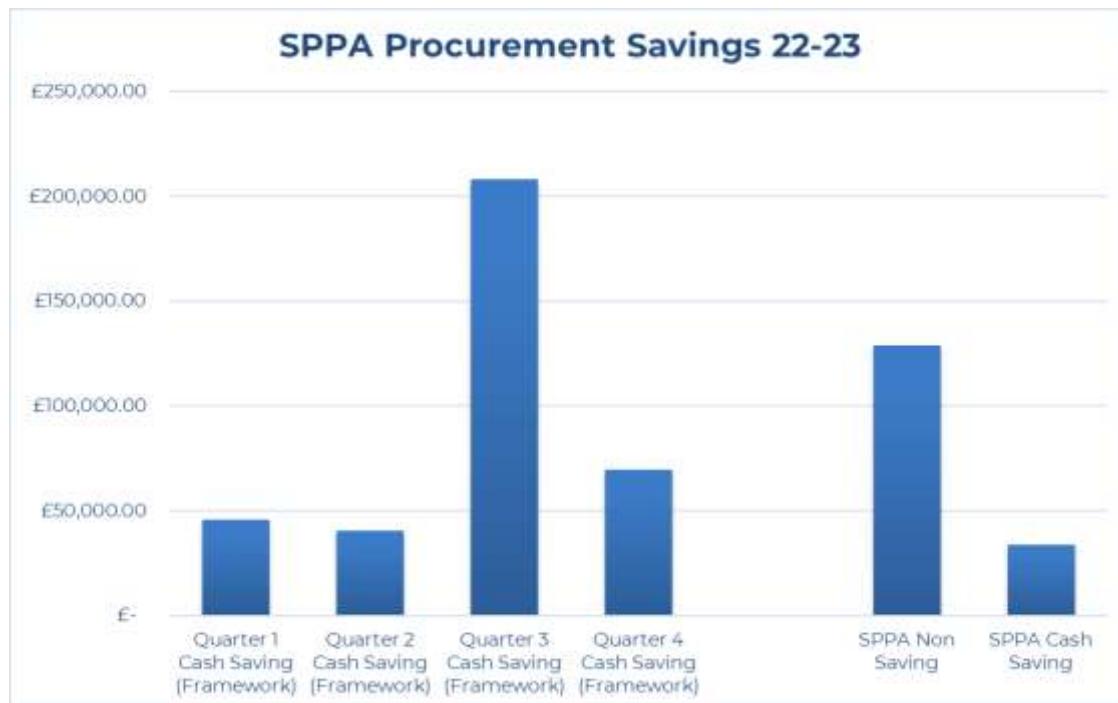
#### Priority one: full legal compliance and governance

24 out of 31 contracts were fully compliant. The remaining six non-competitive procurements met relevant regulations (see section 4 for more details).

#### Priority two: make and measure savings and add value

We obtain value for money through best practice contracting, supplier management and strategic procurement activities. We delivered savings of around £364,102 over this period mainly by using Scottish Government and Crown Commercial Service framework call-off contracts. SPPA non cash savings of approx. £129,000 using Scottish Government frameworks and approx. £33,803 cash savings.

**Figure 2: SPPA savings**  
(Framework information provided by the Scottish Procurement and Property Directorate)



### **Priority three: consider sustainability in every contract opportunity**

We deliver sustainable procurement by improving access to contracts for SMEs, the third sector and supported businesses. Sustainable procurement is built into every commodity strategy where appropriate.

### **Priority four: a leaner, efficient and effective procurement function**

We have worked hard in this area but recognise there is still more to do. We have increased the use of frameworks for our procurement activity and use Central Government Procurement Shared Services.

## **Section 4 – Strategy performance review**

Our procurement strategy brings together our objectives under four priorities.

**Priority one: Build a skilled, diverse and inclusive procurement and commercial team**

**Our objectives**

- Ensure a highly skilled Procurement and Commercial Team, supported by competency based learning and development programme utilising the Scottish Government Procurement Competency Framework which had been recognised and adopted by the EU.
- Through the Scottish Government Competency Framework identify professional development opportunities to add to the experience and skills of our Procurement and Commercial Team.
- Use the Procurement Competency Framework and one-to-one discussions to identify any skills needed by our staff, invest time in personal development, and support our staff through coaching and mentoring.
- Support procurement and commercial staff to gain professional qualifications and continuing professional development.
- Provide appropriate training and guidance to all staff involved in the procurement process.
- Focus on team-working with internal and external stakeholders to make sure we can deliver procurement outcomes successfully
- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010.
- Utilise the e-learning modules which are available.
- Raise the profile of Procurement through effective communication and engagement with stakeholders.

**How we did**

- Continued to upskill Procurement team through working with Scottish Government procurement colleagues and working alongside Commercial specialist. SPPA brought on board two new staff members.
- Continue to develop procurement staff on the job until role is permanently filled.
- Continued to build closer working relationships with the Central Procurement Team, Procurement Capability Team and Central Government Procurement Shared Services, who have supported a number of activities and shared knowledge.
- Continue to develop the guidance available for staff involved in procurement and purchasing activities.
- Provided delegated purchasing refresher training.

- Ensure staff involved in contract management complete the relevant e-learning modules.

### **Development opportunities**

- Better use of the Procurement Competency framework to allow more focussed and specialist training.
- Continue to raise the profile of Procurement through regular communications and awareness sessions.

### **Priority two: develop an efficient procurement function to deliver our services**

#### **Our objectives**

- Actively manage the way workloads are prioritised and resources allocated.
- Encourage early involvement and consultation with business areas to make sure business cases explore all options and demonstrate the risks, benefits and value for money of contracts.
- Work with stakeholders to carry out effective market research and involve suppliers.
- Lead the procurement process, supporting stakeholders in developing specifications and making sure sustainability and accessibility are considered at every stage.
- Develop website guidance and advice for suppliers and potential suppliers on doing business with us.
- Identify and gather evidence to support us, through our next Procurement Commercial Improvement Programme assessment in 2022/23

#### **How we did**

- Staff resources and skillset allowed for better prioritisation.
- Improved use of business cases exploring options and demonstrating the benefits and value for money ensuring these are signed off prior to commencing procurement.
- Carried out market research where appropriate.
- No PCIP completed 22-23 year.

## Development opportunities

- There is an opportunity for early involvement and consultation. SPPA needs to increase maturity in this area.
- Improve information available on the SPPA website to better support suppliers.
- Develop survey for procurement customer satisfaction.

### **Priority three: improve supplier performance, work more sustainably, promote fair work practices and resilience in supply chain**

#### Our objectives

- Embed Fair Work First (FWF) guidance in our tender process where relevant and proportionate, and work with our contractors to promote fair working practices and Real Living Wage Scotland.
- Monitor FWF commitments made by our suppliers through our contract management processes
- Promote the Scottish Business Pledge as part of our procurement and commercial activities.
- Follow Scottish Procurement Policy Note 3/2021 – Implementation of Fair Work First in Scottish Public Procurement. This explains how public bodies should apply the Fair Work First criteria and follow regulated procurement processes.
- Work with stakeholders to develop and put into practice an approach to contract management that is based on risk and taking action that is in proportion to that risk.
- Work with contractors to discuss how they meet our expectations, ethical supply chains and sustainable development.
- Identify opportunities to help us become more sustainable through the contracts we award, and monitor progress by managing those contracts effectively.

#### How we did

- SPPA embeds Fair Work First guidance in all relevant tender documentation in order to promote fair work practices and ensure the payment of the Real Living Wage Scotland.
- Ensure appropriate contract management handover packs to support contract managers monitor FWF practices as part of the regular meetings.
- Worked with key stakeholders to embed good contract management for SPPA's strategic system contract which will be rolled out to further contracts.
- 100% of our strategies for regulated procurement considered sustainability (see section 5 benefitting our community).

## Development opportunities

- Further promotion of the Scottish Business Pledge..

### **Priority four: ensure procurement opportunities are accessible to small and medium enterprises, third sector organisations and support businesses.**

#### **Our objectives**

- Advertise contracts and supply-chain opportunities by using the Public Contracts Scotland portal or the Public Contracts Scotland – Tender portal.
- Work with contractors to encourage small to medium enterprises, third-sector organisations and supported businesses to be a part of our supply chain.
- Use the Scottish Government Supported Business Framework whenever appropriate.

#### **How we did**

- SPPA advertise all opportunities through public contracts Scotland website and request that suppliers advertise any supply chain opportunities through this route.

### **Priority five: ensure procurement activities meets legislation**

#### **Our objectives**

- Make sure all policies, documents and processes take account of relevant legislation.
- Provide annual Personal Development Plans with associated training and incorporate the knowledge transfer of new Legal updates to the Procurement and Commercial Team.
- Provide stakeholders with copies of our procurement policies and help them apply these.
- Develop guidance and templates in line with the Procurement Journey.
- Report on our procurement activity and publish annual procurement reports.
- Put in place improvements following audits, project reviews and external assessments.
- Take forward Continuous Improvements through Lessons Learned
- Seek community benefits for relevant contracts over £4 million. In additions, where relevant and proportionate to the subject matter,

will consider Community Benefits for all procurements greater than £1 million.

### How we did

- Guidance was updated and will be regularly reviewed.
- Use the procurement journey as best practice guidance.
- Worked closely with Central Government Procurement Shared Services and Digital Directorate to review commodity strategies and invitations to tender.
- Publish the contract register on-line (through Public Contracts Scotland).
- 100% attendance at the quarterly Scottish Government cluster group meetings to share best practice and regular contact with the related Scottish Government capability team.
- Publish procurement strategy and report on an annual basis.
- Prepared action plan to capture improvements.

### Development opportunities

- Continue to improve contract management across SPPA ensuring value for money.
- Reduce the number of non-competitive awards.
- Continue to improve supplier performance through greater use of balanced scorecards and regular contract review meetings.
- Continue to ensure audit actions and recommendations are embedded.

### Priority six: contribute to sustainable development within procurement

#### Our objectives

- Use appropriate tools to increase opportunities for our procurement activities to have positive social, economic and environmental outcomes.
- Follow Scottish Procurement Policy Note 1/2021 – Taking Account of Climate and Circular Economy Considerations in Public Procurement, and use relevant tools to help us develop action plans and strategies for awarding contracts and directing resources to where they are needed.
- Increase the knowledge, skills and capability within the Procurement and Commercial Team and across our stakeholders, including making sure that all stakeholders know that they need to be more aware of the effect they can have on climate change and how to access e-learning that is available through the Sustainable Procurement Tools platform.

- Consult appropriate experts.
- Work with business areas to carry out market research, and include commercial, operational and sustainability considerations in this research.
- Actively work with suppliers and ask them to help us arrange and deliver sustainable solutions throughout the life of a contract.
- Take forward multi-lotting approaches to encourage the inclusion of SMEs where possible.
- Work with SME's to assist SME inclusion and supports sustainability through spend activity.
- Use recognised standards in our specifications where these are available and relevant.
- Manage contracts to make sure they provide the social outcomes we want to achieve.
- Include the sustainable procurement duty in our processes to make sure we fully consider costs, environmental impact and social effects over the whole life of an item or service when assessing value for money.
- Develop internal templates and guidance to help reduce demand for goods and services by cutting down on waste, and encouraging people to re-use and recycle, and to use goods and services that do the least harm to the environment.

## How we did

- Guidance was updated and shared with key stakeholders within SPPA. These will be regularly reviewed.
- Use the procurement journey and tools available as best practice.
- Worked closely with Central Government Procurement Shared Services and Digital Directorate to review commodity strategies and invitations to tender.
- Publish the contract register on-line (through Public Contracts Scotland).
- 100% attendance at the quarterly Scottish Government cluster group meetings to share best practice and regular contact with the related Scottish Government capability team.
- Work with staff to develop robust commodity strategies ensuring sustainability considerations.

## Development opportunities

- Continue to improve the use of SME's in the supply chain.
- Continue to upskill and develop key stakeholders.

## The future

### Policies

SPPA will ensure our policies and procedures are under regular review in line with Scottish Government.

### Invoice payment

Paying invoices promptly is very important to us and payment times are measured and reviewed monthly. We're committed to paying undisputed invoices within 10 days. (We regard payment as being made once funds are with the supplier, which is usually a day or two after sending instructions to our bank.) Any subcontractors should be paid within 30 days as per terms and conditions.

Payment performance is closely monitored by HM Treasury against the Scottish Government target of 100% of bills paid on time, with no department falling below 95%.

Table 3: Invoice payment performance

<u>Payment Performance for year 2022-23</u>			
Month	Invoices	Paid within 10 days	Performance
April	100	99	
May	120	116	
June	81	7	
July	127		
Aug	128		
Sept	101		
Oct	146		
Nov	147		
Dec			
Jan			
Feb			
Mar			

## Our policy

SPPA uses the Scottish Government recommended tools for procurement when appropriate. We have embedded these tools within our process to help us get it right and create the best value, especially when it comes to regulated procurement:

- [Scottish model of procurement](#)
- [Changes to European directives](#)
- [Public Procurement reform programme](#)
- [EU procurement thresholds](#)
- [Procurement journey](#)
- [Public Contracts Scotland](#)

These tools also help us deliver our sustainable procurement priority:

- Procurement toolkit
- Procurement journey
- Scottish Government sustainable tools
- Flexible framework

## New Benefits for financial year 2022-2023

The framework for our new audio visual equipment provides for a reduction in carbon emissions with the inclusion of environmental and energy efficiency certificates. The audio visual equipment provides for a better virtual meeting experience reducing the requirement to travel.

All contracts ensure that the real living wage is met.

## Existing environmental / sustainable benefits

Our Grounds Maintenance contractor does not mow the perimeter of our grounds and has suggested wild garden areas with perennial flowers and plants to encourage wildlife, butterflies and bees. Our contractor uses environmentally friendly fertilisers and pesticides to reduce pollution as well as using our compost area and does not use zero hour contracts.

Reducing waste by allowing fallen leaves to be stored in small areas which provides refuge for small animals and also eventually provides a natural fertiliser once the leaves are decomposed.

Erect bird boxes in sheltered areas, with bird feeders to attract birds and help them thrive.

Insect hotels can be built out of twigs and rotting wood to provide shelter to insects such as beetles and spiders.

Our ongoing facilities management contract has been designed to deliver sustainability benefits, including:

- paying the Scottish Living Wage
- using environmentally certified and phosphate-free Ecolab cleaning materials, which are delivered as super-concentrates to reduce plastic waste, packaging and transport costs
- a commitment to reduce carbon emissions
- training and skills development for staff

Table 4 shows the materials our contractor Sodexo uses to deliver the contract.

Product / material	Positive environmental or social criteria
Sustainable paper	100% sustainable paper and disposable products
Cleaning chemicals	<ul style="list-style-type: none"><li>• Rationalised range of products used</li><li>• Increased percentage of Eco-label accredited products</li><li>• 93% spend on concentrated chemicals with less packaging and fewer deliveries</li></ul>
Chemical-free cleaning	Lotus® Prochemical-free cleaning system transforms tap water into toxin free cleaner by infusing it with o-zone.
Steam cleaning	Minimises water use and requires no chemicals required to achieve more hygienic cleaning standard
Cleaner cars	Fuel-efficient vehicles (electric cars)

Floor machinery	Ec-H2O Orbio technology for chemical-free floor scrubbers
Micro-fibre mops and cloths	Proven benefits in infection control, reducing chemical usage by 90% and water usage by 97%
Vacuum cleaners	HEPA filter traps dust and dirt.
Route management	Use vehicle tracking diverts nearest engineer to respond to reactive maintenance requests

Maintenance tasks have been undertaken by several local SME companies and tradesmen from the Scottish Borders Council minor maintenance framework.

Our local recruitment agency which SPPA has successfully used employs local employees within the Scottish Borders.

#### **Framework agreement benefits**

Some of the frameworks we use seek to help disadvantaged members of our community into temporary roles, improving employability:

- temporary and interim staff
- temporary and interim staff – interim IT
- temporary and interim staff – interim professionals
- travel services

The banking services framework supports local recruitment where possible offering apprenticeships for over 16's, summer internships and graduate roles.

Scottish Government have introduced a number of Dynamic Purchasing System (DPS) frameworks providing greater access and opportunity for SME's and local suppliers.

The electricity framework is committed to apprenticeship training programmes and using local supply chain partners and contractors.

Our printing contract is an accredited living wage employer, supports modern apprenticeships and works with local SME's, supported businesses and charities. The contract includes and number of community benefit targets to meet.

The new postal service framework includes the following sustainable and community benefits:

- supply of paper from sustainable chains;



- actively promoting carbon capture programmes including national tree planting;
- recycling of white paper related waste;
- targets to be net zero carbon business;
- reductions of energy consumption;
- a percentage of electricity supply is from certified renewable sources;
- water-based inks are used where possible
- apprenticeship schemes;
- graduate programmes;
- participation in the Duke of Edinburgh Award Scheme;
- use of electric vehicles promoting carbon capture programmes;
- recruitment processes are more inclusive and accessible;
- targeting recruitment at non-employed people;
- disability confident employer status;
- volunteering work contributing to schools and education;
- support and advice to 3rd sector organisations

The Electric framework facilitate renewable energy Power Purchase agreements, ability for public bodies to sell self-generated renewable energy back to the grid. Other benefits are apprenticeship training programme including apprentice schemes for the renewables business, committing to using local supply chain partners and contracts.

The Gas framework benefits include:

- an apprenticeship training programme, with an apprentice providing direct support to the framework
- sub-contract metering services to Scottish SMEs to promote opportunities to source local metering engineers and local subcontractors to benefit local communities
- providing framework customers with upskilling opportunities through customer workshops, industry training and educational material.

Fair Work benefits include pay above the Living Wage and progressing formal accreditation, do not operate Zero Hours contracts and currently meet or working towards Scottish Government's Scottish Business Pledge.

## **Supported business**

We consider supported businesses for all procurements during the procurement strategy stage.

## Section 6 – Future procurement

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We are only required to publish regulated contracts.

Table 5: Future regulated spend for the period 1 April 2023 – 31 March 2024

Subject Matter	Contract Type	Expected Notice Publication Date	Expected Award Date	Expected Start Date	Estimated Contract Value
Pension administration system	new contract	14/01/2022	June 2023	June 2023	£10,000,000
Facilities Management	new contract	01/08/2022	January 2023	01/04/2024	£600,000

## Section 7 – Other information

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### **Contract management**

Procurement and contract management is an important function within SPPA. Further improvement will be made in financial year 2023/24.

### **Developing our people**

We continue to encourage our team to sign up to the Professional Chartered Institute of Purchasing and Supply (PCIPS) qualification. In 2023/24 the focus will be on developing the team to further enhance and realise benefits, while motivating our people to achieve their potential. We use the Scottish Government competency framework to develop our people, which is included in personal development plans.

## Section 8 – About this report

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This report is subject to formal annual review and approval by the SPPA senior leadership team.

Report Owner: Michelle Lee

Designation: Procurement and Contracts Manager

Email: [michelle.lee@gov.scot](mailto:michelle.lee@gov.scot)

Telephone: 01896 893000



## Annex A – SPPA procurement activity

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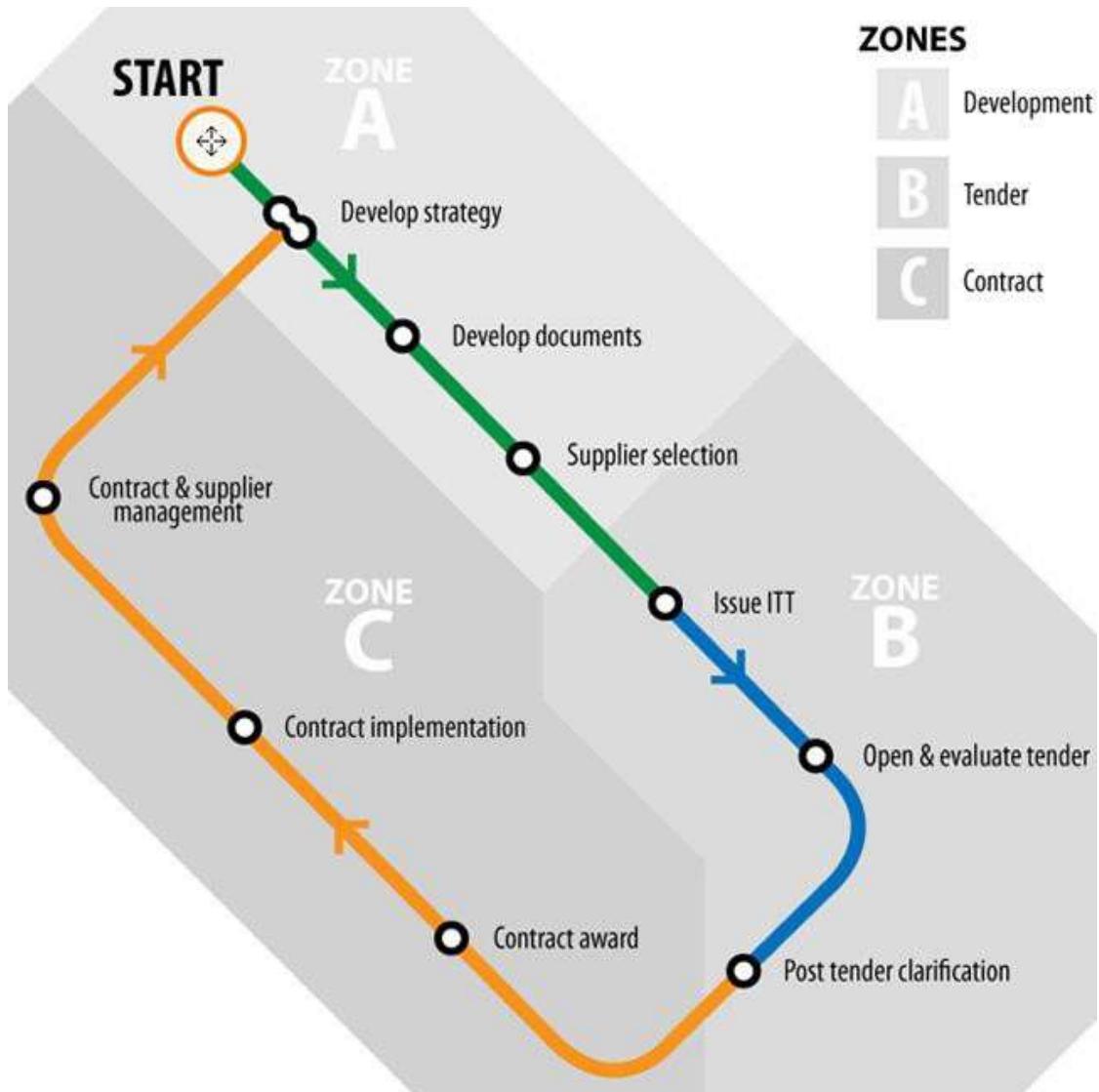
We have included all regulated contracts awarded in the period from 1 April 2022 - 31 March 2023.

Contract Name	Supplier Name	Start date	Expiry date	Framework	Contract	Collaboratin	Contract Value
Project Resourcing - DPS	CapGemini	17-Oct-22	16-Oct-24	Yes	No	No	£1,500,000.00
Medical Advisory Service	Health Partners aka Duradiam	01-Apr-22	31-Mar-25	No	Yes	No	£325,000.00
Business Affairs/McCloud PM	Venesky-Brown	13-Mar-23	13-Sep-23	Yes	No	No	£240,000.00
Liberty	Netcall	27-Apr-22	26-Apr-25	No	Yes	No	£161,752.00
Programme Director	Venesky Brown	24-Oct-22	17-Sep-23	Yes	No	No	£150,000.00
Oracle Support	Cintra	06-Jul-22	05-Jul-27	No	Yes	No	£145,000.00
Contract manager	Harvey Nash	06-Sep-22	08-Sep-23	Yes	No	No	£117,000.00
PCP Project Manager	Venesky-Brown	07-Nov-22	31-Mar-23	Yes	No	No	£95,200.00
Test Manager PPP	Harvey Nash	26-Sep-22	30-Sep-23	Yes	No	No	£83,000.00
Technical Architect PCP/McCloud	Venesky Brown	12-Sep-22	30-Sep-23	Yes	No	No	£83,000.00
Delivery Manager PCP	Lorien Recruitment	26-Sep-22	30-Sep-23	Yes	No	No	£82,000.00
Av Equipment	Computacenter	01-Mar-23	28-Feb-28	Yes	No	No	£80,000.00
McCloud Delivery Manager	Venesky Brown	12-Sep-22	30-Sep-23	Yes	No	No	£80,000.00
Remedy PM	Venesky-Brown	26-Sep-22	31-Mar-23	Yes	No	No	£74,760.00
Practitioners Business Analyst	Harvey Nash	05-Sep-22	30-Sep-23	Yes	No	No	£70,000.00
PPP Business Analyst	Lorien Recruitment	03-Oct-22	30-Sep-23	Yes	No	No	£67,000.00

## Annex B – The procurement journey

To ensure consistency, SPPA follows the Scottish Government procurement journey.

### The Scottish Government procurement journey



## Annex C – Glossary

Term	Description
<b>Balanced Scorecard</b>	A tool used to monitor and measure contract and supplier performance.
<b>CIPS</b>	The Chartered Institute of Purchasing and Supply (CIPS) is the leading body representing the field of purchasing and supply chain management.
<b>Commercial Acumen</b>	The ability to view situations from a commercial or business perspective; knowing your market & your customers and what they want and need & how they work.
<b>Commercial Awareness</b>	Evidence of commercial acumen. Awareness of the need for efficiency, cost-effectiveness, customer / stakeholder support, a knowledge of the sector and the services the organisation provides and will provide in the future, considering the strategic objectives, current economic climate etc. A track record of appropriate procurement skill and experience, evidence of on-going/continual training and development. (desirable and post/org specific) professional qualification / undertaking or willingness to undertake as appropriate.
<b>Commercial Competence</b>	<p>Commercial Competence is the ability to view situations from a commercial or business perspective. It's about knowing your market &amp; your customers and what they want and need &amp; how they work. Knowing what your competitors are up to; mainly so the connection between what we 'could do' and what we 'should do' becomes clear.</p> <p>All organisations have goals, targets and budgets and should have robust strategic goals and implementation plans. Current market and trends should be reviewed as well as the competition, organisation culture, threats and opportunities, business decisions and innovative thinking. This also helps to justify the cost-effectiveness of any budget and the resources available.</p> <p>The Scottish Procurement Competency Framework links commercial competencies to the key procurement activities.</p>
<b>Commodity Strategy</b>	Please see the Procurement Journey for guidance on commodity strategies.
<b>Contract Management</b>	The process of monitoring the performance of a supplier to contract.
<b>DPA</b>	Delegated Purchasing Authority - Is the authority given to an individual to sign-off contracts. It is not to be confused with Delegated Finance Authority as it is important that there is

	adequate separation of duties between the individual who has finance authority i.e. the budget holder and the individual with purchasing authority i.e. who places the contract.
<b>DPO</b>	Delegated Purchaser Officer- A permanent individual with Delegated Purchasing Authority (DPA).
<b>FMS Lite Service</b>	An agreement with Scottish Procurement Commercial Directorate (SPCD) to utilise a lite version of their fully manager service.
<b>Framework Agreement</b>	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.
<b>Influencable Spend</b>	The value of Procurement relevant spend which was actually influenced by Procurement.
<b>MEAT</b>	The most economically advantageous tender (MEAT) criterion enables the contracting authority to take account of criteria that reflect qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision.
<b>NCA</b>	Non-completive Action. Award of contract that has not been competitively tendered.
<b>OJEU</b>	Official Journal of the European Union.
<b>Prioritisation Tool</b>	The prioritisation tool is designed to assist early stage strategic planning, and brings a standard, structured approach to the assessment of spend categories.
<b>Procurement Exercise</b>	Full end to end procurement exercise documentation from strategy development to contract & supplier management.
<b>Procurement function</b>	The business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives.

<b>Procurement Journey</b>	Revised public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey will be enhanced on an ongoing basis with feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.
<b>Procurement Officer</b>	Individual who spends the majority of their time working in a role that adds value to the quality, cost and effectiveness of the

	procurement or acquisition of goods, works and services; impacting upon commercial relationships during one or more stages of the procurement cycle and contributing towards best practice contract and supplier management.
<b>Procurement Professional</b>	Individual who spends the majority of their time working in a role that adds value to the quality, cost and effectiveness of the procurement or acquisition of goods, works and services; impacting upon commercial relationships during one or more stages of the procurement cycle and contributing towards best practice contract and supplier management.
<b>Procurement strategy</b>	Strategy for procurement within an organisation (can be called policy).
<b>Public Contracts Scotland</b>	The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.
<b>Senior Management Team</b>	The direct report for the Head of Procurement (whether this be a stand-alone Director or one who sits on a SMT).
<b>Small Medium Enterprise (SME)</b>	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.
<b>Stakeholder</b>	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.
<b>Strategy</b>	May also be referred to as "Business Case" or "Project Strategy".

<b>Supplier</b>	An entity who supplies goods or services; often used synonymously with "vendor".
<b>Supplier Performance Review</b>	Ongoing Contract and Supplier Management (i.e. with key performance indicators being reported).
<b>Supply Chain</b>	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
<b>Supply Chain Management</b>	The coordinated set of techniques to plan and execute all steps used to acquire raw materials from suppliers, transform them into finished goods, and deliver both goods and services to customers. It includes chain-wide information sharing, planning, resources and performance measurements.

<b>Supported Business</b>	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.
<b>Value for Money</b>	An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.
<b>Wave Plan</b>	Details future procurement plans.