


Public Procurement in Scotland		Activities & Milestones 2018-20		FINAL VERSION FY 2018-19			
Strategic Objective	Lead Strategic Forum	Activity / Milestone	Activity / Milestone Description	Progress	Key Achievement for Period	Priorities for Next Period	Timescale For Completion
Sustainability	PPG	All required public bodies producing annual procurement reports	All public bodies in scope of legislation have published their first annual procurement report.		115 individual annual procurement reports were published under the 2014 Act in 2018. The analysis of these reports informed the first annual report on procurement activity in Scotland.	Final update provided to lead contacts within each of the CoEs confirming that the first annual report on procurement activity in Scotland has been published. That update referred to a forthcoming SPPN that will provide details of how a contracting authority should notify Scottish Ministers of the publication of its 2018-19 annual procurement report; the update also mentioned a potential webinar on annual procurement reports.	2018 / 19
Sustainability	PPG	Statutory annual report published by Scottish Ministers	A mandate of the Act. The structure and detail of the annual report to be developed. Owned by Scottish Ministers.		The first annual report on procurement activity in Scotland was laid before the Scottish Parliament and published on Thursday 4 April.	Wash up from the analysis of the analysis of individual annual procurement reports published in 2018. Publication of a SPPN that will provide details of how a contracting authority should notify Scottish Ministers of the publication of its 2018-19 annual procurement report. Webinars scheduled for April and May on annual procurement reports to support continuous improvement. Also in discussion about how the Best Practice Forum might continue to support work going forward to identify and share good practice that is highlighted within annual procurement reports.	2018 / 19
Sustainability	Policy	Research on the early impact of the sustainable procurement duty and how it contributes to sustainable and inclusive economic growth in Scotland	Provide evidence that illustrates how policies and practices are applied through procurement in the delivery of social, economic and environmental improvements benefits	Introduced November 2018		Launch of competition to secure analytical support for this work	2020
Sustainability	PPG/CoEs	Progress on environmental practice, including plastics & carbon reduction	Develop policy and implement practices that demonstrate progress against environmental factors.	Introduced November 2018	Generic national tools exist that support sustainability, including environmental factors as a key priority, with best practice and case studies being promoted. APUC have put in place a Responsible Procurement Champions Network across all Categories with a Responsible Procurement Action Plan focussing on responsible supply chain management including single use plastics/packaging reduction, climate change and human rights.	Consider options to facilitate traction at a national level, including tracking and sharing best practice APUC plan to integrate a plastics reduction approach to all relevant tendering.	2020
Sustainability	Policy	Tracking Human Rights	Develop sustainable procurement tools and guidance (fairly and ethically traded) to ensure they take account of human rights considerations providing a route-map for appropriate action where a risk has been identified	Introduced November 2018	Revised tools and guidance published with Slavery and Human Trafficking Guidance for Businesses link added to guidance. Case studies on taking an ethical approach produced and published in conjunction with Scottish Fair Trade Forum SG Specific: Assurance review of contracts undertaken to establish ethical risk and identify mitigating action. SG suppliers (annual turnover of £36m or more) checked to ensure they have a slavery and human trafficking statement. Statements to be reviewed on an ongoing basis. APUC specific: "Sustain" supply chain assessment tool developed to measure supplier compliance with their Supply Chain Code of Conduct deeper into supply chains. Operating well and version 2, which will be integrated within a Contract and Supplier Management tool, is in development phase. Also working with Electronics Watch, a human rights monitoring organisation, to improve the rights, benefits and safety of workers in their supply chain.	SPCD to embed guidance within the Procurement Journey. - CoEs to drive progress on local implementation of policy and guidance to protect human rights in their sectors' supply chains and encourage progress updates in annual reports.	2019
Access	e-Commerce	Transposition of the EU e-invoicing Directive	The Directive requires that central government bodies and the NHS are fully compliant by April 2019 with the rest of the public sector to be compliant by April 2020. It is intended that the Public Contracts (Scotland) Regulations 2015 will be amended to include this requirement.		Consultation was completed and published. Final Bria was approved by Cabinet Secretary. SSI completed and signed. SSI laid before Parliament. Transposition will take effect 18th of April 2019 SPPN published on 8th March 2019	Transposition is now completed	2019 / 20
Efficiency and Collaboration	e-Commerce / PPG	All Organisations compliant with the e-invoicing Directive	Establishing clarity on the impact and reach of public procurement. Realising the benefits of e-invoicing with both suppliers and public sector buyers through the use of the e-invoicing solution offered by the eCommerce Shared Service.		Perth & Kinross Council live with e-invoicing on 1 Dec 2018; Now 18 public sector bodies using the SG e-invoicing solution; Implementation projects in place at Scottish Government (including 19 central government partners); NHS Greater Glasgow & Clyde; Highland Council; and University of Edinburgh; Planning implementation projects with a further 13 organisations; 66 suppliers are issuing invoices with a further 92 connected and ready to transact. As at end of February 2019, over 527,000 invoices processed delivering transactional efficiency savings of approx £6.9 million to both public sector bodies and suppliers.	Continue progressing implementations with 13 public sector bodies whilst engaging with a further 30+ public bodies to understand if they intend to implement SG e-invoicing solution	2019 / 20
Efficiency and Collaboration	CLG	Strategic supplier management	Assess options for strategic supplier management approaches across CoEs (drawing in best practice and e-commerce interests as required).			Future CLG Forum meetings in summer 2019, will confirm options for strategic supplier management approaches across CoEs.	2019

Efficiency and Collaboration	CLG	Supplier risk management model	Assess options for a common framework for handling and communication of financial (and other) risk management across suppliers.			Future CLG Forum meetings in summer 2019, will confirm a common framework for the handling and communication of financial (and other) risk management information across suppliers.	2019
Efficiency and Collaboration	CLG	Capturing and sharing supplier performance	Assess options to capture and share supplier performance (including sustainable benefits) information across sectors.			Future CLG Forum meeting in summer 2019, will confirm options to capture and share supplier performance (including sustainable benefits) information across sectors.	2019
Savings and Benefits	Best Practice	Review and refresh contract supplier management model and consider benefits	A more structured and consistent approach to contract and supplier performance management that benefits long term value through the proactive management of contracts in delivering public value.		Best Practice C&SM role and input has changed in light of recent developments i.e. current mapping exercise. Best Practice Forum has agreed to working on the inclusion of C&SM case studies into the Procurement Journey.	C&SM Case Studies	2019 / 20
Savings and Benefits	CLG	SG/Sector CoEs publish procurement strategies and annual reports.	Ensure coherence/consistency in published procurement strategies from SG/CoE sectors and annual procurement reports from procurement CoE, in line with Procurement Reform Act reporting requirements.			Ongoing collaboration on cross sectoral lessons learned, to support the continuous improvement of the coherence/consistency in reporting.	2019 / 20
People and Capability	PPD	Procurement People of Tomorrow (Career Development)	A Scotland wide partnership programme that aims to create and support our future procurement and commercial talent. It focuses on engaging with people to encourage them to consider procurement as a career of choice; establishing academic and vocational pathways for them to enter the profession; working to embed consideration in workforce planning activity to create a sustainable pipeline of opportunities for young people; and encouraging and facilitating a vibrant PPOt community.		Procurement People of Tomorrow schools pack developed and out for comment and piloting. Over 116 commitments gathered to the PPOt Pledge from across the public sector in Scotland. PPOt video released during Apprentice Week to promote a career in procurement.	PPOt Schools Pack to be published and rolled out Develop corresponding PPOt pack for universities and colleges Promote PPOt Pledge and routes into procurement through cross-sectoral communications. Consider cross-sector PPOt programme opportunities (in preparation for options paper on career tree concept)	2021 / 22
People and Capability	PPD	Identify and address national training priorities	Identifying current and future national skills development gaps and / or opportunities and developing strategies to address learning priorities, helping to create our leaders of tomorrow and championing career paths and CPD, continuing the professionalisation of public procurement in Scotland.		National learning and development frameworks extended. Procurement Development (Competency) Framework grown to include CPD sectoral offerings such as the Scotland Excel Academy, SG commercial capability offerings and new courses through the national training frameworks. PDF continues to be adopted and embedded as appropriate by organisations. The targeted capability packages workstream is now reported on separately. Paper on making the most of development opportunities drafted, with an aim to facilitate a career pathway for procurement professionals.	Develop and publish the draft paper on creating / enabling more opportunities for people to get experience across sector(s) and organisations to embed the career tree concept, including – but not limited to - PPOt schemes. Dependency: Sector/CoE appetite SXL & SG: Explore partnership approach to a learning academy and qualifications aligned to the national development framework. Form an approach on how we target and develop leadership skills across the procurement community.	2020 / 21
People and Capability	PPD	Targeted capability 'packages' signposted	Identifying dedicated work required to "package up" a range of learning & development options on prioritised themes targeted at specific levels (i.e. Awareness / Practitioner / Leader level) from across the sectors to meet 4 (of the 6) National Priorities - C&SM, Commercial Skills, Social Value, Fairness & Equality.		Prioritised and developed targeted capability packages by gathering and signposting training / sources of support / job roles on the procurement development (competency) framework for Contract & Supplier Management, Commercial, Fairness & Equality and Social Value.	Promote the targeted capability packages on Contract & Supplier Management and Commercial through cross-sectoral communication channels. Review and grow the other two targeted capability packages. Consider targeted topics for practitioner workshops (with Best Practice w/group)	2019 / 20
Savings and Benefits / People and Capability	PPG	Improving culture for enhanced collaboration at national and local level	Using data from the Hub to identify nationally further opportunity for collaboration and suppliers being used locally; and identifying opportunities to use our data in other policy/delivery areas.	Introduced November 2018	This activity has been superseded by other growth work, including targeted Community Wealth Building activity.	n/a	2019
Efficiency and Collaboration / People and Capability	Policy	Update Scottish Procurement Policy Handbook	Publish up to date and accurate piece of procurement policy guidance which achieves the same intention of the original handbook. That is a tangible piece of guidance that provides an overarching statement of the fundamental rules, behaviours and standards applicable to public procurement activity in Scotland.	NEW	Terms of Reference for a working group and a proposed survey relating to the policy handbook to be issued to buyers were reviewed by the Policy Forum. The survey was issued to buyers by the Centres of Expertise. The survey closed on 22 March 2019 and the results will be tabled at the first working group meeting.	The first working group meeting will be held on 13 May 2019 at which the group will review the results of the survey on the policy handbook.	2019
People and Capability	SG/PPG	Leadership (current and future) and senior marketing	Development of a programme that draws together public sector leadership with commercial procurement and supply chain leadership. Ensuring credibility with commissioners and policy teams.	Introduced November 2018	Created and shared commercial blue print promoting early, cross-functional engagement and capability assessment checkpoint for all projects . Series of targeted commercial leadership/capability offerings developed and being road tested in SG with commissioners and policy teams. CoEs invited to participate in Commercial Awareness Week in May 2019 - A new targeted narrative developed to better engage procurement's customers and paymasters and improve procurement's credibility	Consider appetite to develop a programme that draws together public sector leadership with commercial procurement and supply chain leadership. Share and promote new narrative on the power of procurement with evidence of driving outcomes that are good for business and employees; good for society; and good for place and community to help increase the profile and credibility of procurement. Actively promote and facilitate local and regional leadership engagement with relevant stakeholders to facilitate community wealth building.	2022

People and Capability	CLG	Procurement of Innovation	Launch pilot Innovation Partnership projects to procure new goods and services to solve social challenges, creating opportunities for SMEs including micro-businesses.		First Innovation Partnership project to be advertised	Procurement Innovation Leadership Group to own/identify the forward plan of contracts on which we might pilot approaches, tying in as appropriate with CLG; Policy Forum to consider the outcome of those pilots and update to policy, procedure or guidance accordingly; Best Practice may update the Procurement Journey with links to existing EU rules and guidance and share approaches in practitioner workshops; PPD may enable current and evolving best practice through their work on setting standards and/or in signposting training and development opportunities.	tbc
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Activity / Milestone Progress Key:

 Completed/On schedule

 In Progress/Subject to review

 Not progressed/No review