Annex A:
Summary of regulated procurements commencing in the next two financial years

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
Civil Engineering Framework (for projects of £5m+ – £100m)	£600m (£150m per annum)	New	Jun-22	Dec-22
DPS for Civil Engineering (for projects up to £5m)	£50m (per annum)	New	Sep-22	Dec-22
Interim Professional Staff Services Framework	£84,000,000	Re-Let	Q1 – 22/23	Q4 – 22/23
Interim IT Staff Services Framework	£102,000,000	Re-Let	Q1 – 22/23	Q4 – 22/23
Temporary Admin, Catering & Manual Staff Services – North Region	£10,000,000	Re-Let	Q1 – 22/23	Q4 – 22/23
Temporary Admin, Catering & Manual Staff Services – South Region	£108,000,000	Re-Let	Q1 – 22/23	Q4 – 22/23
Legal Services Framework (multiple Lots)	£15,000,000	Re-Let	Q3 – 22/23	Q1 – 23/24
Relocation Services Framework	£4,000,000	Re-Let	Q4 – 21/22	Q4 – 22/23
e-Purchasing Card – (likely to be CCS Call Off – through put spend only)	£92,000,000	Re-Let	Q2 – 23/24	Q1 – 24/25
Employee Services – (likely to be CCS Call Off – through put spend only)	£5,700,000	Re-Let	Q3 – 23/24	Q2 – 24/25
Media Planning and Buying Services	£107,500,000	Re-Let	Q3 – 22/23	Q2 – 23/24
Recruitment Ads and PINS	£12,000,000	Re-Let	Q2 – 23/24	Q2 – 24/25

Title/Description	Estimated Value	New or Re-Let	Contract notice/call for competition date	Anticipated award date
Print and Associated Services	£32,000,000	Re-Let	Q2 – 22/23	Q4 – 22/23
Travel and Accommodation Services (likely to be CCS Call Off)	£60,000,000	Re-Let	Q2 – 22/23	Q2 – 22/23
Sourcing and Booking of Venues Services	£10,000,000	Re-Let	Q2 – 23/24	Q1 – 24/25
General Office Supplies	£60,000,000	Re-Let	Q2 – 22/23	Q4 – 22/23
Heat in Buildings – National Delivery scheme	£728,000,000	Re-Let	Q1 – 22/23	Q4 – 22/23
Digital Partner for Digital and Information Services Division	£300,000,000	Re-Let	Q4 – 23/24	Q3 – 24/25
Construction of Vessels for Marine Scotland	£137,500,000	New	Q2 – 23/24	Q4 – 24/25
Framework for the Provision of Commercial Advisors	£32,000,000	New	Q3 – 22/23	Q3 – 22/23
Scottish Household Survey 2024	£19,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Climate Justice Research Contract	£18,000,000	New	Q2 – 21/22	Q4 – 22/23
Non-communicable Diseases Programme for Malawi, Rwanda and Zambia	£15,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Digital Delivery Partner (Agriculture Reform Programme – Tranche 1 Delivery)	£12,000,000	New	Q3 – 22/23	Q4 – 22/23
National and Local Delivery Loan and Grant Schemes	£10,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Scottish Health Survey	£8,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Girls and Women's inclusive and equitable access to education in Malawi, Rwanda, Zambia and Pakistan programme	£6,500,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Integrated Digital data Programme for Environment and Land-use	£6,000,000	New	Q3 – 22/23	Q4 – 22/23
Scottish Crime and Justice Survey	£6,000,000	Re-Let	Q1 – 22/23	Q2 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
National Framework supporting net zero emissions public bodies	£5,000,000	New	Q3 – 22/23	Q4 – 22/23
Inclusive Education: support for teachers and communities in Malawi, Rwanda and Zambia programme	£5,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Scottish Global Citizenship Health Partnership Scheme	£5,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Marine Scotland – Temporary Crewing Framework	£5,000,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Scoping Services and Accommodation Outcomes – Ukraine Crisis	£5,000,000	New	Q2 – 22/23	Q2 – 22/23
Talent Attraction and Migration Service	£4,000,000	New	Q3 – 22/23	Q4 – 22/23
Business Support to the Third Sector	£3,600,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Plant Health Centre of Expertise	£3,500,000	New	Q2 – 22/23	Q3 – 22/23
Independent Child Trafficking Guardians (ICTGs)	£3,000,000	New	Q2 – 22/23	Q3 – 22/23
Centre of Expertise (CoE) for Biodiversity	£2,000,000	New	Q3 – 22/23	Q4 – 22/23
Women and Girls Empowerment Fund	£2,000,000	New	Q3 – 22/23	Q4 – 22/23
Client Engineer Support for Capital Projects for the successor to Low Carbon Infrastructure Transition Programme	£2,000,000	New	Q2 – 22/23	Q3 – 22/23
Due Diligence for Capital Projects for the successor to Low Carbon Infrastructure Transition Programme	£2,000,000	New	Q2 – 22/23	Q3 – 22/23
Farm Business Survey	£1,630,000	Re-Let	Q2 – 22/23	Q3 – 22/23
IT Systems Support and Maintenance Contract	£1,500,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Global Solidarity Fund	£1,500,000	New	Q3 – 22/23	Q4 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
Charitable Bonds	£1,500,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Genomic Sequencing of Wastewater (COVID 19)	£1,500,000	New	Q2 – 22/23	Q3 – 22/23
Telephony Connectivity and Services Contract	£1,200,000	Re-Let	Q1 – 22/23	Q2 – 22/23
Trade Body Services	£1,200,000	Re-Let	Q1 – 22/23	Q2 – 22/23
CashBack for Communities programme	£1,021,117	Re-Let	Q2 – 22/23	Q3 – 22/23
Digital Planning – Smart Applications	£1,000,000	New	Q3 – 22/23	Q4 – 22/23
Firework Licensing System	£1,000,000	New	Q3 – 22/23	Q4 – 22/23
Masters in Early Years	£1,000,000	New	Q3 – 22/23	Q4 – 22/23
Accessible Remote Voting	£900,000	New	Q3 – 22/23	Q4 – 22/23
Divisional Joined Due Diligence – Scottish Industrial Energy Transformation Fund (SIETF)/Emerging Energies Technologies Fund (EETF)/ Green Growth Accelerator (GGA)	£900,000	New	Q3 – 22/23	Q4 – 22/23
Third Sector Fund	£900,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Gigabit – Legal, Financial & Technical Advisors	£900,000	New	Q3 – 22/23	Q3 – 22/23
Digital Identity Scotland External ID Vendor	£894,000	New	Q1 – 22/23	Q2 – 22/23
Programme for International Student Assessment 2025	£850,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Shared Equity After Sales Administration	£800,000	New	Q3 – 22/23	Q4 – 22/23
Carbon Neutral Islands Project – Scottish wide island audits	£772,000	New	Q3 – 22/23	Q4 – 22/23
Heat in Buildings – National Delivery Scheme – Quality Assurance and Audit	£750,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Digital Planning – Smart Applications (1)	£700,000	New	Q3 – 22/23	Q4 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
NHS Benchmarking Network	£675,000	New	Q1 – 22/23	Q2 – 22/23
Self-Build Loan Fund – Fund Administrator	£650,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Evaluation of the Supporting Young People through Mentoring and Leadership programme	£600,000	New	Q1 – 22/23	Q2 – 22/23
Competent Authority Audits	£600,000	New	Q2 – 22/23	Q3 – 22/23
Scotland's Adoption Register	£504,000	New	Q3 – 22/23	Q4 – 22/23
Digital Planning – Digital Skills	£500,000	New	Q3 – 22/23	Q4 – 22/23
Recruitment Assessment Tests	£500,000	New	Q2 – 22/23	Q3 – 22/23
Digital Planning – Payment	£400,000	New	Q3 – 22/23	Q4 – 22/23
Lord High Commissioner Catering Contract	£400,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Scottish Industrial Energy Transformation Fund	£350,000	New	Q3 – 22/23	Q4 – 22/23
Fiscal Transparency	£350,000	New	Q2 – 22/23	Q3 – 22/23
Evaluation of the Child Poverty Pathfinders	£345,000	New	Q3 – 22/23	Q4 – 22/23
Children and Young People's Consortium	£324,000	New	Q3 – 22/23	Q4 – 22/23
Saltire upgrade	£300,000	New	Q2 – 22/23	Q3 – 22/23
Gateway Project	£300,000	New	Q2 – 22/23	Q3 – 22/23
Children's Service – Seeking Children's Views	£290,000	New	Q3 – 22/23	Q4 – 22/23
National Kinship Care Advisory Service for Scotland	£270,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Scottish Child Abuse Inquiry – Digital Content Project	£270,000	New	Q1 – 22/23	Q3 – 22/23
Safeguarder Panel Secure Email and Document Storage	£253,830	New	Q3 – 22/23	Q4 – 22/23
Interims – Corporate Transformation and Workplace Directorate	£250,000	New	Q2 – 22/23	Q3 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
Consultancy services for the Performance and Delivery Unit	£250,000	New	Q3 – 22/23	Q3 – 22/23
Data Project Manager Recruitment	£249,000	New	Q3 – 22/23	Q3 – 22/23
Data Strategy – Digital Planning	£240,000	New	Q3 – 22/23	Q4 – 22/23
Public Sector Geospatial Agreement Web Services	£240,000	Re-Let	Q2 – 22/23	Q3 – 22/23
Senior Data Analyst	£225,000	New	Q3 – 22/23	Q3 – 22/23
Digital Planning – Digital Engagement	£200,000	New	Q3 – 22/23	Q4 – 22/23
Affordable Housing Supply Programme (AHSP) Offsite Construction Business Case Commercial Advice	£200,000	New	Q3 – 22/23	Q4 – 22/23
Pre-Employment Services	£200,000	New	Q3 – 22/23	Q4 – 22/23
Mental Health and Wellbeing Strategy Consultation Analysis	£200,000	New	Q3 – 22/23	Q4 – 22/23
Student Income and Expenditure Survey 2021/22	£200,000	Re-Let	Q3 – 22/23	Q3 – 22/23
Study into Healthcare Workers Experience of Wearing Personal Protective Equipment	£200,000	New	Q3 – 22/23	Q4 – 22/23
Interim Speechwriter	£200,000	New	Q2 – 22/23	Q2 – 22/23
Behaviour in Scottish Schools Research 2022	£176,000	Re-Let	Q1 – 22/23	Q3 – 22/23
Security Services for Inquiry offices	£168,000	New	Q3 – 22/23	Q3 – 22/23
Housing Tender Return (HTR) Analysis Scottish Social Housing Tender Price Index	£150,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Scottish Centre for Gender Equality	£150,000	New	Q3 – 22/23	Q4 – 22/23
Self-Isolation Support Grant	£150,000	New	Q3 – 22/23	Q3 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
First Minister's National Advisory Council on Women and Girls Participation Panel	£150,000	New	Q3 – 22/23	Q3 – 22/23
Redesign of Urgent Care Evaluation	£150,000	New	Q1 – 22/23	Q2 – 22/23
Scottish Covid-19 Inquiry Engagement and Consultation Analysis	£150,000	New	Q3 – 22/23	Q3 – 22/23
Scottish Government Branded Signboards & Association Fixings	£140,000	Re-Let	Q1 – 22/23	Q2 – 22/23
Ethnicity pay gap strategy – Impact Assessments	£130,000	New	Q3 – 22/23	Q3 – 22/23
Liquid Handling Workstation	£130,000	New	Q3 – 22/23	Q4 – 22/23
COVID-19 Wastewater analysis	£123,500	New	Q3 – 22/23	Q4 – 22/23
Women in Agriculture Development Programme: Business Skills Training	£120,000	New	Q3 – 22/23	Q4 – 22/23
NHS Staff Anti-Racism Training	£117,000	New	Q2 – 22/23	Q2 – 22/23
Agriculture Bill – Strategic Environmental Assessment	£115,000	New	Q3 – 22/23	Q4 – 22/23
Just Transition Commission Website	£115,000	New	Q2 – 22/23	Q3 – 22/23
Ukraine – Research into Surplus Housing Stock	£100,000	New	Q2 – 22/23	Q3 – 22/23
Digital Planning – NPF4 CMS	£100,000	New	Q3 – 22/23	Q4 – 22/23
Agriculture Bill Consultation Workshops	£100,000	New	Q3 – 22/23	Q4 – 22/23
Traveller Accommodation Fund	£100,000	New	Q3 – 22/23	Q4 – 22/23
Scottish Prisons' Assessment and Review of Outcomes for Women	£100,000	New	Q3 – 22/23	Q3 – 22/23
Webcasting Services	£100,000	Re-Let	Q1 – 22/23	Q2 – 22/23
Electronic signature software	£100,000	New	Q3 – 22/23	Q4 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
Police complaints, investigations and misconduct: consultation analysis on legislative proposals	£100,000	New	Q1 – 22/23	Q2 – 22/23
Research into Provision for Pupils with Complex Additional Support Needs in Scotland	£98,000	New	Q1 – 22/23	Q2 – 22/23
Embedding Children's Rights in Public Services – Innovation Fund	£90,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Laboratory Testing – Abortion Investigations in Cattle	£90,000	Re-Let	Q1 – 22/23	Q2 – 22/23
Minimum Unit Pricing of Alcohol Model Update	£85,000	New	Q1 – 22/23	Q2 – 22/23
Digital Planning – PlaceTech Lab proposal	£80,000	New	Q3 – 22/23	Q4 – 22/23
Interim IT Staff Services	£79,000	New	Q3 – 22/23	Q3 – 22/23
Housing Insecurity and Hidden Homelessness	£75,000	New	Q1 – 22/23	Q3 – 22/23
Solar/Safety Film and Anchor System	£74,499	New	Q3 – 22/23	Q3 – 22/23
Empty Homes Evaluation	£70,000	New	Q3 – 22/23	Q3 – 22/23
Fleet Management System	£65,000	New	Q1 – 22/23	Q2 – 22/23
Assessment of Supplier-Lead Funding Mechanism	£55,000	New	Q2 – 22/23	Q3 – 22/23
Digital Planning – Training programme for NPF	£50,000	New	Q3 – 22/23	Q4 – 22/23
National Trauma Training Programme – website update	£50,000	New	Q3 – 22/23	Q4 – 22/23
Community Events	£50,000	New	Q3 – 22/23	Q4 – 22/23
National Conversation' – consultation analysis	£50,000	New	Q3 – 22/23	Q4 – 22/23
Personal Assistant – Interim	£50,000	New	Q3 – 22/23	Q3 – 22/23
Recruitment of DG Economy & DG Net Zero	£50,000	New	Q2 – 22/23	Q3 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
Contingency arrangements for Tax Tribunal	£50,000	New	Q3 – 22/23	Q3 – 22/23
Impacts of polluting manufactured solid fuels in Scotland	£50,000	New	Q2 – 22/23	Q3 – 22/23
A Second Generation Farm Advisory Service with Both One to Many and One to One	£8,507,006	Relet	Q1 – 23/23	Q3 – 23/24
Grant Management Services and Digital Support for the Digital Boost Fund (DBF)	£2,641,147	Relet	Q4 – 22/23	Q1 – 23/24
Print and Scanning Services	£2,500,000	Relet	Q3 – 22/23	Q4 – 22/23
Framework for the Provision of Temporary Legal Staff Recruitment Services	£2,000,000	Relet	Q4 – 22/23	Q3 – 23/24
Storage & Digitisation of Legacy Paper Files Project	£1,970,160	Relet	Q3 – 23/24	Q4 – 23/24
Support and Maintenance of the eRDM System	£1,514,627	Relet	Q4 – 22/23	Q2 – 23/24
Just Transition Review of the Scottish Energy Sector	£945,665	Relet	Q3 – 22/23	Q4 – 22/23
Provision Of A Herbage Trial To Obtain Scottish Data For UK National List	£629,156	Relet	Q3 – 22/23	Q4 – 22/23
Scottish Air Quality website and database – provision of QA/QC services	£600,000	Relet	Q1 – 23/24	Q3 – 23/24
Fund Management Services for the Digital Development Loan 2019 – 2022	£588,367	Relet	Q1 – 23/24	Q3 – 23/24
National Standardised Assessments Contract Management Support Services	£570,400	Relet	Q1 – 23/24	Q3 – 23/24
Scottish Air Quality Website and Database	£399,999	Relet	Q1 – 23/24	Q3 – 23/24
Provision of Agronomic Trials for Value for Cultivation and Use	£269,948	Relet	Q1 – 23/24	Q3 – 23/24
Gartner Licensing	£158,400	Relet	Q3 – 22/23	Q4 – 22/23

Title/Description	Estimated Value	New or Re-Let	Contract notice/ call for competition date	Anticipated award date
Seed Potato Labels & Printer Consumables	£89,952	Relet	Q1 – 23/24	Q3 – 23/24
Aggregate Mineral Survey for Scotland	£67,316	Relet	Q3 – 22/23	Q4 – 22/23
Framework for Gas	£1,600,000,000	Re-Let	Q3 – 22/23	Q2 – 23/24
Framework for Electricity	£3,500,000,000	Re-Let	Q3 – 22/23	Q1 – 23/24
Framework for Water and Waste Water Billing Services	£300,000,000	Re-Let	Q4 – 22/23	Q2 – 23/24
Desktops Client Devices	£75,000,000	Re-Let	Q1 – 23/24	Q1 – 23/24
Web Based Client Devices	£100,000,000	Re-Let	Q3 – 23/24	Q2 – 23/24
Mobile Client Devices	£125,000,000	Re-Let	Q4 – 23/34	Q4 – 23/24
Mobile Voice & Data Services	£30,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Software VAR	£160,000,000	Re-Let	Q3 – 22/23	Q4 – 22/23
Cloud Services	£30,000,000	Re-Let	Q1 – 23/24	Q2 – 23/24
Server Maintenance	£5,000,000	Re-Let	Q1 – 23/24	Q2 – 23/24
Enhancements Notifications Live Running & Scottish Child Payment	£48,000,000	New	Q2 – 22/23	Q4 – 22/23
Dynamic Purchasing System – Cladding	TBC	New	Q4 – 22/23	Q1 – 23/24

Annex B:

Scottish Procurement Policy Notes (SPPNs) and Construction Policy Notes (CPNs) published in reporting period 21/22

(including updates to previously published notes)

Scottish Procurement Policy Notes and Construction Policy Notes published in reporting period 21/22
SPPN 1/2022 – Public procurement – Russian and Belarusian companies
Updated Fair Work First Guidance as part of the Procurement Reform (Scotland) Act 2014 Statutory Guidance
CPN 1/2022 – Construction capability assessment tool
SPPN 8/2021 – Procurement thresholds and VAT inclusion in estimated contract value
SPPN 7/2021 – Preparing to transition towards a National Care Service for Scotland
SPPN 6/2021 – Fair Work First implementation – Scottish public procurement update
SPPN 5/2021 – Procurement – changes to legislation following the UK's exit from the EU
SPPN 4/2021 – Annual procurement reports for 2020 – 2021: revised procurement strategies and notifying Scottish Ministers
CPN 4/2021 – Construction procurement – assurance of work on site
CPN 3/2021 – Resources for construction projects
CPN 2/2021 – Conflict avoidance – early intervention to avoid disputes

Annex C:
Public Procurement Priorities

The priorities, high level aims and aspirational delivery statements for all public procurement leaders in Scotland, developed by the Public Procurement Group.

Priority
Leadership & Visibility

High-level aims

1. Engage and influence organisation leaders and stakeholders

2. Raise profile with better communications internally & externally

3. Identify and own escalated issues

Delivery/Success statement for all Procurement Leaders
We will increase the visibility of procurement, reviewing and refreshing our existing engagement with key stakeholders internally and externally, improving our communications and ensuring that all leaders understand their role in driving and enabling impactful procurement. We will identify, mitigate and manage risks and issues acting on the outcomes of the various reviews on the impact of the sustainable procurement duty – including feedback from suppliers. We will continue to actively support cross-sector working.

Priority
Sustainable Economic Recovery

High-level aims

1. Mainstream Sustainable Procurement and related tools

2. Use of Intelligent Data & Local Partnerships

3. Inclusive & Responsible Supply Chains

4. Understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes

Delivery/Success statement for all Procurement Leaders
We will, where appropriate, broaden the impact of the Sustainable Procurement Duty, seeking to deliver wider socio-economic benefits for the communities which we are part of and which are part of our supply chains. This will support responsible procurement practices, including inclusive environmental and economic wellbeing, identifying and pursuing equality outcomes in relevant procurements and embedding Fair Work First principles in more contracts and supply chains. We will continue to maximise opportunities for local and third sector businesses to bid for and win contracts, and support public bodies to maximise their procurement spend locally through the intelligent use of procurement data.

Priority
Supply Chain Resilience (Public Sector)

High-level aims
1. Manage business continuity through supply chain shocks

2. Build/support immediate and longer term resilience in critical supply chains

3. Collaborate on opportunities to grow capacity & capability in targeted sustainable supply chains

Delivery/Success statement for all Procurement Leaders
We will assess and mitigate key commercial risks associated with geopolitical, societal and health developments to assure supply chains that underpin public and/or private sector services, mitigating and managing risk. We will ensure immediate and longer term resilience is embedded in to critical supply chains and identify opportunities to target, create or grow sustainable supply chains through collaborative working, including implementing targeted guidance on building, growing, and maintaining critical supply chains within the rules.

Priority
Maximise Impact of the Sustainable Duty

High-level aims
1. Understand and exploit any flexibility within current Rules and our international obligations to support economic recovery.

2. Explore further options to maximise priority outcomes and financial wellbeing to ensure Scotland maintains its competitive position in the world.

Delivery/Success statement for all Procurement Leaders
We will assess the coordinated feedback from a range of targeted approaches to test the impact of the sustainable duty. We will assess what's desirable and possible practically, legally and politically, and develop a plan to address the findings as appropriate through targeted leadership, capability, policy, tools, data & effective reporting and/or other appropriate vehicles.

Priority
Climate Emergency (including carbon reduction and a circular economy)

High-level aims
1. Embed climate considerations in a 'whether', 'what', 'how' and 'how much' we buy approach.

2. Integrate climate action in contract and supplier management activities.

3. Seek local leaders, stakeholders and suppliers commitment to developing cross-functional roadmaps that exploit opportunities for economic development while delivering on our climate ambitions.   We will mobilise the public sector's c. £14.6bn procurement spend to support our climate change and circular economy obligations. We will take part in an aligned cross-sectoral approach, building on existing networks to secure high-level buy-in, clarify expectations and gain traction on the call to action.

Delivery/Success statement for all Procurement Leaders

We will identify and mitigate risks, exploiting opportunities and priorities through in-sector and cross-sectoral ways of working. We will develop integrated cross-functional climate impact reduction roadmaps (i.e. construction, heat, travel, fleet etc) that may also exploit opportunities for economic development in delivering our climate ambitions. We will benchmark industry best practice and work collaboratively across the public sector to develop practical approaches and buyer capability to influence a green recovery and wider climate and circular economy ambitions.

Priority

Achieving professional excellence (against national policy and standards)

High-level aims

1. Create and develop the talent we require now and in the future to deliver on our ambitions.

2. Develop and/or implement collaborative targeted capability programmes to build skills and competencies, driving consistency in approaches.

3. Ensure that training and professional development continues to be available to the sector during the pandemic and post-pandemic period.

Delivery/Success statement for all Procurement Leaders

We will work to champion, support and enable the professionalisation agenda including **Talent Creation**, where we will collaboratively plan, scope and consider next steps on national entry scheme options; and grow, support and enable a diverse PPoT community. This will include working to support and encourage 'conversion' from other disciplines or from private to public; and **Talent Development**, where we will understand and address national priorities; develop, map & signpost targeted offerings and events, exploiting the 'CoAction'/masterclass concept, commercial capability offerings and sharing sector approaches; and champion CPD/accreditations to underpin the commercial competence of buyers across Scotland. We will support professional standards for recruitment and development (aligned to the Competency Framework), improving policy into practice and application, raising and applying a high consistent standard this will include. As Public Procurement leaders we will work collaboratively to explore people development approaches and tools already in place across sectors; and will co-develop leading people development approaches and programmes that can be utilised on a cross-sector basis. We will continue to support and facilitate, and as individuals undertake, the training required by procurement professionals and those spending public money to deliver public value.

Priority

Develop our use of systems to drive sustainable outcomes and support reporting

High-level aims

1. Embed national and tailored sectoral systems and best practice tools across the Scottish public sector and supply base

2. Increase the visibility/use of other systems in use across sectors

3. Develop a strategy to enable the sharing of these systems and tools across sectors to enhance outcomes

Delivery/Success statement for all Procurement Leaders
We will encourage and support use of collaboratively developed national and sectoral systems and best practice tools to exploit sustainable outcomes, support national reporting and bring benefit across public bodies. CoEs will ensure that there is visibility of system solutions in use or available to use and their strategic development (such as PCS, PCS-T, Procurement Hub and PECOS) and maximise efficiency and effectiveness, where possible, making them available for use across the public sector. Utilising 'shared solutions to shared needs' will be the aim wherever possible, whilst recognising that one size does not fit all and that niche requirements may not be fulfilled by the available systems.