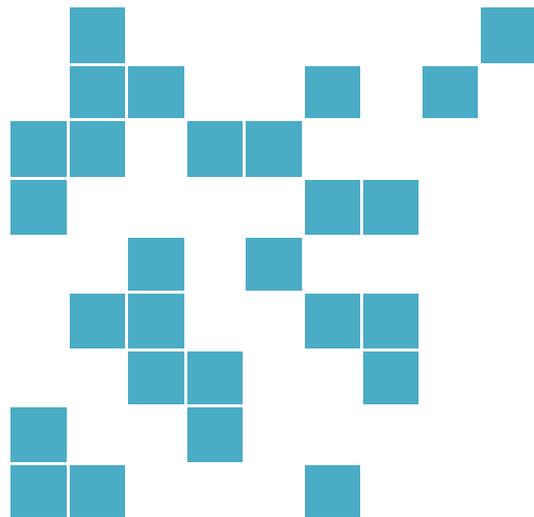


Scottish Public Procurement

eCommerce Strategy

A digital future for procurement



The Scottish Government

eCommerce Strategy

A digital future for procurement

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Ministerial Foreword



In Scotland, eCommerce has always been a key enabler of public procurement. It brings efficiencies and savings to public bodies by reducing the time it takes to get the goods and services required to deliver public services. It also brings benefits to suppliers from proactive communications of contract opportunities to more efficient invoice and payment processes.

The Scottish Government has made a national end-to-end eCommerce Shared Service available to all public bodies. According to the Organisation for Economic Co-operation and Development (OECD) only Korea and Denmark have this level of capability available to the entire public sector.

Scottish businesses supplying Scottish public bodies who use the Government's eCommerce Shared Service will be well positioned to take advantage of easier access to contract opportunities in Scotland as well as compete for public contracts across Europe. In 2014 we announced funding for the Supplier Development Programme to facilitate small, medium and third sector enterprises to take advantage of this capability.

Working collaboratively we have developed an eCommerce Strategy that will deliver procurement that improves public services for a prosperous, fairer and more sustainable Scotland.

This Strategy recognises the benefits of presenting a consistent approach for suppliers. It seeks to create opportunity from European standards for electronic procurement and invoicing and sets in motion actions to enhance the digital skills required for Scotland's public bodies and suppliers.

By publishing this strategy the Scottish Government underlines its commitment to electronic public procurement. Public Bodies across Scotland now have a shared eCommerce vision, firmly connected to the sustainable procurement duty that will support the development of their procurement strategies.

Keith Brown MSP

Cabinet Secretary for Infrastructure, Investment and Cities

Executive Summary

This strategy has been developed by the eCommerce and Management Information Strategic Forum, within the context of the public procurement landscape in Scotland. It has been endorsed by the Procurement Reform Delivery Group, and is the central strategy that all sector (Central Government, Health, Local Authorities and Higher and Further Education) eCommerce strategies should be encouraged to align with. It also provides the high level direction for future development of electronic public procurement infrastructure provided by the Scottish Government.

The strategy has been developed to deliver procurement that improves public services for a prosperous, fairer and more sustainable Scotland. It recognises the demand and supply side influence of a coherent eCommerce strategy, which looks not only to improve the digital presence and efficiency of public bodies, but also the digital capability of suppliers across Scotland.

The strategy recommends four priorities:

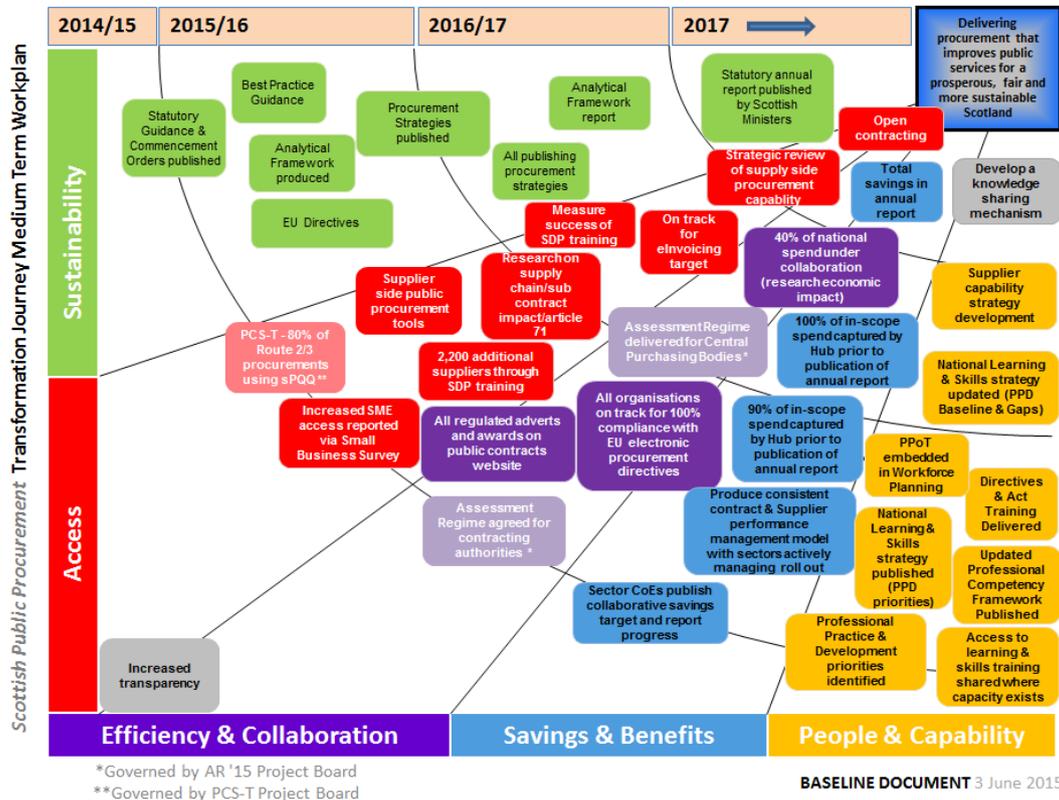
1. Recognising opportunities in existing provision, and to support further priorities, a series of central function / application roadmaps and sector based strategies and roadmaps should be developed to assure an efficient, managed, connected and consistent eCommerce landscape.
2. That public bodies use the Scottish Government eCommerce Applications for third sector, business and community facing public procurement activities in Scotland.
3. That a Scottish Public Procurement Business Interoperability Standard is established, and that related applications used in Scotland adopt this standard.
4. That non-domestic procurement transactions can be handled through [OpenPEPPOL](#).

Addressing priority 1, a series of workplans have been identified to implement this strategy. Complementary sector strategies will need to be developed, that accommodate sector specific priorities and timelines. The development of these strategies will be overseen by the eCommerce and Management Information Strategic Forum.

Context

Procurement Reform

The vision for Scottish Public Procurement is “*Delivering procurement that improves public services for a prosperous, fairer and more sustainable Scotland.*” This vision is supported by an evolving three year, medium term workplan.



All of this sits within the context of Scotland’s Economic Strategy¹ with government working in partnership with the wider public sector in Scotland, the third sector, trade unions, businesses and communities to create a society where the benefits of economic growth are shared more equally and where future economic growth is stronger and more sustainable as a result.

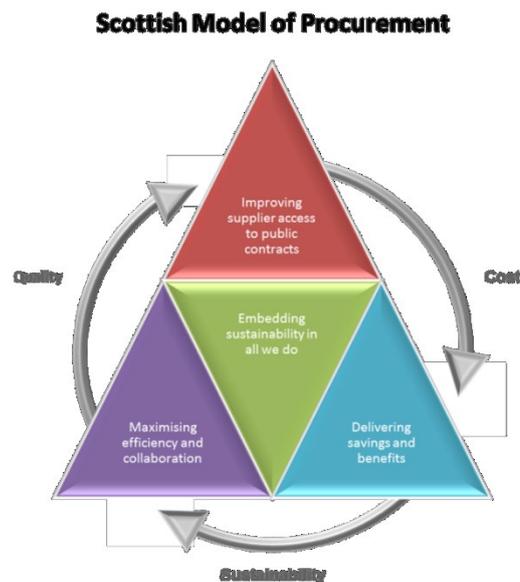
Scotland has been through a period of significant reforms in public procurement. Procurement is seen as being at the heart of Scotland’s economic recovery. The Procurement Reform (Scotland) Act 2014 establishes a national legislative framework for sustainable public procurement. It places a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement.

The European Directives on Public Procurement were revised in 2014. The revision was to make them simpler and more efficient for public purchasers and companies as well as to provide the best value for money for public purchases, while respecting

¹ <http://www.gov.scot/Publications/2015/03/5984/downloads#res-1>

the principles of transparency and competition. According to the Directives, Public procurement plays a key role in the Europe 2020 strategy - 'Europe 2020, a strategy for smart, sustainable and inclusive growth' as one of the market-based instruments to be used to achieve smart, sustainable and inclusive growth while ensuring the most efficient use of public funds.

The Directives introduce a range of electronic procurement capabilities, and are positioned along-side a further directive on electronic invoicing in public procurement.



Together, the Act and the Directives provide the statutory foundations for the Scottish Model of Procurement, simplifying, standardising and streamlining procedures for both businesses and public bodies. It will place sustainable and socially responsible purchasing at the heart of the process.

Wider public policies are key influencers on the eCommerce strategy. These are summarised in [Annex A](#).

International Comparisons

Scotland is regularly compared positively in comparison with other public sector deployments of eProcurement across Europe and beyond. However that does not mean that we do not consider what others are doing in this field. [Annex B](#) provides a summary of international comparisons.

Industry Trends

The provision of digital services is going through some significant changes. In order to position this strategy, a review of industry trends was performed. A summary of this is provided in [Annex C](#).

Strategic Priorities

Consistent with the procurement reform vision, the strategic priority for procurement in a digital sense, is to deliver improved public services through the intelligent and innovative use of procurement information and transactions.

In line with Scotland's Economic Strategy, this will be realised by Scotland's public sector, third sector, businesses and communities.

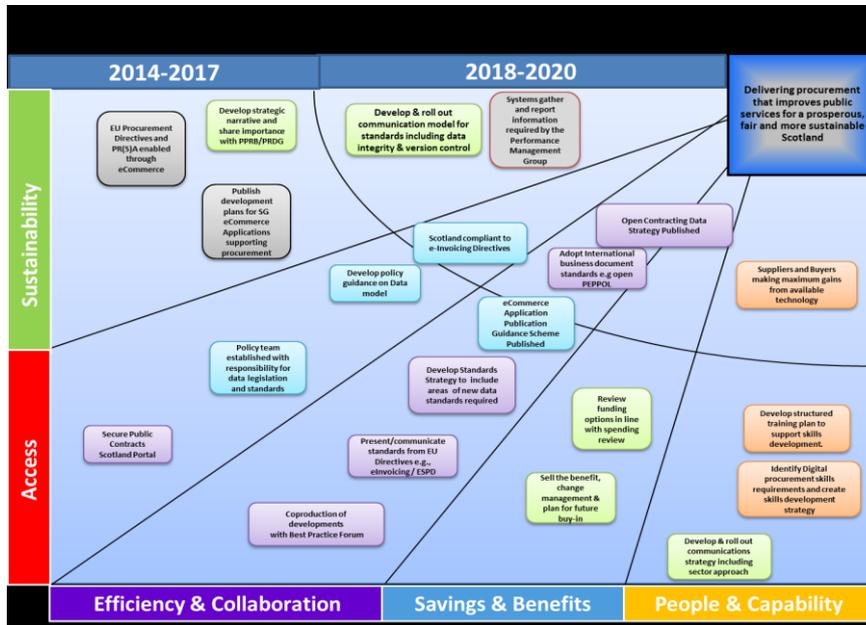
To deliver improved services, the eCommerce and Management Information Strategic Forum recommend:

1. Recognising opportunities in existing provision, and to support further priorities, a series of central function / application roadmaps and sector based strategies and roadmaps should be developed to assure an efficient, managed, connected and consistent eCommerce landscape.
2. That public bodies use the Scottish Government eCommerce Applications² for third sector, business and community facing public procurement activities in Scotland.
3. That a Scottish Public Procurement Business Interoperability Standard is established, and that related applications used in Scotland adopt this standard.
4. That non-domestic procurement transactions can be handled through OpenPEPPOL.

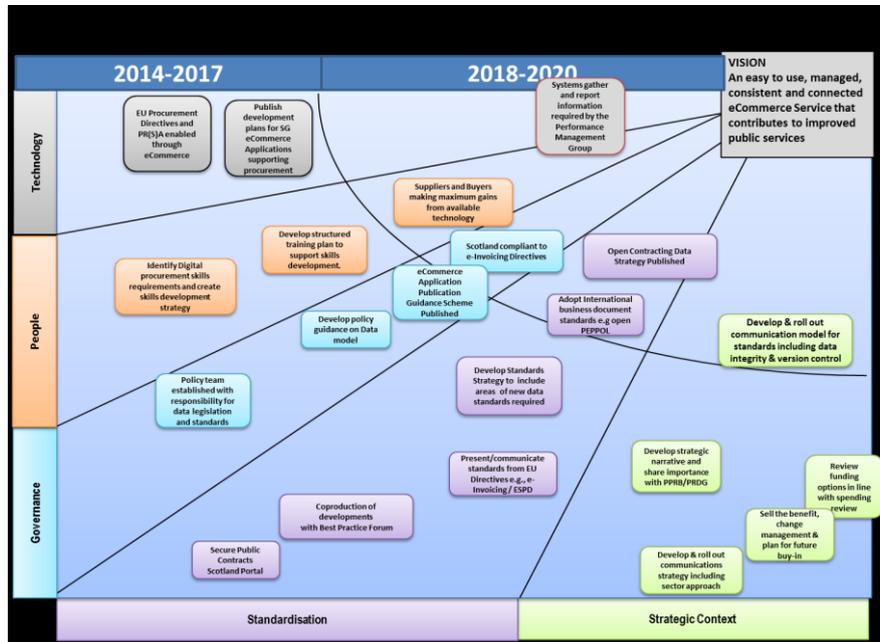
² [Annex D](#) outlines the core applications that form public procurement eCommerce infrastructure in Scotland.

High Level Workplan

The high level workplan has been developed to support the three year medium term workplan for Scottish Public Procurement.



In order to progress these plans, and to draw synergy across the eCommerce and Management Information landscape, the workplan has been streamed to assure an efficient, managed, connected and consistent eCommerce landscape.



Further detail of the workstreams are provided in [Annex E](#).

**eCommerce and Management Information Forum.
August 2015**

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Annex A: Wider Policy Influencers

Public Service Reform

Public Service Reform describes how public, third sector and private organisations must work more effectively in partnership with communities and with each other to design and deliver excellent public services which meet the needs of local people.

Public Service Reform spans the 4 P's of People, Partnership, Prevention and Performance.

- **People** – We need to unlock the full creativity and potential of people at all levels of public service, empowering them to work together in innovative ways. We need to help create ways for people and communities to co-produce services around their skills and networks.
- **Partnership** – We need to develop local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people.
- **Prevention** - Reduce future demand by preventing problems arising or dealing with them early on. To promote a bias towards prevention, help people understand why this is the right thing to do, the choices it implies as well as the benefits it can bring.
- **Performance** – To demonstrate a sharp focus on continuous improvement of the national outcomes, applying reliable improvement methods to ensure that services are consistently well designed based on the best evidence and are delivered by the right people to the right people at the right time.

Scotland's Digital Future

Scotland's Digital Future outlines the steps that are required to ensure Scotland is well placed to take full advantage of all the economic, social and environmental opportunities offered by the digital age.

The four main themes are Connectivity, Public Services, Economy and Participation.

Connectivity Closing the digital divide by putting the right, world-class, future-proofed next generation broadband infrastructure in place to ensure the whole of Scotland can participate in the digital world.	Digital Public Services Transforming public services to ensure they can be provided online whenever possible and are shaped around peoples' needs.
Digital Economy To encourage a vibrant and thriving digital economy where our research base and indigenous companies are recognised internationally and are supported and encouraged to grow. Our workforce has the digital skills required to support that continued growth to ensure Scotland remains an attractive destination for inward investment.	Digital Participation Ensuring that our businesses, whatever their size, and the people of Scotland, whatever their location, age or income, can choose digital first. It is essential that everyone has access to the right technology and are capable and confident in its use at home and at work.

Europe 2020

The Europe 2020 strategy is about delivering growth that is: smart, through more effective investments in education, research and innovation; sustainable, thanks to a decisive move towards a low-carbon economy; and inclusive, with a strong emphasis on job creation and poverty reduction.

Within Europe 2020 are seven Flagship initiatives, including the Digital Agenda for Europe. Within the Digital Agenda is the Digital Single Market, which articulates that the freedoms of the European single market have to go digital. This includes the freedoms of the single public procurement market.

Annex B: International Comparisons

Portugal (summary from www.publicnet.co.uk)

Ahead of mandatory eProcurement it is instructive to look at Portugal where the publication of the Public Contracts Code in 2008 revolutionised the public sector contracting process by enforcing the use of eProcurement in public sector purchasing, including the adoption of new solutions and the official certification of platforms.

The code regulated two major elements of public sector contracting. Firstly it established a series of procedures to govern public sector tenders, and secondly it set out the responsibilities of both parties involved in any transaction and their accountability in respect of the process.

This regulatory reform of the public sector procurement process means that Portugal now has one of the highest rates of penetration of eProcurement services in the European Union. A knock-on effect of this has been to increase private sector uptake as enterprises have looked to sell to government and public bodies.

Although still relatively small compared to public sector usage, the number of companies in Portugal placing or receiving B2B orders online has been increasing significantly in recent years. According to data from the Portuguese National Institute of Statistics, in 2010 35 per cent of small to medium-sized enterprises (SMEs) used this new eProcurement infrastructure to access information. The figure for larger companies was somewhat higher (60 per cent), reflecting the increased efficiencies which large companies can gain by exploiting economies of scale in the procurement process.

The Portuguese example serves as a useful road map as the rest of the EU prepares to make the transition to eProcurement, although ultimately each nation will face its own unique challenges. For instance both buyers and suppliers will need to update their systems in order to improve purchasing and cost management processes, and enforced capital expenditure at a time of stretched budgets is unlikely to be universally popular. But figures from IDC forecast cost reductions in excess of 30 per cent when the regulations come into force, which is clearly a hugely significant sum as part of overall EU public sector spending. The early adoption by many public sector bodies indicates a willingness to comply and an expectation that eProcurement will have a major beneficial impact on the future of public purchasing.

UK Department of Health³

The UK Department of Health produced an NHS eProcurement Strategy for the NHS in England.

Because NHS providers (sic Trusts) have varying levels and types of eProcurement infrastructure in place, it is not the intention of this strategy to require NHS providers

³ <https://www.gov.uk/government/publications/nhs-e-procurement-strategy>

to change their existing technology base. Instead, NHS providers will maximise the benefits of their existing eProcurement systems by focusing on:

- the implementation of international standards, supported by enabling national infrastructure, to achieve “straight-through-processing”, where transactions are made from machine to machine with little or no human intervention;
- greater use of procurement intelligence and sourcing solutions to improve the outcomes of contracting activity;
- the benchmarking of procurement data, to enable NHS providers to compare prices with their peers and to increase competition amongst the supplier base.

Specifically the NHS strategy mandates the use of the GS1 and PEPPOL standards by amending the NHS Standard Contract to require compliance with this NHS eProcurement strategy. It also requires suppliers to place their product data in a GS1 certified data pool by amending the NHS Terms and Conditions for the Supply of Goods and the Provision of Services.

For the NHS in England, procurement intelligence falls into three principal areas:

- 1) Spend analysis -to enable an NHS provider to scrutinise internal expenditure and prioritise areas for procurement action;
- 2) Price benchmarking -to enable an NHS provider to compare prices paid with other NHS providers and prioritise areas for action;
- 3) Spend recovery -to enable an NHS provider to examine historical payments to identify and correct duplicate payments, overpayments and unclaimed VAT.

To embed these standards across the NHS, a plan exists to establish critical national infrastructure to support the strategy, which will be interoperable with existing and future local eProcurement systems so that trusts can locally select their preferred technology partners.

France (summary provided via French Ministry of Finance)

CPP 2017 “CHORUS PORTAL PRO” the e-Invoicing gateway with the French public administration will liaise with the current CHORUS platform. The mission is critical for AIFE, the IT agency of the Ministry of finances in charge of the developments.

In the course of discussions to define the common set of requirements, AIFE has discussed with local authorities and businesses related organisations the conditions of enablement of 78 000 public authorities achieved through a single gateway able to transact something like 100 million invoices (estimated annual volume of invoices in the public sector) raised by 1 million incumbent suppliers.

Interoperability is not only a matter of format; when talking of procurement processes little more than just empty words. By sending an invoice, a supplier claims for a payment, triggering several cascading processes in the accounting system of contracting authorities, like reconciliation with ordering involving external services such as public treasuries.

Easing life of businesses generally goes hand in hand with securing the process to payment. This point was stressed by the October 2013 act of enablement⁴ article 1 (law on simplification) « By offering new services, such as online tracking ability of the processing status of invoices issued. ». The platform will therefore offer a monitoring of the invoice lifecycle, notifying several progression status to the sender.

To secure purchase to pay, the platform is expected to perform at least three levels of validation. A technical validation applied to files in entry like format, syntax and cardinality; a second level of validation on the data structure such as empty field, string, value, absence of reference to order number, wrong party identifier etc. A third validation will be carried out on business rules by the recipient service itself. This set of validation scheme returns errors codes and notifies the payment to the supplier.

Organisation for Economic Co-operation and Development (OECD) Report⁵ (January 2013)

In 2012, the OECD carried out a survey on public procurement to collect comparative data across member and selected non-member countries for the 2013 edition of the Government at a Glance.

The findings of the survey highlight that procurement, because of its economic importance, is an area where countries can considerably reduce public expenditures, for example by using innovative vehicles such as framework agreements to achieve savings. Also, procurement can be used as a policy lever to pursue economic, social or environmental policies, for example to promote the fair access of SMEs to governments' contracts. However governments are increasingly facing the challenge of reconciling the various objectives pursued through procurement (e.g. green, innovation, SMEs). In addition, because of the lack of professionalisation in the procurement function, procurement officials lack the adequate capacity to manage procurement strategically and monitor its effectiveness.

The following table demonstrates the extent of national e-procurement systems, which indicates that Scotland would be one of only three countries to provide national capability at all phases of procurement.

⁴ <http://www.assemblee-nationale.fr/14/ta/ta0215.asp>

⁵

http://www.oecd.org/gov/ethics/Government%20at%20a%20Glance%202013_Procurement%20Data%20GOV_PGC_ETH_2013_2.pdf

Table 1. Use of innovative procurement vehicles in central government

	Functionalities of e-procurement systems				Other procurement vehicles and mechanisms			
	Publishing procurement plans (about forecasted government)	Announcing tenders	Electronic submission of bids (excluding by e-mails)	Electronic submission of invoices (excluding by e-mails)	Contracts with options	Electronic reverse auctioning	Framework agreement procedure	Prequalification systems
Australia	●	●	●	●	■	■	■	■
Austria	○	●	○	○	■	□	■	■
Canada	○	●	●	○	■	□	■	■
Chile	●	●	●	○	□	□	■	■
Czech Republic	●	● ●	●	●	■	■	■	■
Denmark	● ●	●	●	●	■	■	■	■
Estonia	○	●	●	○	□	□	■	□
Finland	○	●	●	●	■	■	■	■
France	● ●	● ●	● ●	●	■	□	■	□
Germany	○	● ●	● ●	○	■	□	■	■
Hungary	○	●	●	●	■	■	■	■
Iceland	●	●	○	●	■	□	■	■
Ireland	○	●	●	○	□	□	■	□
Israel	●	●	●	●	■	■	■	■
Italy	●	●	●	○	■	□	■	■
Japan	●	●	●	○	■	■	□	■
Korea	●	●	●	●	■	□	■	■
Luxembourg	○	●	●	○	□	□	■	□
Mexico	● ●	● ●	●	○	□	●	■	□
Netherlands	●	● ●	● ●	●	■	□	■	□
New Zealand	●	●	○	●	■	□	■	■
Norway	●	●	●	●	■	□	■	■
Poland	○	●	○	○	■	■	■	□
Portugal	●	●	●	○	□	■	■	■
Slovak Republic	○	●	●	○	■	■	■	■
Spain	●	●	●	●	■	□	■	■
Slovenia	● ●	● ●	●	●	□	■	■	■
Sweden	●	●	●	●	■	□	■	■
Switzerland	●	● ●	○	●	■	□	■	■
Turkey	●	●	○	○	□	□	■	□
United Kingdom	○	○	●	●	■	■	■	■
United States	● ●	●	●	●	■	■	■	■

Total OECD 32

●	18	29	14	7				
●	9	9	14	11				
○	10	1	6	14				
■					10	3	21	9
■					14	11	10	15
□					8	18	1	8

- Yes, in a national central e-procurement system
- Yes, in e-procurement systems of specific procuring entities
- No
- Vehicle is routinely used in all procuring entities
- Vehicle is routinely used in some procuring entities
- Vehicle is not routinely used

Source: OECD 2012 Survey on Public Procurement

Annex C: Industry Trends

The industry trends considered here relate to the broad ICT landscape, rather than the application specific landscape. The Technology workstream will, in turn develop analysis of industry trends at an application level.

Gartners – Post-Modern Enterprise Report Planning (ERP) – 2013 and Beyond (31 July 2013)

Key findings

- The concept of a single ERP suite that meets all of an enterprise's needs, particularly in large, complex and diverse organisations, is no longer tenable.
- The ERP suite is being deconstructed as part of what Gartner calls "postmodern ERP." This will be a more federated, loosely coupled ERP environment with much (or even all) of the functionality sourced as cloud services or via business process outsourcers.
- Due to the move to postmodern ERP, within five years, hybrid ERP environments will be the norm. Significant elements of ERP functionality will move to the cloud and coexist with the remaining core, on-premises ERP functions.
- Increased diversity of delivery options, embedded analytics, mobile working and greatly enhanced user experiences are key to meeting business functionality needs.
- Through 2018, multivendor integration and multi-enterprise integration complexity will increase, requiring new skills and technologies.

Industry Week – Five Trends that will shape the future of ERP (17 July 2014)

Key trends

The Internet of Things (IoT) - is a concept that provides objects, such as cars and electrical appliances, with the capacity to transfer data over a network without requiring human interaction.

Wearable Technology - while much of the attention generated by wearables has focused on consumer propositions like fitness trackers, there are also a host of applications in the workplace. Devices designed to monitor external factors like UV exposure or heat can help improve management of employee health.

Big data analytics - organisations have become more dependent on IT and, as a result, they have accumulated a wealth of data that has been traditionally underutilised. As the IoT connects tools and employees to the internet, this data generation is set to grow exponentially. By employing analytical tools, organisations can begin to use this data to make accurate predictions that form the basis of a more intelligent approach to business strategy.

Context rich information - with businesses increasingly operating in a multichannel world, using technology that understands the situation you're in, what information you would like to see, and how you would like to see it, will begin to have a real impact on performance. PCs and mobile apps will increasingly integrate context aware functionality to anticipate user needs and improve the efficiency of day to day tasks.

Open for innovation - Over the next few years, technology like wearables, the IoT and big data analytics stand to reinvent business processes across many different industry sectors. Organisations need to keep an eye on technological advances, even those that may seem to be irrelevant. Recent developments have shown that solutions which first appeared to be designed for consumers are increasingly finding profitable applications within businesses. By taking an innovative approach to the adoption of technology, businesses stand to save time and increase productivity; results that will be reflected in the bottom line of enterprises that choose to embrace new technologies.

Deloitte Insights – The future of ERP (9 July 2013)

Tomorrow's ERP will enhance the ability of organisations to apply context to decision-making and adapt more easily to changing events.

What will ERP look like in five years? The industry's recent history hints at answers. Advances in usability and ubiquity. Enterprise data and transactions available through ERP functions that are accessible from mobile, social, and collaboration channels. And context awareness, made possible by the convergence of several forces.

Center for Technology in Government - The Dynamics of Open Government (December 2012)

Recommendations:

1. Release government data that are relevant to both agency performance and the public interest.

As part of the Open Government Initiative launched by the Obama administration in 2009, U.S. federal agencies published high-value datasets online at data.gov. Any person can access the website and explore a vast amount of information, ranging from the location of every farmer's market in the country to the average energy consumption by household to the U.S. trade volume in tomatoes. But how many citizens really want to know what the current yield of the country's tomato crop is? "As government agencies try to balance resources, time, and effort, they should choose to focus on those datasets that hold the most public value," says Cresswell.

2. Invest in strategies to estimate how different stakeholders will use the data.

"Some datasets, like government budgets, don't lend themselves to use on a smartphone. Others, like restaurant inspection results, make a lot more sense when you connect them to geospatial data so they can be used on the go. If you model how users are likely to interact with the data, you can choose the technology solution that will maximize value," says Burke. In addition, different stakeholders may want

access to different kinds of data. In the road construction case study, for example, a commuter might want to know what the estimated delay on a particular route is, while a construction site foreman digging near a road block might want access to the location of the newly-laid sewer line. Government agencies will have to decide whether they can – or should – invest in collecting new data to suit these different needs.

3. Devise data management practices that improve context in order to “future-proof” data resources.

“Good meta data will help you ‘future-proof’ data resources. It’s a very simple thing, but very powerful,” says Burke. The developer who created the road construction app for the citizens of Edmonton reported that building the app was very straightforward, thanks to the high-quality meta data already provided by the city. For example, the dataset already included geospatial data that was compliant with GIS standards, which made mapping the information easier and more accurate. Good data management practices are essential for government agencies looking to make their data more accessible and useful.

4. Think about sustainability.

Planning for the long-term sustainability of a given dataset is strongly linked to understanding the values and risks associated with releasing the data in the first place. Before restaurant grades were posted online by the New York City health department, restaurants had to display their rating on the premises, but they could easily hide a bad report in a less visible place. Once the agency began posting inspection reports online in the 1990s, restaurants felt the consequences of a bad rating much more severely. As a result, they began demanding more frequent health inspections, so they would have the chance to improve their score. The health department responded to this demand by hiring more inspectors. “If you identify the value and risk of releasing information, you can better predict what additional resources you’ll need down the line,” recommends Burke.

Annex D: Current Scope, Provision and Opportunities

The following table maps current scope, provision and uptake of current Scottish Government Public Procurement eCommerce Applications with the Procurement Journey.

SG Application \ Procurement Journey	Publishing Plans & announcing Tenders (PCS)	Electronic Submission (PCS-T)	Electronic Order and invoice (PECOS P2P)	Catalogue contract information sharing (CCM)	Ongoing contract and supplier mgmt (PCS-T)	Cross agency Information sharing (The Hub)
Strategy Development	Used	Used	Used	Used	Used	Used
Develop documents	Used	Used	Not Used	Not Used	Not Used	Not Used
Supplier Selection	Used	Used	Not Used	Not Used	Not Used	Not Used
Open & Evaluate	Used	Used	Not Used	Not Used	Not Used	Not Used
Contract Award	Used	Used	Not Used	Not Used	Not Used	Used
Contract Implementation	Used	Used	Used	Used	Used	Not Used
Contract & Supplier Management	Used	Used	Used	Used	Used	Used

Scope of Use	Believed to be well over 90%	Roll out phase	60% of order value <0.5% of invoices.	1.4 million products and services catalogued	Pilot phase	X% line item detail Y% supplier spend
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Opportunities	Retender Publication and Reporting (Act & Directives) Private sector use	Capture 80% of all routes 2 & 3. European Single Procurement Document	eInvoicing PECOS Gateway New adopters – different models	Item Classes Reporting Data Extracts Pre-award	Integration with Best Practice	Line item detail Economic and Business Development Transparency Data mining / Big data
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Annex E: Workstream Overviews

Governance Stream

This will establish digital procurement in policy terms, and create the policy and legislative landscape to support end to end electronic public procurement, within Scotland and beyond.

Plans include:

- The establishment of a policy team responsible for procurement data legislation and standards.
- The development and publication of policy guidance relating to the collection, use and interrogation of procurement related information.
- The creation of guidance for the development of publication schemes, placing procurement related information into public and restricted domains.
- The development of regulations that bring eInvoicing directives under Scottish regulations.

Standardisation Stream

This will establish a set of process and data standards. This will initially focus on the co-production of best practice guidance stemming from the Procurement Reform (Scotland) Act 2014, and the new European Directives. In the longer term this will focus on adopting mature data and document standards for use across the Scottish Public Sector.

Plans include:

- Securing the Public Contracts Scotland portal for future use.
- Co-production of best practice guidance stemming from new legislation and regulation.
- Developing communications to support the introduction of standards via the EU, for example eInvoicing and European single Procurement Document.
- Development of a Standards Strategy that will ensure future developments can be accommodated readily.
- Investigate and adopt standard international business document interoperability standards.
- Develop and publish a strategy to address Open Contracting requirements.

Technology Stream

This will establish and maintain both strategic and functional roadmaps for all Scottish Government supported Applications to encourage open use with multiple entry points. This will establish an efficient, easy to use, managed, connected and consistent digital landscape for public procurement in Scotland, connected to OpenPEPPOL for non-domestic transactions.

Plans include:

- Implementation of eCommerce requirements of EU Procurement Directives, EU invoicing Directive and the Procurement Reform (Scotland) Act 2014.
- Publication and implementation of cross-platform and application specific roadmaps, taking account of existing contract status and market capability.
- Develop capability that assures the reporting, publication and visualisation of regular key performance management information as well as ad-hoc exploratory data analysis.

People Stream

This workstream, working closely with the Professional Practice and Development (PPD) strategic forum, will seek to establish the required digital skills across the public, private and third sectors. It will also take forward the development and sharing of capabilities relating to data analytics.

Plans include:

- The articulation and identification of digital procurement skills requirements and the development of associated skills development strategy (co-produced with the PPD Strategic Forum).
- Development of structured training plans to support skills development.
- Supporting the Supplier Development Programme in the development of supplier capability to maximise supply side gains from available technology.

Strategic Context Stream

This workstream will establish communication channels and messaging as well as develop and assure future funding models.

Plans include:

- The development of a communications strategy maximising the benefits of working in partnership with Centres of Expertise and other groups.
- Review of funding options in line with spending review requirements – including a refresh of the benefits plan.
- Develop and rollout a communications model for standards, address structural solutions for data integrity and version control.