

# Public Procurement Strategy for Scotland 2023 to 2028



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# Ministerial Foreword

**We must use public spending power to make Scotland a better place to live, work and do business. How we procure goods, works and services should promote inclusive economic growth, create fair opportunities for all, and accelerate our just transition to a net zero economy.**

This Public Procurement Strategy for Scotland outlines the bold and ambitious plans we have for Public Procurement. It's a vision and a plan for our future that will provide a clear way forward that all public sector bodies can align to and deliver against.

Inspired by the collaborative approach taken to develop this strategy, the aspirations it contains reflect how we can collectively drive Public Procurement forward in Scotland.

To maximise the impact procurement can have, we must empower our procurement community to be bold, ambitious and innovative. Working across sectors and boundaries to deliver Scotland's economic recovery now and into the future.



**Mr Arthur**  
Minister for Community Wealth  
and Public Finance



# Introduction



**The Public Procurement Group (PPG) is excited to see the first Public Procurement Strategy for Scotland being published. This is a landmark publication and indicative of the group's ambition to embed collaboration and support Scotland as a world leader in delivering sustainable procurement outcomes.**

The PPG is the leadership group for public procurement across Scotland, made up of the heads of Procurement Centres of Expertise, and senior Scottish Government procurement officials. Together with the **Heads of Procurement** across the Public Sector, who all work to set strategic direction and priorities for public procurement in Scotland.

There are four Procurement Centres of Expertise in Scotland, which between them, provide support and guidance to all public sector bodies. They are:

- [Advanced Procurement for Universities and Colleges \(APUC\)](#)
- [Central Government Procurement](#)
- [NHS National Procurement](#)
- [Scotland Excel](#)

The intention of this first Public Procurement Strategy for Scotland is to provide a high-level vision for Scottish Public Procurement covering the next 5 years, which all public sector bodies can align to. Led by a cross sectorial working group, this strategy has been developed by our procurement community, for our procurement community. Aiming to be both practical and ambitious, it acknowledges the challenging environment of current times, while being flexible. Designed to allow organisations to engage irrespective of their size or position. It strives to be efficient and effective, while considering the reach and ability of Procurement to deliver successful outcomes.

This strategy will ensure we put in place initiatives, practices and policies to enable the profession to deliver innovative approaches to whatever circumstance comes our way.

# Vision

**Putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland.**

# Strategy Structure

Our National Performance Framework provides a common purpose, and values, for all of Scotland. Through this, we aim to:

- create a more successful country
- give opportunities to all people living in Scotland
- increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth
- reduce inequalities and give equal importance to economic, environmental and social progress

Within Procurement we have outcomes outlined by the Sustainable Procurement Duty, which requires us to buy in a way which is:

- good for businesses and employees
- good for society
- good for places and communities
- open and connected

These outcomes, which are supported by Scottish Government **policies and guidance** as well as sectorial and organisational policies and guidance, underpin and enable our work. To further support this, the Public Procurement Strategy for Scotland is structured around these areas, as well as acknowledging enablers to help achieve our aims.



# Enablers

The enablers to this Strategy are fundamental to the success of the strategic aims and objectives. The enablers have been identified as underpinning the successful delivery across all elements of the Strategy.



## Procurement Capability

People are key. We must ensure the Procurement profession is developing individuals and teams. As well as attracting, developing and retaining new and existing procurement talent, leadership is essential.



## Supplier Development

The supply chains we work with are fundamental to our success. Providing support and opportunities for suppliers to develop and to navigate the evolving landscape will contribute to positive outcomes for communities, society and organisations.



## Engagement

Having appropriate shared processes and tools to provide consistency to both Procurement Professionals and suppliers. This will allow for efficient and effective delivery of Procurement services.



## Collaboration

Collaboration will assist us in achieving our shared goals and anchoring our success in our communities, people and organisations. Strengthening collaboration and engagement across the Public Procurement landscape will allow consistent approaches where practical, and facilitate development and sharing of best practice

# Objectives

The objectives are the very heart of the strategy. They set out how public sector bodies in Scotland can align.

## Good for Businesses and their Employees

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

By Business we include any organisation or enterprising entity engaged in commercial, industrial, or professional activities including, voluntary, charity, for – profit and non-profit entities.



### Suppliers

Promoting early supplier engagement to foster innovative and entrepreneurial responses to Public Sector needs and requirements.

Collaborating with organisations to deliver positive, green and inclusive social impacts within public contracts. Having a holistic approach with key suppliers.



### Supply Chain and Resilience

Encouraging a sustainable supply base that can support the work of the Public Sector to provide resilient and robust supply chains.

Developing appropriate relationships and putting forward looking plans in place to support the development of the Supply Markets, improving security of supply and reducing risk.



### SMEs, Third Sector and Supported Businesses

Consider how procurements are conducted and contracts are developed, to reduce barriers and enable participation for SMEs, Third Sector organisations, and Supported Business, in Public Sector Procurement.



### Contract Management

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



## Good for Places and Communities

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



### **Community Wealth Building – Fair Work First and Community Benefits**

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



### **Supporting a sustainable built environment**

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

Creating a portfolio of frameworks delivering a range of construction activity across the public sector which considers the economic impact and the sustainability of the construction industry and the requirement for inclusive growth and climate change targets. Ensure construction projects reflect and help deliver all pertinent Scottish Government obligations including Fair Work First and Net Zero. Actively consider issues including but not limited to Fair Work First and Net Zero early in procurements and commissioning activity.



### **Whole life costing**

Promoting sustainable procurement through routine consideration of whole life costing to ensure value for money in procurement, minimise environmental damage and maximise socio-economic benefits



### **Community Participation**

Engaging with communities to understand local needs and requirements to help shape procurement policies, initiatives and contracts.



### **Climate Crisis and Environment**

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

Eliminating waste throughout the supply chain where possible.

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

## Good for Society

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



### Economic Wellbeing

Make conscious and considered decisions that achieve best value and aims to establish practices and contracts that support the people and organisations of Scotland.



### Emergency situations

Procurement has been critical in responding to previous emergencies and humanitarian situations, and will strive to provide innovative, effective and efficient responses to future emergency situations.



### Food security

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

## Open and Connected

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



### Global Reach

Remain connected to support development of best practice.



### Connectivity

We will strive for an ease of doing business with the Public Sector and for the Public Sector to be able to easily do business with our suppliers.

Take advantage of opportunities to develop and improve the data, management information and systems, while leveraging automation and future technologies.



### Consistency

Promoting consistent use of tools, platforms and systems, processes, guidance and templates.

# Reporting

## Measurement of Success

To ensure there is movement towards the aims and aspirations of this Public Procurement Strategy for Scotland, measurement of progress will be undertaken. Making use of both qualitative and quantitative data, measurement will be taken across the Public Sector making use of data already gathered, and will be focused on measures for each Good For. Public bodies' Procurement Strategies and Annual Procurement Reports should reflect the Public Procurement Strategy for Scotland. Progress against the Strategy will be presented through the Annual Report on Procurement Activity in Scotland as well as common established Key Performance Indicators. During the life of the Strategy, measurement will be continually improved to allow new data sources to be included.

## Strategy Updates

This Strategy will be allowed to embed, to ensure that there is alignment to the strategic aims outlined above. The Strategy content will be considered annually. This will provide the opportunity to allow minor adjustments and refinements throughout the life of the Strategy.



# Resources

## Additional Information

The **Procurement Journey** provides guidance for public sector buyers who procure goods, services and care and support services. This includes relevant tools and processes. For Suppliers, the **Supplier Journey** provides guidance on how to bid for public sector contracts.

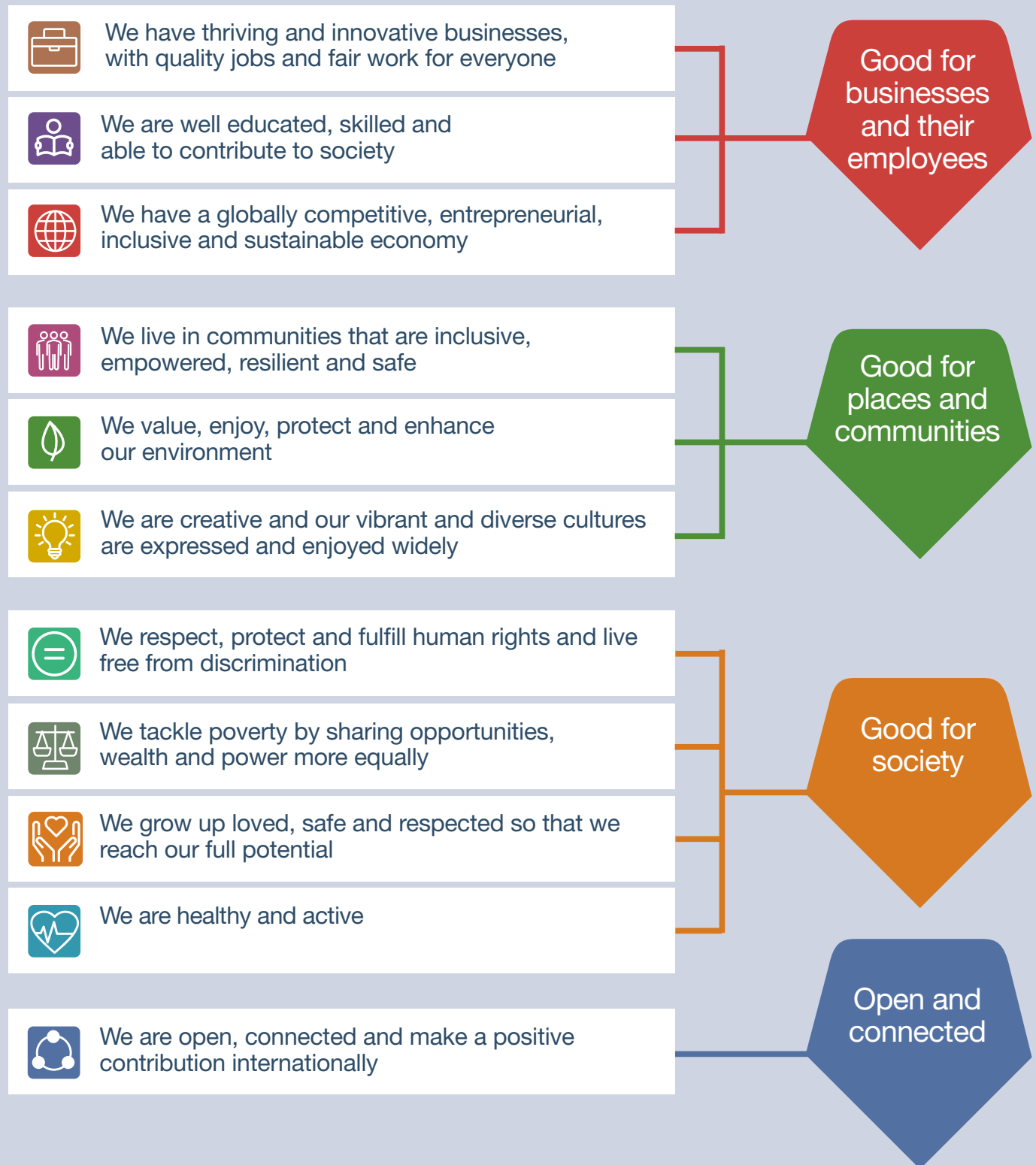
## Glossary

**Glossary | Procurement Journey**



# Annex A

## Alignment to the National Performance Framework



# Annex B

## PPG Members



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