

Procurement Strategy

2026-2030



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1. Executive summary

As a public sector organisation, Registers of Scotland (RoS) ensures that procurement is sustainable, responsible, and provides value for money.

This Procurement Strategy sets out our approach to delivering a modern, commercially excellent, sustainable and resilient procurement function from 2026–2030. It aligns with national priorities including the:

- [Scottish Government Procurement Strategy \(2025–2028\)](#)
- [Public Procurement Strategy for Scotland](#)

The strategy describes how RoS will:

- optimise value
- support organisational transformation
- deliver social and economic outcomes
- meet legislative duties while managing public funds responsibly

The goal for our procurement function is to:

Vision: to deliver a leading, sustainable, innovative and high-performing procurement function that enables RoS to thrive.

Mission: to ensure procurement delivers best value, supports organisational goals, enhances sustainability, and upholds strong governance and transparency.

Where possible, we will seek out opportunities to work with other organisations to establish collaborative contracts and take advantage of additional efficiencies.

We realise the importance of the Climate Change Emergency and the transformation required to move to Net Zero. We have worked to ensure continuity and supply chain resilience in a challenging external market. This strategy directs our efforts in continuing to meet major challenges.

The [sustainable procurement duty](#) - outlined in the Procurement Reform (Scotland) Act 2014 - aligns with our purpose. We want to help create a more successful country, with opportunities for all of Scotland to flourish through increasing sustainable economic growth.

In the development and delivery of our goals and objectives, we demonstrate how our procurement function will make a significant contribution to delivering RoS strategic objectives set out in the:

- [current 2022–2027 Corporate Plan](#)
- new 2027–2032 Corporate Plan (due to be published next year)

2. Introduction

In April 2023, the Scottish Government published the National Public Procurement Strategy for Scotland 2023–2028. Its vision is clear:

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

Our Procurement Strategy is fully aligned with this national vision and the National Performance Framework. This ensures that procurement decisions contribute to long-term social, economic, and environmental outcomes.

In line with the sustainable procurement duty, our approach to buying is guided by four key principles. Our procurement will be:

- good for businesses and employees - supporting fair work and economic growth
- good for society - promoting equality, inclusion, and wellbeing
- good for places and communities - strengthening local impact and resilience
- open and connected - fostering transparency, collaboration, and innovation



We recognise that effective and efficient procurement will positively support RoS in achieving its objectives.

This strategy provides a corporate vision, direction and focus for all procurement activities in the organisation.

Following employee costs, procurement activity represents the majority of our expenditure at RoS - totalling £31.5M in 2025-26. This emphasises the importance of ensuring appropriate contracts are in place and deliver best value. We remain committed to developing and improving our procurement practices to ensure that our activities are as effective and efficient as possible.

3. Strategic context

Our procurement function retains enormous potential in terms of the base processes in place, and in the development of its people. The team has made major progress in its ability to make the impact it feels it could. We have identified clarity in ownership of key activities, particularly in respect of:

- managing supplier relationships
- contract management
- supplier performance management

Considerable progress has been made in integrating different functions in the organisation to take joint responsibility for managing such relationships.

The procurement function is focusing on a strategy that will enable it to become recognised as a high-value, high-impact area of the business. It is building on - and introducing a greater level of rigour to - its existing core procurement processes, developing strategic tools, systems, and its people, to deliver a level of service and performance that is recognised and valued by all internal and external stakeholders.

We have - and will continue to - analyse and transform our processes, and if pertinent, our systems, to enable a strategic, as opposed to transactional focus.

We will embrace the Public Procurement Reform Group's Delivery Plan based on the 7Cs:

- capability
- competitiveness
- capturing savings and benefits
- coverage
- collaboration
- corporate social responsibility
- communication

We will continue to develop a proactive and collaborative approach to procurement, identifying customer needs through:

- the development of strong internal relationships
- understanding commodity market dynamics
- delivering against key corporate and public sector-wide targets

Individual team members will be responsible for the development of commodity sourcing projects and plans. They will work closely with internal customers and build collaborative cross-functional team-working to ensure stakeholders are involved, their needs are understood and buy-in is achieved through their direct involvement.

Ultimately, the success of the procurement function will be measured by how well it contributes to the organisation's objectives.

We will continue to focus on:

- the relevance of sourcing strategies in place
- how they meet the requirements of internal stakeholders
- the quality of relationships with - and the performance of - key partner suppliers
- job satisfaction, motivation, and team morale

Reviewing skills and maintaining effective personal development plans will remain a core part of how the function develops. Continuous learning is essential to our success. We recognise that becoming a truly strategic procurement function requires ongoing investment in skills and professional development, both from individuals and from RoS.

We use the [Scottish Procurement and Commercial Competency Framework](#) - which is the national standard for procurement professionals in Scotland - to help ensure we deliver high-quality procurement services.

4. Our Corporate Plan

Our RoS [Corporate Plan for 2022-2027](#) had six strategic objectives; each driving core business requirements and ambitions. We have since used insight from customers, colleagues and stakeholders to update these to five objectives:



Strategic objective 1:

Deliver the benefits of a completed land register: reducing stock, and delivering casework within improved timeframes



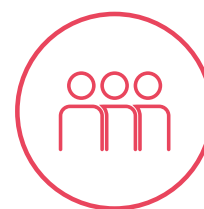
Strategic objective 2:

Deliver more benefits to Scotland by providing innovative and accessible land and property data



Strategic objective 3:

Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied



Strategic objective 4:

Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation



Strategic objective 5:

Be an effective and efficient, future-focused delivery organisation

Our vision is:

To be a digital registration and information business trusted for our integrity.

Our values are:



VALUES

Impartial – we act without bias in our dealings with our customers, stakeholders and each other, keeping information secure and presenting it accurately.

Forward Thinking – we must always add value for the people of Scotland, finding better ways to deliver what they and the Scottish economy need, whilst developing skills and opportunities for our staff.

Customer-Focussed – we strive to understand what our customers need and why, so that we can design our processes and services for them.

Professional – we recognise that customers need us to be skilled, efficient, effective and to work with pace, passion and pride.

We will ensure this strategy is reviewed and updated where appropriate when the new RoS Corporate Plan for 2027-2032 is published in 2027.

5. Our procurement vision

Our 2030 procurement vision is to:

Use our combined strengths as a high performing procurement team to take forward procurement with purpose and to deliver positive outcomes on:

- sustainable economic growth
- community wealth building
- equalities
- fair work
- the environment

Typical sustainable procurement practices include compliance with:

- environmental laws and targets
- the removal of hazardous materials and waste in the supply chain
- the thorough vetting of suppliers for fair labour practices

Sustainable procurement and sourcing should:

- genuinely improve the organisation's business
- and future-proof its long-term objectives

At RoS, we evaluate suppliers on their commitments to diversity, equalities, fair work, and the environment. This ensures that our key suppliers contribute to [Scotland's National Performance Framework Outcomes](#).

Our aim is to maintain a high-quality strategic procurement function that is recognised as delivering superior performance in the Scottish public sector.

We aim to provide a service that adds real value, delivers measurable and sustained lasting benefits, and makes the best use of external suppliers and internal expertise. By doing so, procurement can make a significant contribution to the organisation's success and to the people of Scotland through sustainable economic development.

We seek to share our skills, knowledge, and experience, and to support our colleagues in other public sector organisations in improving procurement across the public sector.

Our values focus heavily on:

- continuous improvement
- meeting customer expectations
- efficiency
- the satisfaction of all business stakeholders

When developing our vision, objectives, and targets, the procurement team wanted to create a simple statement that reflects our values and is easy for colleagues and stakeholders to understand and support:

Develop a high-quality, strategic procurement function, dedicated to the delivery of its customers' needs and of measurable sustained value in support of organisational goals and objectives.

This vision was developed and agreed by the team. It will be clearly communicated across the organisation and used to guide our transformation. It will shape both our long-term strategic direction and the way we work every day, helping us continually improve the value and service we provide.

Our headline objectives are to:

- ensure value for money in all that we do
- ensure compliance with all internal and external policies and legislation
- promote understanding of the need to control the demand for goods and services
- manage how we commit our resources and spend our budgets
- maintain a strategic approach to procurement
- develop staff and equip them with the skills to effectively perform their duties
- maintain a responsible approach to procurement that considers corporate social responsibility and sustainable economic development
- be transparent in what we do
- promote supply chain resilience
- maximise impact of the sustainable procurement duty
- consider the Climate Emergency (including carbon reduction and a circular economy)

This strategy sets out our high-level objectives and the context in which we wish to deliver our services.

6. Sustainable procurement

RoS is committed to sustainability, and procurement plays an important role in helping us achieve this. We aim to reduce any negative environmental, social, and economic impacts from the goods and services we buy, while increasing the positive benefits they bring for our organisation, communities, and the wider economy.

The Chartered Institute of Procurement and Supply (CIPS) defines sustainable procurement as:

“A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst limiting damage to the environment.”

The Procurement Reform (Scotland) Act 2014 places a sustainable procurement duty on all Scottish public bodies. The duty is underpinned by the National Performance Framework.

The sustainable procurement duty requires that before a contracting authority buys anything, it must think about how it can improve the social, environmental, and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

It also requires a contracting authority to consider how its procurement processes can facilitate the involvement of Small and Medium Enterprises (SMEs), third sector bodies and how public sector procurement can be used to promote innovation.

RoS will act as an informed and responsible buyer, ensuring we meet our sustainable procurement responsibilities between 2026 and 2030.

We will focus on three key outcomes:

- supporting sustainable economic growth
- helping build wealth and opportunities within local communities
- contributing to Scotland’s Net Zero ambitions and reducing environmental impact

By considering these priorities in our procurement decisions, we will deliver value for money while creating wider benefits for society, the economy, and the environment.

Supporting local suppliers can help strengthen local economies, as more money is spent and reinvested within local communities. Through our community wealth building approach, RoS aims to increase spending with local and regional suppliers wherever possible.

We will also - where appropriate - divide contracts and framework agreements into smaller lots. This makes it easier for SMEs, third sector organisations, and charities to compete for public sector opportunities, rather than relying on large, single-supplier contracts.

We will work with suppliers and contractors to understand, measure, and reduce the environmental impact of our supply chain. When buying goods, services, works, and utilities, we will seek the best overall value over their full lifecycle. This means considering not only cost, but also the wider benefits for the organisation, society, the economy, and the environment.

We are conscious that our activities affect the environment and communities in which we operate. We are committed to reducing the negative environmental and social impacts of what we buy by making sustainability an integral part of all procurement decisions and activities.

We will support the delivery of our strategic commitments by a hierarchy of measures:

- our [Sustainable Procurement Policy](#), which contains guiding principles and aims that align with the strategic ambitions of this strategy and which is updated annually
- our new Sustainable Procurement Action Plan, which sets out how the aims of the Sustainable Procurement Policy will be delivered on - and which will be updated annually
- the [Scottish Government’s Flexible Framework Tool](#), which will be used to inform the annual updates of the Sustainable Procurement Action Plan

These measures will allow us to build on the achievements we have made to embed sustainability throughout the lifespan of contracts.

This includes:

- appropriate specifications and evaluation criteria within tender documentation
- working with relevant suppliers to support the development and delivery of sustainability action plans, including measurement and reduction of carbon emissions
- monitoring and reporting of performance

These measures are supported by:

- strong contract management arrangements
- a series of actions focused on empowering our colleagues

We also include relevant contracts in our own corporate carbon footprint reporting, demonstrating our appetite to share responsibility for these emissions and to work in partnership to tackle them.

Sustainability Action Plan

Procurement, alongside our sustainability colleagues, have developed an action plan to be delivered over the life of this strategy:

Actions Apr 2026 to Mar 2027 – Priority 1

Action 1: finalise the Sustainability Flexible Framework

Action 2: develop sustainability performance targets and embed them into procurement team objectives

Action 3: ensure Procurement Strategy updates include an annual review mechanism to incorporate changes to the Sustainability and Climate Change Strategy updates. During the Procurement Strategy review, embed/signpost the Sustainable Procurement Policy (updated annually)

Action 4: create sustainability training for contract managers

Actions Apr 2027 to Mar 2028 – Priority 2

Action 5: deliver sustainability training for contract managers

Action 6: create a priority list of current contracts (use our own contract database)

Action 7: create a questions/triage system triggering sustainability test/requirements/evaluation (instead of £50k ex VAT threshold)

Action 8: include a sustainability performance target as part of contract managers' objectives

Action 9: establish contract database reporting - Service Now development

Actions Apr 2028 to Mar 2029 – Priority 3

Action 10: for the updated Procurement Strategy, add focus on proportionate assessment of risk and opportunity, internal and external communication, stakeholder engagement, measurement and build a review into the process and report on this

Action 11: sustainability to be added to personal development plans for procurement/contract managers

Action 12: Head of Procurement to work with communications colleagues to develop a communications strategy regarding how RoS communicates its procurement strategy and objectives/outcomes to internal and external stakeholders, including relevant stakeholders for each document, risks and opportunities and how procurement encourages engagement with these documents

7. Responsible procurement

We will work to continue to be an exemplar on [Fair Work First](#) in procurement.

We have adopted Fair Work First, which includes:

- a fair and equal pay policy that includes a commitment to supporting the Real Living Wage, for example being a Living Wage accredited employer
- investment in workforce development including a strong commitment to Modern Apprenticeships
- no inappropriate use of zero-hour contracts
- flexible working (flexitime, hybrid working and career breaks) and support for family-friendly working and wider work-life balance
- appropriate channels for effective voice and employee engagement, including trade union recognition
- taking action to tackle the gender pay gap and creating a more diverse and inclusive workplace which reflects the population of Scotland in terms of gender, race, and disability

To help us deliver high-quality services, we expect our suppliers to support fair work practices. This includes providing fair and equitable pay, terms, and working conditions for everyone involved in delivering RoS contracts, whether they are permanent employees, temporary workers, or agency staff.

8. Supplier relationships

We want to ensure our suppliers and partners are treated fairly and consistently. To support this, we have clear standards and regular review processes in place, and we communicate these across the organisation so that everyone understands what is expected.

Alongside publishing our Procurement Strategy and Annual Procurement Report both internally and externally, we also:

- provide advance notice to the supply market of complex procurements
- introduced regular supplier performance reviews as well as co-developing improvement plans with strategic suppliers
- introduced improvements in pipeline visibility - all contributing to increased collaboration between those involved in the process
- share forward procurement plans regularly
- promote 'meet the buyer' events where suppliers have a chance to meet our procurement team to discuss upcoming contract opportunities
- signpost suppliers to Supplier Development Program tender readiness courses
- ensure that [Fair Work First principles](#) are embedded into procurements where it is appropriate to do so
- where possible, ensure all suppliers pay their staff the Real Living Wage

9. Our procurement performance and Action Plan

The following performance indicators will be used to monitor progress and performance:

Action Plan 2026–2030

- enhance competitive procurement and category strategies
- expand sustainable procurement tools and carbon assessment
- strengthen contract management maturity
- improve supply chain health monitoring
- invest in staff capability development and professional accreditation
- expand automation and digital analytics
- review and optimise procedures annually

Monitoring, Review & Reporting

Progress will be monitored through:

- quarterly governance oversight
- KPI reporting
- internal audits
- the statutory Annual Procurement Report

This strategy will be reviewed annually to ensure continued relevance and alignment to national priorities.

STRATEGIC OBJECTIVE NUMBER 5 – Be an effective and efficient, future-focussed delivery organisation

Performance				
Performance Indicator name	2029-30 Target	2026-27 Achievement	2027-28 Achievement	2028-29 Achievement
Percentage of all RoS expenditure covered by contracts	95.0%	TBC	TBC	TBC
Percentage usage of category A & B contracts which demonstrate best value	100.0%	TBC	TBC	TBC
Number of collaborative opportunities explored as a percentage of all contracts implemented	100.0%	TBC	TBC	TBC
Percentage of customers who rated their involvement in procurement exercises and improvements as good or excellent	95.0%	TBC	TBC	TBC
Include a community benefits clause in all procurements exceeding £1m	100%	TBC	TBC	TBC

Action Plan

Action Plan	Description	Planned Outcome	Status (Planned, Active, Complete)
Enhance competitive procurement and category strategies	Develop contract strategy for each area of spend; explore the best opportunities for issuing Prior Information Notices to maximise competition and alert the appropriate markets	Ensure best value across the organisation for all procurement requirements	Active
Expand sustainable procurement tools and carbon assessment	Procurement alongside our sustainability colleagues have developed an Action Plan to be delivered over the life of this strategy	Planned outcomes are detailed on page 9 of this strategy	Active
Strengthen contract management maturity	Implement contract management processes and introduce contract management training for all contract owners	• To streamline and automate our approach to managing existing contracts and creating new ones • To collaborate closely with suppliers and internal customers to minimise the total cost of ownership and maximise supply chain efficiencies throughout the life of the contract	Active
Improve supply chain health monitoring	Implement a supplier onboarding and due diligence process	Gathering information to understand the credibility and suitability of a prospective supplier. It aims to assess them and identify any potential risks.	Active

10. Strategic aims and objectives

The aim of this strategy is to deliver a transparent, effective, and legally compliant procurement service that:

- offers best value
- follows best practice
- is aligned with the RoS Corporate Plan

The strategy will be achieved by:

- collaborating with internal customers and external suppliers
- collaborating across the public sector
- ensuring RoS has a professional and capable procurement team

A strategic approach to procurement encourages an integrated procurement process and flow of information that encourages all parties to work together to develop and deliver contracts that offer a comprehensive approach to RoS. The goal is to consider how the outputs of the contract can deliver the best result that is directly tied to the strategic aims of RoS through collaborative working.

The tangible outputs from this process will demonstrate a sustainable model of ethical procurement that delivers best value while promoting and developing relationships across RoS and its supply chain.

RoS will strive to continuously improve and measure its progress by monitoring results from internal surveys and external evaluation by involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP). Taking a strategic approach to procurement helps people across RoS and our supply chain work together more effectively. By sharing information, planning early, and collaborating throughout the procurement process, we can develop contracts that better support the organisation's goals and priorities.

11. Policies, tools, and procedures

A strategic approach to procurement relies on a number of specific tasks throughout the life cycle of a contract. Managing these tasks effectively helps ensure procurement is consistent, well understood, and embedded across the organisation. Most of these tasks are driven directly from The Procurement (Scotland) Regulations including the requirement to create, publish and review this strategy document.

The key tasks in conducting compliant strategic procurement include:

- use of the Scottish Government's Procurement Journey model of procurement activity
- project team/stakeholder consultation and engagement
- market engagement and early supplier involvement
- transparent and proportionate procurement using quotations or tenders
- collaborative procurement exercises
- electronic procurement (Public Contracts Scotland, Professional Electronic Commerce Online System)
- contract and supplier management
- delivering value for money through effective evaluation criteria
- sustainability considerations including Living Wage and community benefits
- contract recording and publication
- encouraging SME participation
- engagement with supported businesses
- procurement review and improvement

12. General approach to procurement

RoS is committed to treating all suppliers fairly and equally. We will conduct our procurement activities in an open, transparent, and proportionate way, and we will never charge suppliers for the supply of tender documentation.

Where appropriate, we will continue to use existing Scottish Government and Government Commercial Agency frameworks. When suitable frameworks are not available - for regulated procurements (over £50k) - we will work closely with colleagues across the organisation to design, develop and procure contracts that are fit for purpose, ensure value for money and are compliant with legislation.

Advertising

We will publish all contract and award notices on the Public Contracts Scotland portal. Read [our buyer profile](#).

Procurement Journey

We will follow the Scottish Government's [Procurement Journey](#). This supports all levels of procurement activities and helps manage the expectations of:

- stakeholders
- customers
- suppliers

It facilitates best practice and consistency across the Scottish public sector.

Unsuccessful bidders

We will comply with the requirements of the Procurement Reform (Scotland) Act 2014.

All suppliers are entitled to ask for the reasons why their quotation or tender was unsuccessful. All feedback is documented for audit purposes and will be based on the objective criteria that was used to evaluate the quotation.

Payments to suppliers

We are committed to paying our suppliers promptly and will pay undisputed invoices within 30 days from receipt. To ensure that this flows through the supply chain, we will monitor payments made to sub-contractors in all our major contracts.

In the year ending 31 March 2025-26, we paid 99.03% of suppliers' invoices within 30 days.

Contracts register

We maintain a contract register which is updated quarterly.

Contract management

Suppliers and contracts will be managed in accordance with our own contract management process and procedures.

Compliance with Scottish Government public procurement directives

We will fully comply with our obligations under the Public Contracts (Scotland) Regulations 2015.

Collaboration

Whenever possible, we will assist the Scottish Government in putting in place collaborative agreements for the supply of goods and services.

We will continue membership of the Procurement Collaboration Group, its Procurement Cluster, and various User Intelligence Groups.

Value for money

Value for money is defined as the optimum combination of whole-life cost and quality (or fitness for purpose) to meet RoS requirements. Depending on the nature of the contract, whole-life cost may include implementation costs, on-going operating costs, and end-of-life disposal.

In awarding contracts based on the most economically advantageous tender, we always look to balance the quality of the goods, services and works being procured against price. To complement this, we will frame specifications in a way which encourages innovation rather than defining the solution.

People and skills

To ensure that procurement staff within RoS have the suitable skills and competency levels to undertake their duties, we will complete the Scottish Governments Procurement Competency Framework document on an annual basis.

The framework assists individuals to take ownership of their personal development through skills assessment, identification of training and development needs and career planning.

Flexible Framework

In line with Scottish Government recommendations, we will complete the Scottish Sustainable Procurement Action Plan on an annual basis.

The Flexible Framework enables measurement against various aspects of sustainable procurement and allows RoS to assess where our current level of performance lies, and the actions required to improve it.

The Flexible Framework will be completed by the end of this financial year - 31 March 2027 - and then reviewed annually.

Living Wage through regulated procurement

We are committed to promoting the use of the Scottish Living Wage. We will continue to incorporate evaluation of workforce matters into all contracts where the use of labour is a key deliverable.

Where suppliers have staff working on our premises, these employees are being paid the Scottish Living Wage.

Community benefits

The Procurement Reform (Scotland) Act 2014 includes a sustainable procurement duty on public sector bodies requiring them to conduct their procurement in a way that will secure economic, social, and environmental wellbeing. There is a requirement that public bodies consider the use of community benefits in major contracts.

We will promote the use of community benefits within procurement exercises where relevant and proportionate to the contract.

SMEs, supported businesses and third sector organisations

We will continue to review and update our procurement policies and procedures to ensure that we contribute to improving social, economic, and environmental wellbeing where relevant in delivering our contracts. This ongoing review will ensure that we remain an inclusive organisation and encourage a diverse range of suppliers including SMEs, the third sector and supported businesses.

A 'supported business' means an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

We will use the [Scottish Government's Supported Business and Factory Framework](#) where there is a requirement to purchase goods and services covered by this contract.

Climate change

We will conduct an analysis of [scope 3 emissions](#) which will be undertaken during this strategy period through the factoring of spend by commodities to the [Centre for Sustainable Accounting factors](#). We will also make use of the [Example Procurement clauses and KPIs](#).

We will continue to keep up to date with changes in legislation, policy, and best practice in this complex and evolving area. We will also encourage the use of more environmentally sustainable products by making them easier to identify and purchase through our internal purchasing systems and catalogues.

Cyber security

If a contract or framework involves the digital processing of information, we will ensure that appropriate consideration is given to potential cyber risks and their management.

We will follow best practice advice from the [National Cyber Security Centre](#) on supplier cyber security to help ensure a consistent approach to cyber security requirements across our supply chain.

We will continue to strengthen our due diligence processes to respond to emerging risks and changing technologies. This includes considering the impact of developments in artificial intelligence (AI) and ensuring cyber security risks are appropriately managed throughout the supply chain.

Modern slavery

The [Public Sector Equality Duty](#) requires public authorities, in the exercise of functions, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not

- foster good relations between people who share protected characteristics and those who do not

To meet the requirements of the duty, we will consider whether contract requirements and performance measures can help support equality outcomes when procuring goods, services, and works.

For all contracts and framework agreements regulated by the Public Contracts (Scotland) Regulations 2015, we will take equality considerations into account where relevant and appropriate. This helps ensure our procurement activities support fair and inclusive practices and contribute to meeting our public sector equality duties.

13. Implementation, monitoring, reviewing and reporting

This strategy will be implemented on a day-to-day basis by the procurement team, collaborating with colleagues across RoS.

Our commitments include:

- Procurement Strategy will be reviewed and reported on annually
- contracts database will be updated and published quarterly
- Action Plan will be reviewed annually
- a summary of community benefits will be produced as part of regulated procurements in the reporting period
- a summary of steps taken to facilitate involvement of supported businesses in regulated procurements during the report period will be produced
- this strategy will be reviewed and updated where appropriate when the new RoS Corporate Plan for 2027-2032 is published

Our strategic approach to procurement has been developed to take account of several key business drivers alongside the contribution to the achievement of RoS organisational objectives.

We have identified a number of areas where we want to improve over the lifespan of this strategy. For each area, we have set clear outcomes that we aim to achieve by the end of the three-year period.

The successful delivery and achievement of the RoS procurement outcomes will continually improve our procurement capability.

- procurement representation
- procurement influence
- procurement strategy
- learning & skills: resource & skills
- learning & skills: capability
- internal control systems
- risk management
- fraud awareness & prevention
- commercial acumen
- continuous improvement of procurement activity
- spend analysis
- procurement process automation

Each benchmark has been qualified by a series of outcome statements that we will aim to deliver by the end of the three-year strategy period.

Implementation and delivery will be progressed through a Procurement Action Plan that will be developed for each of the nine areas for improvement. The Action Plan will be monitored and reviewed by the Procurement Manager at determined intervals with issues and risks escalated to the Head of Procurement for appropriate remedial intervention and risk management.

Strategic targets will be aligned to each financial year and will be reviewed annually to ensure that an efficiency focus is maintained year on year.

The results will be reported annually, and new targets set for the coming year.

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our performance at**

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