



REGISTERS OF SCOTLAND

PROCUREMENT STRATEGY UPDATE 2024

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1. Executive Summary

As a public sector organisation, Registers of Scotland ensures that procurement is sustainable and responsible, as well as providing value for money.

The goal for the procurement function is to:

Provide the ongoing development of a high-quality strategic procurement function that adds significant, sustained, measurable benefits to RoS and to the internal customer. In addition to this, the function plays a significant role in supporting the Scottish Government's Public Procurement Reform Programme.

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 which will be required to move to Net Zero. Procurement has worked to ensure continuity of supply and supply chain resilience in a challenging external market. The Corporate Procurement Strategy 2022/25 will direct our efforts in meeting major challenges.

The sustainable procurement duty, outlined in Procurement Reform (Scotland) Act 2014, aligns with our purpose to 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 will demonstrate how the procurement function will make a significant contribution to delivering our strategic objectives set out in the [2022 – 2027 Corporate Plan](#).

The National Performance Indicators

RoS is fully accountable to the Scottish Parliament, who also set our statutory fees from which we cover our operating and improvement costs. As part of the Scottish Administration we have identified where we have a role in contributing to the [Scottish Government's National Performance Framework](#) and National Outcomes in the graphic.

 **National Outcome: Health**
We are healthy and active

 **National Outcome: Fair Work & Business**
We have thriving and innovative businesses, with quality jobs and fair work for everyone

 **National Outcome: Human Rights**
We respect, protect and fulfil human rights and live free from discrimination

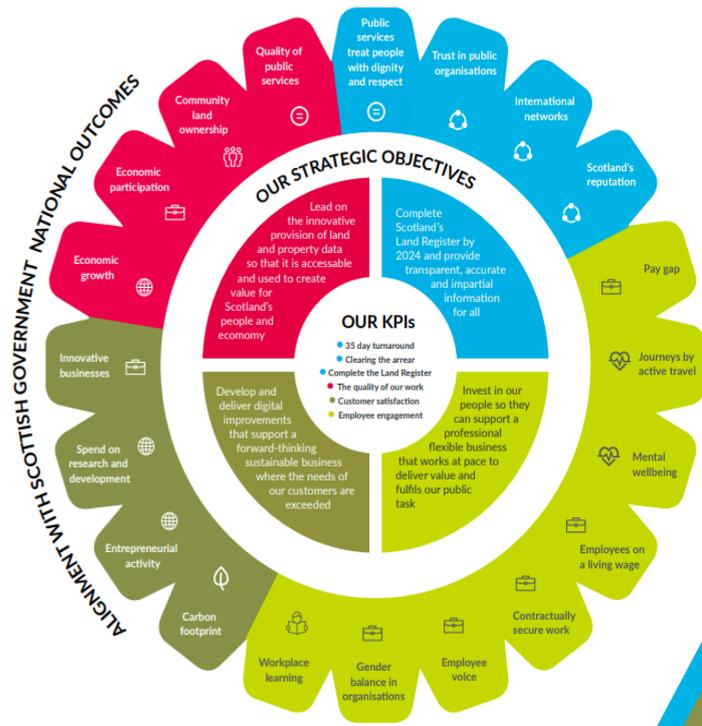
 **National Outcome: Economy**
We have a globally competitive, entrepreneurial, inclusive and sustainable economy

 **National Outcome: Communities**
We live in communities that are inclusive, empowered, resilient and safe

 **National Outcome: Education**
We are well educated, skilled and able to contribute to society

 **National Outcome: International**
We are open, connected and make a positive contribution internationally

 **National Outcome: Environment**
We value, enjoy, protect and enhance our environment.



2. Introduction

Recognising that effective and efficient procurement will positively support Registers of Scotland 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 expenditure totalling £31.5M for 2022/23. This places a great emphasis on ensuring that appropriate contracts are in place and deliver best value. We are committed to developing and improving its procurement practices to ensure that procurement activities are as effective and efficient as possible.

The Public Procurement Group (PPG) sets the strategic vision and direction for procurement in Scotland. The group maintains an ongoing dialogue to ensure that the collective spending power of the public sector is used to deliver world class, value add collaborative procurement services, while enabling sustainable and inclusive economic growth.

The PPG has published a set of seven priorities for all Scottish public sector procurement leaders. (Please refer to Annex A for full details)

The priorities include:

- Leadership & Visibility
- Sustainable Economic Recovery
- Supply Chain Resilience
- Maximise impact of the sustainable procurement duty
- Climate Emergency (including carbon reduction and a circular economy)
- Achieving professional excellence
- Develop our use of systems to exploit sustainable outcomes and support reporting.

We will continue to work towards common strategic objectives and priorities in the 2022/25 Procurement Strategy timeframe.

3. Strategy Context

The Procurement Strategy has been regularly updated. 2024 now presents an opportunity to build on this strategy, setting the direction for the future and forming the foundation for the ongoing delivery of advanced procurement. The updated strategy covers the next 12 months, and this will be aligned with our Corporate Plan and updated at the end of the current strategy timeframe.

The 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, and 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, 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.

The function has and will continue to analyse and transform its processes, and if pertinent, its systems, to enable a strategic, as opposed to transactional focus. The function 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

Procurement 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.

Individuals will take ownership of the development of commodity sourcing projects and plans, with responsibility to identify and engage the internal customer, and the development of collaborative cross-functional team-working, which ensure all stakeholders are satisfied, and buy-in is achieved through their direct involvement.

In 2024/25 will implement plans, activity, results, and successes that will be communicated via specific marketing and communications plans aimed at keeping key stakeholders informed. Performance will be measured and reported internally and externally to ensure that customer satisfaction is achieved, and that the customer and the organisation understands, recognises, and values the benefits being delivered.

The function will ultimately be judged on its contribution to corporate objectives, the extent of its capability using the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) tool which we are committed to and will be taking part in a new assessment later in 2024). We will continue to focus on the pertinence of sourcing strategies in place and how they meet the requirements of internal stakeholders, the quality of relationships with, and the performance of, key partner suppliers.

Job satisfaction, and the morale and motivation of the team, is a key focus area. Skills review and effective personal development planning will remain an integral and permanent part of the function's development process. Without it, success is not likely. The Team recognises that to develop procurement into a strategic business function, there must be a significant investment both on the part of themselves and of RoS in skills development.

The process will be developed continuously, and apart from developing and motivating people, and supporting the achievement of individual goals and objectives, is used to support and contribute to the process of effective succession and career planning. If we identify capable and ambitious people, we must invest in them and because of that investment, they will be retained, at least in the medium term.

We have also embedded Hybrid Working. Hybrid working offers a major opportunity for colleagues and our organisation with:

- more choice and flexibility on how, when, and where to work.
- enhanced wellbeing
- greater collaboration

4. RoS Vision

Our published Vision, Values and Strategic Objectives are intended as a driver for the way in which we strive to conduct our business. These key drivers can be viewed here.

Our vision is,

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

Impartial	We act without bias, keeping information secure and presenting it accurately.
Professional	We recognise that customers need us to be efficient and effective in a way and work with pace pride and passion in a way that they would expect.
Forward thinking	We must always add value for the public of Scotland finding better ways to deliver what they and the Scottish economy need.
Customer-focused	the way we deliver our services is focused on our customers' needs not our own. We will strive to understand what our customers need and why they need it so we can design our processes and services for them.

5. Procurement Mission

The 2025 Procurement Mission is to:

Use our combined strengths as a high performing procurement team to take forward Procurement with purpose to deliver positive outcomes on: Sustainable Economic Growth, Community Wealth Building, Equalities, Fair Work, and the Environment.

Typical sustainable procurement practices include compliance with environmental laws and targets, the removal of hazardous materials and waste in the supply chain and 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.

Procurement evaluates suppliers on their commitments to diversity, equalities, fair work, and the environment ensuring that Tier 1 suppliers contribute to the National Performance Framework Outcomes.

Our aim is to maintain a quality strategic procurement function, which has been assessed as delivering superior performance in the Scottish Public Sector.

By this we mean one that provides a value-added service, measurable and sustained benefits through proactive management of external resources and internal strategic skills, a function that can deliver significant benefits to the organisation and the people of Scotland through sustainable economic development.

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

Our values focus heavily on continuous improvement and meeting customer expectations, efficiency, and the satisfaction of all business stakeholders. In developing its mission, objectives and targets the procurement team has attempted to capture those values within a short, easy to understand statement with which our key internal stakeholders can identify:

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.

The mission, developed and agreed within the function, must be communicated, and widely accepted and be felt by the team as a driver for our transformation both at a strategic level, and in the way, we do business on a day-to-day basis.

Our headline objectives are:

- To ensure value for money in all that we do
- To ensure compliance with all internal and external policies and legislation
- To promote understanding of the need to control the demand for goods and services.
- To manage how we commit our resources and spend our budgets.
- To maintain a strategic approach to procurement'
- To develop staff and equip them with the skills to effectively perform their duties.
- To maintain a responsible approach to procurement that considers corporate social responsibility and sustainable economic development.
- To be transparent in what we do
- Sustainable Economic Recovery
- Promote Supply Chain Resilience
- Maximise impact of the sustainable procurement duty
- 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

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

It 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 SMEs, third sector bodies and how public sector procurement can be used to promote innovation.

Procurement as a contracting authority, function as an intelligent customer to meet the requirement of the sustainable procurement duty during the period 2022 to 2025. Focussing on the triple bottom line of:

- Sustainable economic growth
- Community Wealth Building
- Environmental contribution towards net zero

The local economic multiplier effect has a positive impact when business is awarded to local suppliers. Through community wealth building we aim to increase expenditure with local and regional suppliers. We will ensure, where appropriate that framework agreements are split into lots. Dividing tendering opportunities into smaller lots rather than the “one stop shop” approach encourages and facilitates the participation of SMEs and third sector / not for profit organisations.

We will measure and reduce the environmental impact of our supply chain by collaborating with suppliers and contractors.

We will meet the needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy, and the environment.

We are conscious that our activities affect the environment in which we exist, and we are acting to minimise negative environmental and social impacts associated with the products and services we purchase by integrating environmental requirements into all procurement activities.

We will embed sustainable procurement to be business as usual. We have commenced the process of developing a Sustainable Procurement Action Plan in relation to carbon reduction and

climate change. Our Sustainable Procurement Action Plan will be developed through using the:

- Sustainable Procurement Flexible Framework
- Scottish Government Sustainable Procurement Prioritisation Tool
- The Sustainability Test

We will continue to use the Scottish Government's Sustainable Procurement Tools. Tools that have been designed to help us identify and address how we can optimise the economic, social, and environmental outcomes of our procurement activity.

7. Responsible Procurement

Procurement will work to continue to be an exemplar on Fair Work First in Procurement.

We have adopted Fair Work First, which includes:

- A fair pay 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.
- Take action to tackle the gender pay gap and create more diverse and inclusive workplace which reflects the population of Scotland in terms of gender, race, and disability.

To ensure the highest service quality, we expect suppliers to take a similarly positive approach to fair work as part of a fair and equitable employment reward package for all employees whether permanent, temporary or agency involved in the delivery of any of our contracts.

8. RoS Procurement Performance & Action Plan

The following performance indicators will be used to monitor progress and performance for the lifespan of the strategy:

Performance Indicator Name	Performance Target/Achievement			
	2020/21 Target	2021/22 Achievement	2022/23 Achievement	2025 Target
Percentage of all expenditure covered by contracts	80.0%	89.2%	99.2%	95.0%
Percentage Usage of Category A & B contracts which demonstrate Best Value	100.0%	100.0%	100%	100.0%
Number of collaborative opportunities explored as a percentage of all contracts implemented.	100.0%	100.0%	100%	100.0%
Percentage of customers who rated their involvement in procurement exercises and improvements as good or excellent.	95.0%	98.6%	94.0%*	95.0%

- The survey for 2022/23 was updated and refreshed with a new set of questions, therefore like for like comparison is not available. 2023/24 Survey results will be compared against 2022/23.

Action Plan

Action Plan	Description	Planned Outcome	Status (Planned, Active, Complete)
Contract Development	Develop contract strategy for each area of spend	Ensure best value across the organisation for all procurement requirements	Active
Increase Contract Collaboration	Increase the number of contract collaboration opportunities with other public sector organisations	Increased use of collaborative contracts where best value can be delivered	Active
Contract Management	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 to maximise Supply Chain efficiencies throughout the life of the contract.	Complete
Onboarding and Due Diligence	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.	Complete
Climate Change	Embed Climate Change statement and assessment criterion into Procurement Documentation	to improve the economic, social, and environmental wellbeing Scotland	Complete

9. Strategic Aims & Objectives

The aim of our procurement strategy is to deliver a transparent, effective, and legally compliant procurement service that offers best value, follows best practice, and is aligned with our corporate plan.

The strategy will be achieved by collaborating with internal customers and external suppliers, collaborating across the public sector, and ensuring we have 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. The goal is to consider how the outputs of the contract can deliver the best result that is directly tied to our strategic aims 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.

We 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).

10. Policies, Tools, and Procedures

Key to a strategic approach to procurement are several specific tasks conducted during the life cycle of a contract. The management of these key tasks helps to deliver an embedded approach to procurement that can easily be understood, followed, and delivered by 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 SG 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 (PCS, Pecos)
- 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

11. General Approach to Procurement

We will treat all suppliers equally and without discrimination. We will act in a transparent and proportionate manner. We will never charge for the supply of tender documentation.

We will continue to use Scottish Government and Crown Commercial Service frameworks where appropriate. Where no appropriate frameworks are available, for regulated procurements (over £50k), the procurement team will collaborate with our internal customers 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. A link to our buyer profile can be seen [here](#).

Procurement Journey

We will follow the Scottish Governments Procurement Journey. This supports all levels of procurement activities and to help manage the expectations of stakeholders, customers, and suppliers alike. 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 2023/24, we paid 99.22%% 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 the Contract and Supplier Management Process contained within the Scottish Government Procurement Journey.

Compliance with Scottish Government Public Procurement Directives

Registers of Scotland will fully comply with its 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 use collaborative agreements for the supply of goods, services, and works whenever requirements can be fully met through using them.

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 organisational 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 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, RoS 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.

We commenced this in January 2024 and aim to complete a full analysis with appropriate action plan by December 2024.

Procurement & Commercial Improvement Programme (PCIP)

We are subject to the Scottish Government's Procurement Capability Improvement Programme (PCIP) Assessment to evaluate how far we have progressed and to identify areas that require improvement. Key performance attainment benchmarks are embedded into the process. R

We are fully committed to the Scottish Governments PCIP and aims to continually improve its score. Scottish Government have confirmed the RoS Procurement will be assessed in June 2024

Living Wage through our 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 and 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.

SME's, Supported Businesses and Third Sector Organisation

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 is 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.

RoS placed an order with Scotland's Bravest for signage requirements throughout SVP and MBH and are planning to visit their facility in early 2024.

Scotland's Bravest Manufacturing Company is a social enterprise in the production of signs. They provide employment to military veterans as well as to those with disabilities.

Climate Change

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

<https://sustainableprocurementtools.scot/index.cfm/guidance/climate-change/carbon-and-energy-consumption/annex-example-procurement-clauses-and-kpis/>

Procurement will continue to keep abreast of new developments in what is a complex arena. Environmentally preferable products will be prioritised through in-house electronic catalogues.

Cyber Security

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

We will have cognisance of the Guidance Note on Supplier Cyber Security, which embeds best practice advice from the National Cyber Security Centre and promotes a more consistent approach to the cyber security requirements placed on suppliers to the Scottish public sector.

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 shall demonstrate that Procurement have had due regard to whether the criteria and conditions relating to the performance of a relevant agreement should include considerations to enable it to perform the equality duty for all public contracts or framework agreements regulated by the Public Contracts (Scotland) Regulations 2015

12. Implementation, Monitoring, Reviewing and Reporting

This strategy will be implemented on a day-to-day basis by the Procurement Team, collaborating with our colleagues.

- Strategy will be reviewed and reported on annually.
- Contracts database will be updated and published quarterly.
- Action plan will be reviewed quarterly.
- Summary of community benefits as part of regulated procurements in the reporting period
- Summary of steps taken to facilitate involvement of supported businesses in regulated procurements during the report period.

The strategic approach to procurement has been developed to take account of several key business drivers; the contribution to the achievement of RoS organisational objectives and the successful delivery and achievement of the 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 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.