



Procurement Scotland

Strategic Plan

2009 - 2011

Our Vision

"We will contribute benefits to the people of Scotland through the development of efficient and effective national procurement strategies."

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Purpose

This plan details the strategic aims and operating conditions of Procurement Scotland within the Public Procurement Reform Programme, and covers the period of the Scottish Government Spending Review 2008-2011.

Contents

1.	FOREWORD/WELCOME	4
2.	BACKGROUND TO PROCUREMENT SCOTLAND	5
2.1	OUR VISION AND MISSION	5
2.2	OUR VALUES	5
2.3	SCOPE OF PROCUREMENT SCOTLAND.....	6
2.4	GOVERNANCE OF PROCUREMENT SCOTLAND.....	7
2.5	FUNDING	8
3.	PROGRESS AND KEY ACHIEVEMENTS TO DATE	9
4.	OUR AIMS, OBJECTIVES AND MEASURING SUCCESS	11
5.	MAPPING OBJECTIVES TO NATIONAL OUTCOMES	13
6.	KEY MANAGEMENT PLANNING AND TRACKING PROCESS	14
7.	DEPENDENCIES	15
8.	APPENDICES	16
8.1	APPENDIX A: DIVISIONS WITH SPD	16
8.2	APPENDIX B: HIGH LEVEL TARGET SAVINGS PLAN.....	17
8.3	APPENDIX C: PLANNED CATEGORY ACTIVITIES.....	18
8.4	APPENDIX D: PROCUREMENT SCOTLAND ORGANISATION CHART	19
8.5	APPENDIX E: PERFORMANCE DASHBOARD	20
8.6	APPENDIX F: CATEGORY STRATEGY ENDORSEMENT PLAN	21

1. Foreword/Welcome

Thank you for taking the time to read Procurement Scotland's first Strategic Plan. Since being formally launched by John Swinney in March 2008 we have been working both to complete the establishment of our organisation and to develop and implement a wide range of national (Category A) procurement strategies.

The structure and staffing of our organisation is now almost complete following 2 major recruitment exercises, and we are now formally operating as a Division of the Scottish Government's Scottish Procurement Directorate – adopting standard Scottish Government corporate planning, financial reporting and manpower planning arrangements. We have also recently established a Supervisory Board to help support our activities and to provide a more formal reporting mechanism into the Public Procurement Reform Board chaired by John Swinney.

In terms of developing Category A strategies I believe that significant progress has already been made – with significant value for money savings already delivered and some innovative approaches developed linked to the broader Government purpose of sustainable economic growth. An outline of progress across the range of our activities is included in this plan, together with our strategic work proposals looking forward. Our future work plans will, of course, be taken forward against the background of a difficult economic climate, and we will be taking all steps possible to ensure our activities contribute wherever possible to the Scottish Government's Economic Recovery Plan.

I would also like to take this opportunity to thank all those who have worked with us in our development so far – including the sectoral Centres of Expertise on which our success is so dependent, and the wide range of public bodies we have had direct contact with. Our work with the business community is also extremely important to us, whether through business representative bodies or with individual businesses – both suppliers and potential future suppliers. Collaboration is at the heart of the public procurement reform agenda and I am clear it can deliver significant benefits to all those who embrace it positively and proactively.

This report represents both a marker on progress so far, and a clear articulation of our longer term aspirations. If you wish to find out more about Procurement Scotland, or any areas of our work, please feel free to contact us to do so. We look forward to working with you all in the years to come.

Ian Howie

Head of Procurement Scotland

2. Background to Procurement Scotland

Procurement Scotland was formally launched on 6 March 2008 as part of the Public Procurement Reform Programme which views national and sectoral Centres of Expertise (CoE) as the major vehicles for driving collaborative, advanced procurement in the public sector. For some months before that, as the organisation was being set up, the working title of the National Procurement Centre of Expertise was used.

Collaboration throughout the procurement community is the key to the success of the Reform Programme. Collaborative procurement is about achieving value for money for the Scottish public sector through appropriate partnership working between buying organisations, centres of expertise (CoEs) and suppliers. Procurement Scotland draws on expertise from across the public sector to develop fit for purpose specifications and service level expectations, leveraging volumes and securing benefits from economies of scale and by approaching the market appropriately to ensure competition and long term value.

In order to facilitate collaborative procurement on national Category A commodities, Procurement Scotland is working closely with the procurement CoEs across each of the sectors: Central Government, Local Government, Higher and Further Education, Health, Police and Fire & Rescue Services.

2.1 Our Vision and Mission

“We will contribute benefits to the people of Scotland through the development of efficient and effective national procurement strategies.”

The vision is intentionally high level in recognising the potential benefits we bring to the Scottish public as a whole, whether in the form of improved public services for our citizens, value for money for our taxpayers, or commercial opportunities for our businesses.

At a more detailed level our Mission Statement is:

“Procurement Scotland will deliver innovative national strategies and supplier relationships that enable public sector organisations in Scotland to access the Category A goods and services they commonly need at market leading prices and terms. This will be done through pursuing opportunities for cross-sectoral collaborative procurement, and the implementation of leading practices, whilst promoting the economic and sustainable development of the wider Scottish market place.”

2.2 Our Values

In order to achieve our Mission, we pursue our objectives within the framework of our three key values:

- **People** - We recognise that people are at the heart of delivering our vision, whether they are our own staff or part of one of our stakeholder organisations;

- **Performance** - We recognise the need to constantly improve both our performance and the results we deliver, aligning them to the needs of our customers and developments within the supply market, and being recognised for our influence, innovation and results;
- **Best Practice** - We deploy processes that are the best available to ensure optimal results, efficient in achieving our aims and effective in meeting the needs of our customers.

The pursuit of our objectives, in a manner consistent with our values, ensures a level of performance that is recognised by our key stakeholders and that assures us of their support for our activities.

2.3 Scope of Procurement Scotland

Public sector spending on goods and services across Scotland is estimated to be approximately £8 billion per annum, with over £1 billion relating to national Category A goods and services. Procurement Scotland is responsible for establishing innovative cross-sectoral procurement strategies and contracting for these national Category A commodities on behalf of all Scottish public bodies. This is achieved through effective collaboration throughout the procurement cycle, and via a range of added value initiatives, including dissemination of best practice guidance.

The methodology for establishing Category A commodities has been approved by the Public Procurement Reform Board, as reflected in the following key criteria:

- Goods or services that are standard or of a similar nature across the largely common requirements of users in the public sector in Scotland.
- Where a single contracting interface facilitates the efficiency and competitiveness of suppliers.
- Where the utilisation of contracts established by a single central organisation would offer improved cost through consolidated procurement volumes & value, and would offer optimised use of scarce procurement resources & skills and concentrate market intelligence information.

The interface with Category B and Category C commodities is outlined in fig. 1 below

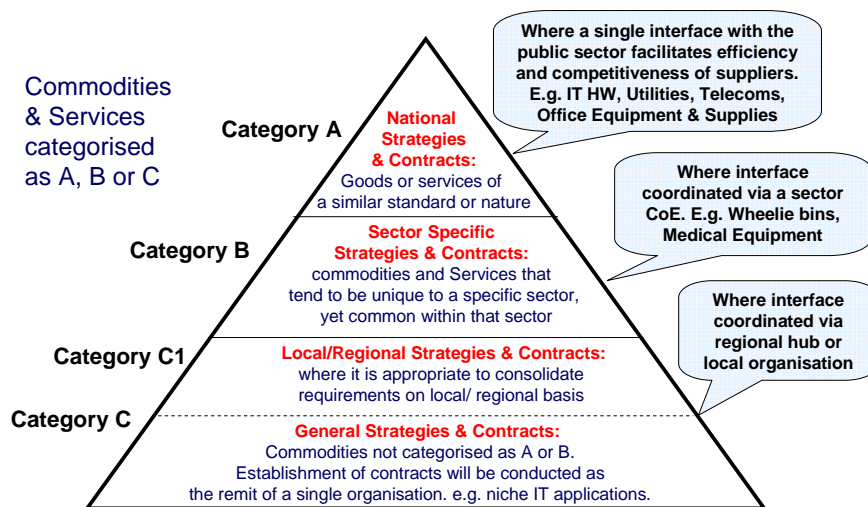


Fig. 1 interface between Categories

Procurement Scotland engages with the sectoral CoEs to identify and agree which commodities are to be considered as category A, and are therefore subject to strategy development at a national level. By focusing on commodities that represent significant spend across Scotland, the public sector can expect to secure better value.

We are currently focussed on the following defined categories within which certain key areas have been selected for procurement activity:

- Corporate Services
- IT Hardware
- Office Equipment
- IT Software
- Professional Services
- Telecoms
- Utilities

2.4 Governance of Procurement Scotland

Procurement Scotland is part of the Scottish Procurement Directorate. The formal reporting structure therefore involves the Head of Procurement Scotland reporting to the Director of SPD.

Scottish Procurement Directorate (SPD)

SPD provides funding and line management responsibility for Procurement Scotland (see Appendix A: Divisions within SPD). SPD falls under the remit of the Director General (DG) for Finance and Corporate Services of the Scottish Government and is part of the portfolio that is the responsibility of John Swinney MSP, Cabinet Secretary for Finance and Sustainable Growth.

Procurement Scotland Supervisory Board

The primary purpose of the Supervisory Board is to provide strategic direction and advice in support of Procurement Scotland.

The Supervisory Board is chaired by Robert Gordon, DG Justice at the Scottish Government. To provide input from each sector, membership of the Board comprises representation from each of the 6 sectors at a senior level. Members have a key role in supporting strategic integration issues, and championing our work within their sector. In line with other CoEs governance structures the Chairman has a seat on the Public Procurement Reform Board (PPRB) and a specific role to report on, and champion, the work of Procurement Scotland at this level.

The Public Procurement Reform Board (PPRB), under the Chairmanship of John Swinney MSP, Cabinet Secretary for Finance & Sustainable Growth, has responsibility for providing guidance and direction to the Programme as a whole. The Board meets regularly and is responsible for providing continued commitment to, and endorsement of the Reform Programme, and ensuring that obstacles to delivery and benefit realisation are addressed. The interests of Procurement Scotland are represented by the Head of the SPD, Nick Bowd and the DG Justice, Robert Gordon.

The Public Procurement Advisory Group (PPAG), chaired by Jim Mather MSP, Minister for Enterprise, Energy and Tourism, has a remit to provide an ongoing framework for dialogue about, and influence upon, public procurement practices as they affect suppliers. Membership of the group comprises representatives of influential business & industry bodies - such as the Scottish Trade Unions Congress, the Scottish Chambers of Commerce, CBI Scotland, and the Federation of Small Businesses. The Head of the Scottish Procurement Directorate - Nick Bowd - represents the interests of Procurement Scotland on this board, with the Head of Procurement Scotland invited to attend as appropriate.

The Procurement Reform Delivery Group (PRDG) oversees implementation of the Public Procurement Reform Programme. Membership of the Group includes the heads of each of the national and sectoral procurement centres of expertise. The Delivery Group plays a key role in developing collaborative national and sectoral approaches to procurement and in minimising unnecessary duplication of resource. The Delivery Group takes direction from the Public Procurement Reform Board and reports, and provides assurance, to the Board on implementation of the reform agenda. The Head of Procurement Scotland directly represents the interests of Procurement Scotland on the Group.

Procurement Scotland reports regularly to the reform governance boards. This includes a regular written progress report highlighting progress to date, key achievements & future plans, and key issues & risks.

2.5 Funding

Following a successful bid under the 2007 Spending Review, Procurement Scotland is currently centrally funded for the 3 years of the Spending review i.e. up to and including 2010-2011.

3. Progress and Key Achievements to date

Since the official launch of Procurement Scotland in March 2008 we have realised a number of key achievements. For the £1.1 billion of spend on category A commodities initially identified, Procurement Scotland has in place or in hand business plans to address around £750m of this total. Secured savings to date are circa £25m, with a total of £84m being targeted by the end of the Spending Review period (see Appendix B: High Level Target Savings Plan).

Highlights to date include:

- In July 2008, we established a national approach for the provision of office supplies for all Scottish public sector bodies. The resultant national contracts, covering general stationery, paper and IT consumables, are anticipated to deliver around £23m savings for the Scottish public sector over the 3 years of the contract (with the option to extend for a further year).
- We held our second IT Hardware e-auction event in December 2008, following the success of the initial IT Hardware Collaborative Procurement Arrangement (CPA) when more than £6m of cashable savings were shared by around 100 organisations. On this latest occasion suppliers were offered the opportunity to win cross-sectoral business in Scotland for a committed volume in excess of 80,000 units of IT hardware equipment, including PCs, laptops and monitors. Savings are likely to surpass those for the first event.
- Collaborate contracts for electricity are about to be announced. The agreements will cover an initial supply period of three years (1st October 2009 – 30 September 2012) with options to extend by a further year. The total value of the contracts is likely to be around £200m per annum with annual savings expected to be up to £10m. Positive support has also been shown from numerous public bodies to progress a national contract for Gas, with a planned contract commencement date of April 2010, with fuel oil and water contracts to follow.

We are also well on the way to establishing national arrangements for the other Category A portfolios (See Appendix C). :-

- the Office Equipment portfolio team will establish an office equipment framework in May 2009 covering MFDs (multi-functional devices), photocopiers and printers;
- the Professional Services portfolio team is working towards establishing national arrangements for business management consultancy and temporary, agency and interim management recruitment in 2009;
- the Telecoms portfolio team is focussed on establishing a national arrangement for fixed telephony services in 2009;
- the IT software portfolio is leading negotiations with Oracle in establishing an Unlimited License Agreement, working with OGCbs in establishing a New Generation Agreement for Microsoft applications and negotiating on ePS software license agreements.

As part of the procurement strategy development process for each commodity, we consider on a case-by-case whether use of the relevant OGC buying solutions (OGCbs) framework is likely to be the best solution. Criteria to be considered include the contribution to the Government's Purpose; impact on the indigenous market; scope to improve value for money by running mini-competitions; and process costs. An example of effective collaborative working with OGCbs is IT Hardware, where we used OGCbs' Catalyst framework as the basis for mini-competitions for desktops and laptops in 2007 and 2008, achieving significant savings in the process (see highlight above).

In addition to the progress on Category A portfolios we are leading the cross-sectoral People and Skills Work stream to ensure that procurement staff, in the Scottish public sector, have the appropriate skills for their level of responsibility, easy access to a wide range of professional and vocational training and a recognisable professional procurement career path.

In terms of staffing, our current complement comprises 38 posts (See Appendix D: Organisation Chart). We currently have 33 permanent employees with 5 interim staff employed on a temporary basis. We plan to increase our permanent complement (and reduce interims) during 2009.

4. Our Aims, Objectives and Measuring Success

In line with the Scottish Government’s corporate business planning process, we have developed a number of strategic aims and objectives. These are fully aligned to the Scottish Government’s overarching purpose of sustainable economic growth and the new National Performance Framework. These objectives and indicators are included here in full.

Strategic Priorities & Objectives	Performance Indicators
<p>1. Supporting Ministers in delivery of the Scottish Government’s purpose</p> <p>Contributing to strategic policy development and to the operating efficiency of Scottish Government.</p>	<p>1. Demonstrable contribution to wider government policy development and implementation</p>
<p>2. Category Leadership:</p> <p>Developing and implementing procurement strategies that deliver best value for money, balancing all elements of the government’s purpose and economic strategy.</p>	<p>1. Secured and delivered savings against business plan</p> <p>2. Sourcing strategies fully informed by</p> <p>a) Economic assessment, and</p> <p>b) Assessment of cohesion, sustainability and solidarity</p> <p>3. Category leadership recognised formally e.g. awards and informally (such as expertise sought)</p>
<p>3. Market Development and Innovation:</p> <p>Driving competitive markets, and providing a level playing field for suppliers of all sizes, supporting market and supplier capability and capacity development.</p>	<p>1. All commodity strategies are market tested</p> <p>2. There is proactive supplier/market engagement throughout the procurement lifecycle.</p> <p>3. Regular engagement with all relevant business organisations (national and sectoral).</p> <p>4. Innovative supplier and contract management improves supply chain performance</p> <p>5. Positive supplier and broader market feedback</p>
<p>4. Stakeholder Engagement and Buy-In:</p> <p>Enabling and supporting clear and operational stakeholder engagement landscape with effective collaborative working relationships and communication.</p>	<p>1. Ways of working with clear governance arrangements, protocols and responsibilities agreed and operating effectively.</p> <p>2. Clear and open stakeholder engagement channels in place across all commodities and sectors (UIG map)</p> <p>3. COE endorsement of Cat A strategies and plans</p> <p>4. Stakeholder buy-in demonstrated via high compliance to national arrangements</p> <p>5. Effective communications (at this point pending results from customer interviews and Programme-level comms review)</p>

<p>5. Programme and Performance Management: Deploying robust programme and quality management methodologies at an organisational, team and category level.</p>	<ol style="list-style-type: none"> 1. Project plans in place and being actively used for all Category A activities. 2. Adherence to Procurement Scotland mandatory management and stakeholder endorsement/approval checkpoints. 3. Robust Risk Management procedure including regular review of issues and risks. 4. Performance measured, managed and improved - dashboard. 5. Alignment with other CoE commodity plans 6. Quality and programme management systems in place and being effectively used
<p>6. Policy and Procurement Best Practice: Contributing to development and implementation of procurement policy and best practice</p>	<ol style="list-style-type: none"> 1. Innovators and exemplars of procurement best practice and policy implementation – formally recognised by awards and informally through our expertise being sought by others.
<p>7. National Procurement Skills: Leading the national work stream for people and skills to enable and underpin improvements of national and local people and skills.</p>	<ol style="list-style-type: none"> 1. Active procurement training and development programmes facilitated via national arrangements (CIPS, graduate recruitment, national training agreement) 2. Establishment of Scottish Procurement Faculty, relevant to Scotland’s needs, with active membership

5. Mapping Objectives to National Outcomes

The matrix below shows our four “delivery” objectives, underpinned by our three supporting objectives, mapped to the Scottish Government’s 15 National Outcomes.

	Supporting Ministers in delivery of the S.G.'s purpose	Category Leadership	Market Development and Innovation	Stakeholder Engagement and Buy-In	National Procurement Skills Policy and Procurement Best Practice Programme and Performance Management
We live in a Scotland that is the most attractive place for doing business in Europe	✓	✓	✓	✓	
We realise our full economic potential with more and better employment opportunities for our people	✓	✓	✓	✓	
We are better educated, more skilled and more successful, renowned for our research and innovation	✓		✓		
Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	✓				
Our children have the best start in life and are ready to succeed	✓				
We live longer, healthier lives	✓				
We have tackled the significant inequalities in Scottish society	✓	✓	✓	✓	
We have improved the life chances for children, young people and families at risk	✓				
We live our lives safe from crime, disorder and danger	✓				
We live in well-designed, sustainable places where we are able to access the amenities and services we need	✓	✓	✓		
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	✓		✓	✓	
We value and enjoy our built and natural environment and protect it and enhance it for future generations	✓	✓	✓	✓	
We take pride in a strong, fair and inclusive national identity	✓		✓		
We reduce the local and global environmental impact of our consumption and production	✓	✓	✓	✓	
Our public services are high quality, continually improving, efficient and responsive to local people's needs	✓	✓	✓	✓	

6. Key Management Planning and Tracking Process

Procurement Scotland are working within the general principles of the European Foundation for Quality Management (EFQM) Excellence model. This model facilitates continual improvement through the tracking and measurement of key result areas that are used to feed back into the planning process. Our Management Planning and Tracking processes are described below.

Strategic Plan

This Strategic Plan is reviewed annually by the Senior Management Team and will be approved by the Procurement Scotland Supervisory Board. The Strategic Plan is used to inform and guide our Strategic Priorities and Operational Business Plan.

Strategic Priorities

The Strategic Priorities and objectives are outlined in the Strategic Plan, and are recorded and tracked in the Scottish Government's Corporate Planning Tool. The Corporate Planning Tool is updated monthly, both in terms of evolving milestones and in their completion. This is updated via a monthly Senior Management Strategic Issues meeting.

Operational Business Plan

The expected timing and scale of benefits (particularly value for money savings), are recorded in our Operational Business Plan. This is reviewed and updated on a six monthly basis by the Strategic Procurement Managers, based on activities emanating from our Category plans. An extract from the Operational Plan showing annual target savings is shown in Appendix B.

Category and Capability Development Plans

The Strategic Priorities and Operational Business Plan inform our Category and Capability Development Plans. These plans are reviewed on a regular basis, depending on the phase and activity level of the specific plan. Progress with all Category Plans is reported formally every two weeks to the Senior Management Team, where the progress, risks and issues are used to inform the Strategic Priorities and Operational Business Plan.

Performance Dashboard and Benefits Funnel

In order to measure performance against strategic priorities and the operational business plan a Performance Dashboard (See Appendix E) and Benefit Funnel have been developed and this is reviewed regularly along with the Category and Capability Plans.

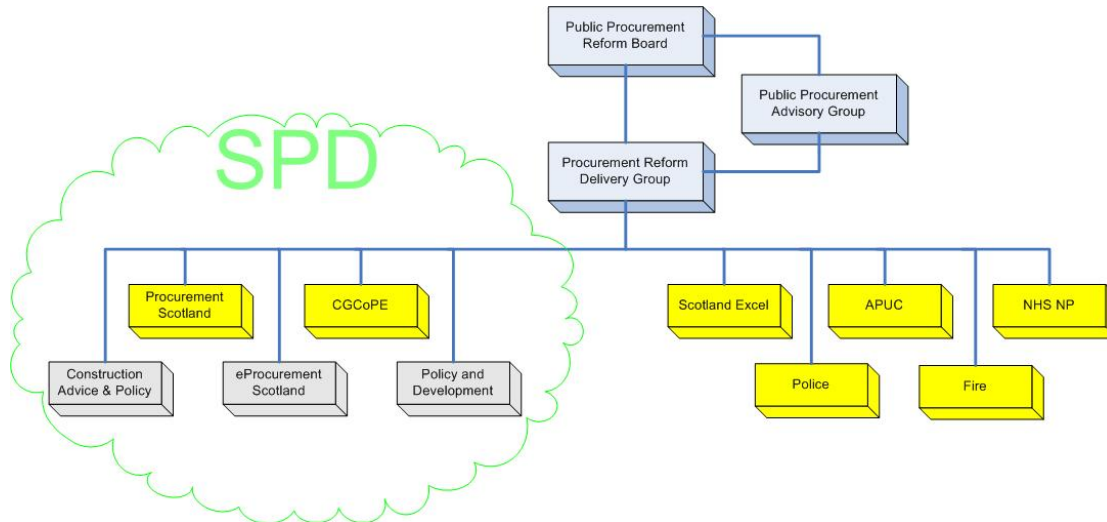
7. Dependencies

The delivery of the strategic plan will depend upon our successful management of the following dependencies:-

- Continued central funding to support current plans;
- Successful operation of our “governance and operating” model (see Appendix F: Category Strategy Endorsement Plan) including
 - Positive relationships with key stakeholders, particularly CoEs and customers
 - A robust and effective framework for decision making
- Maintaining an innovative and effective working environment, covering
 - People development and support;
 - Peer review;
 - Pragmatic implementation and development of best practice and policy;
 - Continual improvement/performance management
- Pro-active and open engagement with customers, suppliers and other stakeholders, ensuring
 - Thorough understanding of needs;
 - Feedback and improvement loops;
 - Access to, and engagement with, knowledgeable and influential customers
- Access to key systems and ability to influence their future capabilities, including
 - eSourcing Scotland;
 - The Hub;
 - Collaborative tools;
 - Value-added Web capability
- Managing evolving legal and regulatory developments to ensure inter alia customer access to contracts

8. Appendices

8.1 Appendix A: Divisions with SPD



The figure above shows the five divisions within the Scottish Procurement Directorate and their relationship with the other Centres of Expertise (in yellow) and the broader reform programme. The divisions within SPD other than Procurement Scotland are

Central Government Centre of Procurement Expertise (CGCoPE) are responsible for leading and facilitating collaborative procurement activity for Scottish Government Agencies, Non-Departmental Public Bodies (NDPBs), Tribunals and Public Corporations.

Policy & Development aim to improve governance, policy and legislative framework for the Scottish public sector, promoting value for money, best practice and propriety to support sustainable economic development in the interests of a wealthier and fairer Scotland.

Construction Advice and Policy (CAPD) provides a focal point for leadership and support across the Scottish Government in relation to construction procurement, policy, procedures and legislation.

eProcurement Scotland (ePS) is responsible for contract management and development and delivery of a national electronic procurement system. This service is available for use within the Scottish public sector, including central and local government, further and higher education and the NHS.

8.2 Appendix B: High level Target Savings Plan

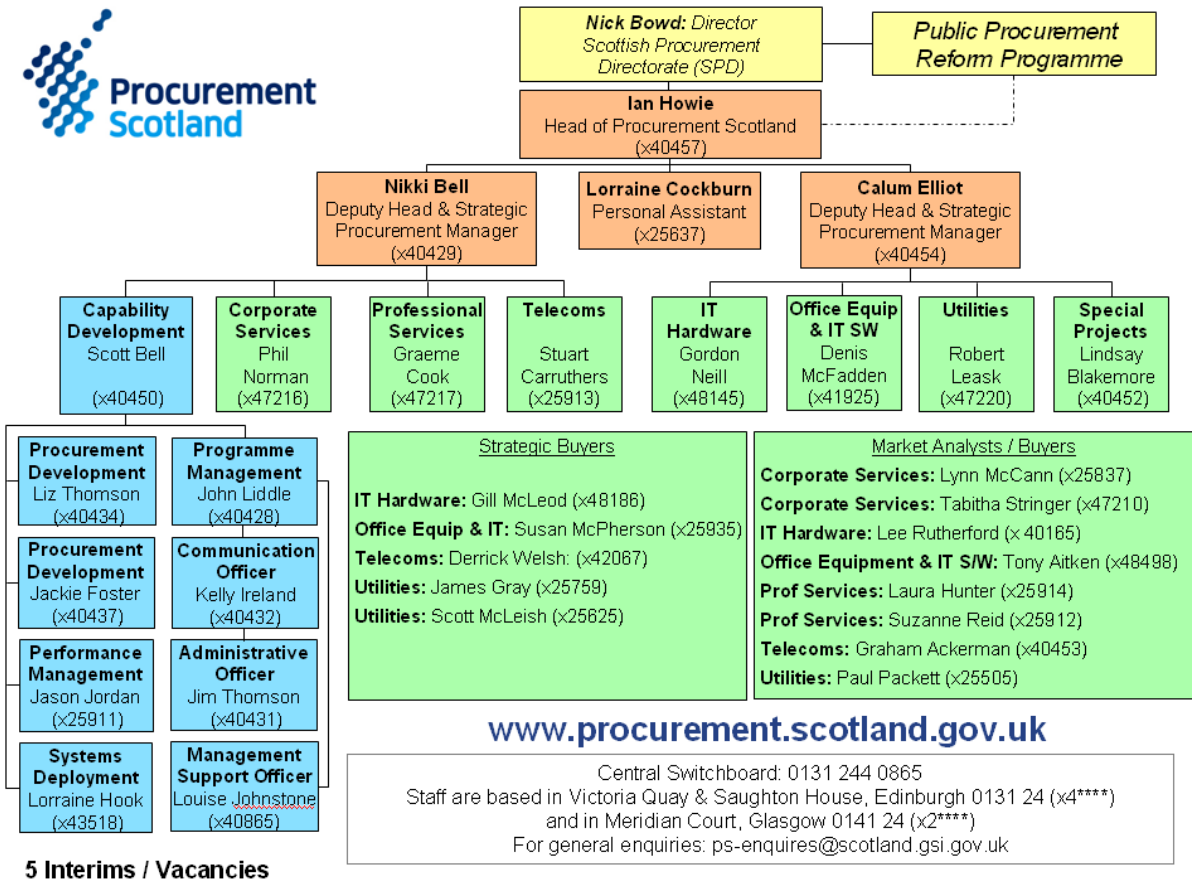
Category	Sub-Category	FY 07/08 (£ m)	FY 08/09 (£ m)	FY 09/10 (£ m)	FY 10/11 (£ m)
CORPORATE SERVICES	Office Supplies - General Stationary	£0.00	£1.75	£2.80	£2.80
CORPORATE SERVICES	Office Supplies - Computer consumables	£0.00	£2.25	£3.60	£3.60
CORPORATE SERVICES	Office Supplies - Paper & Board	£0.00	£0.83	£1.32	£1.32
CORPORATE SERVICES	Travel management	£0.00	£0.00	£0.84	£1.26
CORPORATE SERVICES	Postal, Freight & Couriers	£0.00	£0.00	£1.72	£2.36
IT HARDWARE	IT Hardware	£2.00	£5.40	£4.80	£4.80
IT SOFTWARE	IT Software	£0.00	£0.00	£3.00	£4.20
OFFICE EQUIPMENT	MFDs / Printers	£0.00	£0.00	£0.72	£0.84
PROFESSIONAL SERVICES	Business & Management Consultants	£0.00	£0.00	£0.70	£1.41
PROFESSIONAL SERVICES	IT Consultants	£0.00	£0.00	£0.59	£1.78
PROFESSIONAL SERVICES	Agency Staff	£0.00	£0.00	£1.14	£2.28
TELECOMS	Telecom Services	£0.00	£0.10	£2.36	£3.59
TELECOMS	Mobile Phones	£0.00	£0.26	£1.05	£1.05
UTILITIES	Electricity	£0.00	£0.00	£2.50	£9.00
UTILITIES	Gas	£0.00	£0.00	£0.00	£3.00
UTILITIES	Petrol/Fuel Oil	£0.00	£0.00	£0.00	£0.90
TOTALS		£2.00	£10.59	£27.15	£44.19

£84m

8.3 Appendix C: Planned Category Activities

Category (commodities)	Month of Contract Award			Duration
	2008-2009	2009-2010	2010-2011	
IT Hardware				
Desktops/Laptops/Monitors	Dec 2008	Dec 2009	Dec 2010	1 year
Netbooks		May & Nov 2009	May 2010	6 months
IT Hardware Disposal		Sept 2009		3 years + 1
IT Software				
Oracle ULA		Q1 2009		
Microsoft NGA		Q2 2009		
Office Equipment				
Office Equipment		Q2 2009		
ePS				
Pecos License – Conclude Negotiation		Q1 2009		
Corporate Services				
Office Supplies	Sept 2008			
Courier Services		Feb 2010		
Postal Services		Nov 2009		
Travel			Q2 2010	
Utilities				
Electricity		Apr 2009		1/10/09 – 30/9/13
Gas		Nov 2009		1/4/10 – 31/3/14
Liquid Fuels			Q3 2010	3 + 1
Water			Q3 2010	3 + 1
Telecoms				
Fixed Telephony Lines		Nov 2009		2 years + 2 y option
Telecoms Solutions (to include hardware, managed services, and possibly maintenance services)			Dec 2010	5 year framework
Professional Services				
Bus. Management consult		October 2009		
Temp& Agency - Interim Management Recruitment		Sept 2009		
IT Consultancy		Winter 2009		

8.4 Appendix D: Procurement Scotland Organisation Chart



8.5 Appendix E: Performance Dashboard

Performance Dashboard – March 2009

Benefits

Target (Period of Spending Review)	£83.9m	£9.9m
of which Planned (Sourcing Strategy approved)	£30m	R Less than 6 months ahead of Target A 6 months ahead of Target G More than 6 months ahead of Target
of which Secured (Arrangements in place)	£25m	R Less than 3 months ahead of Target A 3 months ahead of Target G More than 3 month ahead of Target
of which Delivered	£7.3m	R More than 3 months behind target A Less than 3 months behind target G On or ahead of Plan

Practice

#	Description	Status
1.	Total Savings Achieved Year on Year	£7.3 m
2.	Customer Satisfaction Survey	
3.	Supplier Satisfaction Survey	
6.	% of BRIs that show improvement since previous report	20%
7a.	% of procurement staff with a professional qualification	50%
7b.	% of procurement spend actively influenced by a procurement professional	100%
8.	% procurement staff undertaking formal training	29%
9a.	% electronic contract notice	100%
9b.	% electronic award notice	100%
9c.	% contracts through e-sourcing (e.g. electronic tendering systems)	100%

Strategy

Objective	Status
Supporting Ministers in delivery of the Scottish Government's purpose	
Category Leadership	
Market Development and Innovation	
Stakeholder Engagement and Buy-In	
Programme and Performance Management	
Policy and Procurement Best Practice	
National Procurement Skills	

Resources

Resource	Indicators	Status
Staff	FTE (38)	30.6
	Quarterly Turnover (Leavers/Headcount)	0 %
Budget	Staff (£m)	Actual (£)
	Administration (£m)	Actual (£)

Return On Investment	170%
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8.6 Appendix F: Category Strategy Endorsement Plan

The following table outlines the endorsement model that will be applied to Category A procurement strategy development and implementation. (Including interim and future governance).

Checkpoint	Sectoral Endorsement					
	APUC	CG	EXCEL	FIRE	NHS	POLICE
Project Start-Up / High Level Opportunity Analysis	Collab Proc. Manager	Collab Proc. Manager	Head Of Purch. Services	TBA	Strat Sourcing Director	TBA
Category Profile and Opportunity Assessment	Collab Proc. Manager	Collab Proc. Manager	Head Of Purch. Services	TBA	Strat Sourcing Director	TBA
Category / commodity Strategy	Sign off by Steering Group	Sign off by Procurement Delivery Group	Sign off by Steering Group	TBA	Sign off by Commodity Advisory Panel	TBA
Framework Award Approval	Sign off by APUC Steering Group	Sign off by Procurement Delivery Group	Sign off by Steering Group	TBA	Sign off by Commodity Advisory Panel	TBA
Ongoing Implementation / Participation Agreement / Compliance Review	Collab Proc. Manager with individual institutions	Collab Proc. Manager with individual bodies / agencies	Head Of Purch. Services with individual LA's.	TBA with individual services	Strat Sourcing Director with individual Health Boards	TBA With individual forces