



The Scottish
Parliament

Procurement Services

Responsible Purchasing Strategy

Responsible Purchasing Strategy

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1 Foreword and scope

We are delighted to endorse this Responsible Purchasing strategy, which builds on [existing policies](#) and achievements and will deliver tangible improvements across the following areas:

- Professionalism
- Environmental impact
- Ethical and social issues
- Small & Medium sized Enterprises (SMEs) and Scottish suppliers

For each of these areas, the strategy describes where we are now. It defines our aspirations and sets out the initial steps we will take to achieve them.

We acknowledge that this is a challenging initiative and we recognise the need to balance a number of complex and often disparate factors. We are, however, extremely proud of what we have achieved so far and will push forward with determination. There is much to be done, but we are committed to achieving the objectives set out in this strategy.

[To be signed by Paul Grice, Chief Executive & Alex Fergusson,
Presiding Officer]

2 Introduction

The Scottish Parliamentary Corporate Body (SPCB) is responsible for ensuring that the Parliament is provided with the property, staff and services it requires. The SPCB has responsibility for a wide range of issues to do with the running of the Parliament including the procurement of goods and services, which is taken forward on its behalf by Procurement Services.

Procurement Services will demonstrate leadership in responsible purchasing, putting it at the heart of procurement decision making by addressing four broad themes:

- Professionalism
- Environmental impact
- Ethical and social issues
- Small & Medium sized Enterprises (SMEs) and Scottish suppliers

The term “Responsible Purchasing” was adopted rather than, say, sustainable procurement, as we felt it better describes these four themes.

By delivering the Action Plan (Annex A) we will turn policies and principles into real achievements. We recognise though that this will take time and see this strategy as the next step in an evolving long term commitment, during which we will identify and commit to increasingly stretching objectives.

The strategy aims to bring together separate policies, principles and initiatives into a single Responsible Purchasing Policy. This will then be integrated throughout all procurement procedures ensuring consistency with existing principles of value for money, efficiency and legal compliance.

In the development of this strategy, extensive research was undertaken and focus groups were held to enable us to obtain the views of key internal and external stakeholders on the emerging priorities. The strategy has the full commitment of the Scottish Parliamentary Corporate Body, the Chief Executive and the Parliament’s Directors’ Group.

Our Vision

Let's not cost the earth....

Through continually challenging our activities and encouraging and inspiring others, our Responsible Purchasing approach will deliver tangible results that make a difference, now and in the future.....

.....for society and the environment

3 The Journey so far

Responsible Purchasing is a vast and complex area. Prior to 2002 we had developed stand-alone policies to cover environmental, health and safety and equalities issues. These were supported by procedural guidance but did not fully recognise the convergence between environmental, social and ethical concerns.

Wishing to take a holistic approach and acknowledging the need for specialist advice, we agreed that we had a genuine desire for change. In 2003 we engaged the Centre for Human Ecology to help us to define our policy, produce a statement of principles and develop a 3-step plan for implementation. Later in the same year the SPCB approved the implementation of a responsible purchasing approach, commencing with the adoption of the statement of principles and 3-step implementation plan.

The statement of principles

“The Scottish Parliament is committed to purchasing responsibly in ways which build on the Parliament’s strategic priorities and contribute to sustainable development.

Purchasing responsibly means:

- Effectively meeting the needs of the Parliament for goods, services and minor works;
- Taking account of the impact of today’s decisions on people and the environment, both now and in the future;
- Acting ethically at all times in our dealings with colleagues, customers, actual & potential suppliers;
- Having the necessary skills and knowledge to evaluate and respond to conflicting demands;
- Complying with regulations and taking reasonable steps to ensure that others act in compliance”

Steps 1 and 2 of implementation

The first two steps towards implementation related to raising awareness and working with contractors. These steps have been largely achieved and have created a firm foundation on which to build. Some key achievements to date include:

Responsible Purchasing policy and procedures	Developed and posted on Parliament website Responsible Purchasing considerations included in specifications and evaluation criteria
Training & development	Initial training delivered to

	<p>procurement staff & contract managers</p> <p>On-going commitment to keeping abreast of developments, attending external events/seminars as required</p>
Communication	<p>Presentation delivered to contractors</p> <p>Internal communication of Responsible Purchasing approach to business areas</p> <p>Worked with Parliament specialist managers (with responsibility for environment, health & safety and equal opportunities) to implement, promote and develop Responsible Purchasing</p>
SMEs	<p>The most recent of our annual “Meet the Buyer” events, which are targeted at SMEs, included a workshop on Responsible Purchasing</p> <p>Links with organisations representing SMEs have been developed</p>

We have achieved a great deal since the Parliament’s inception in 1999 – a period that was already full of unique challenges, such as establishing the Parliament’s procurement team, developing all procurement policies, procedures and documentation, and letting all necessary contracts for the Parliament’s interim accommodation and for the subsequent move to Holyrood. Although we are proud of what we have achieved so far, we recognise that a much bigger task lies ahead if we are to fully integrate this initiative into all procurement activity.

Step 3 of implementation

We are now starting to implement Step 3, which is about continuing improvement and working towards best practice. To achieve this, we have developed this comprehensive strategy and will keep abreast of Public Sector guidance and other emerging issues. In particular, we will be identifying and taking account of risk areas¹ in the supply chain and embedding Responsible Purchasing into all our practices and will be encouraging our suppliers to do the same. We are also committed to sharing expertise and best practice.

This approach will enable us to focus on key priorities and associated targets in a structured manner and to achieve continuous improvement. The strategy

¹ i.e. areas covered within professionalism; environmental impact; social & ethical issues; SMEs and Scottish suppliers

will be reviewed regularly, with subsequent versions (including updated action plan) and progress against objectives being published annually. Overall success will be measured in a published report, which will be independently verified by internal auditors by March 2010.

4 Professionalism

Where are we now?

Our existing SPCB policy on ethical standards for purchasers is based on the Chartered Institute of Purchasing and Supply (CIPS) principles and represents best practice. We require all Purchasing Manager grades and above to have full membership of CIPS (currently 75% have MCIPS with the remaining 25% working towards membership). We have well developed policies and procedures in place to ensure that purchasers receive appropriate training, development and support. These include:

- Procurement training strategy
- Formal coaching plan
- Individual competency-based skills profiles
- Annual training plan for Procurement Services
- Individual personal development plans.

Additionally, we provide training to non-procurement staff who are involved at some point in the procurement process (e.g. producing specifications, evaluating tenders, contract management) and to those with limited delegated purchasing authority. However, we recognise the need to provide more support to non procurement staff, to ensure consistency in terms of commercial awareness.

Our overall aspiration

To be regarded as highly professional in all procurement activities by suppliers, customers and other organisations.

Key priorities

Clear and effective policies and guidance

Training, development and support of all staff involved in the procurement process

Measuring Progress

5. Environmental Impact

Where are we now?

The SPCB approved a corporate environmental policy in October 2005, which is implemented by an environmental management system, certified to ISO14001:2004 (the assessing organisation was “particularly impressed with the responsible purchasing policies of the Parliament, which include many environmental criteria”). Existing procurement policies detail how Procurement Services has been working towards corporate environmental objectives. Further, Procurement Services is represented on the Parliament's Environmental Working and Steering Groups, which also enables contribution to corporate initiatives.

European legislation provides scope for environmental factors to be considered within the procurement process, provided that they relate to the subject matter of the contract. As such, we have already been able to develop this area to some extent. For example, we have well developed policies, procedures and guidance which have allowed us to improve the environmental impacts of targeted contracts. A culture has developed within Procurement Services, whereby activities are routinely considered in terms of environmental impacts. (For example, individual procurement strategies are required to challenge whether or not the goods and/or services are actually required and, if so, ensure that key environmental criteria are specified).

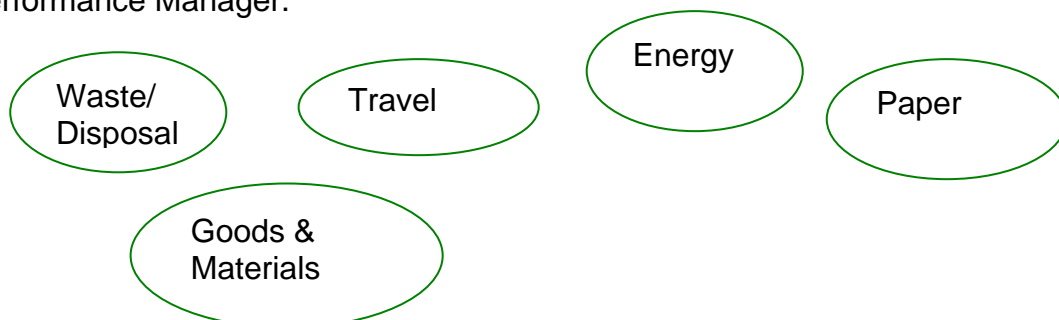
However, environmental evidence is developing and changing rapidly and we need to keep abreast of these developments and ensure that the environmental impact of our procurement decisions is always measured against the best available knowledge at the time.

Our overall aspiration

To ensure that the procurement decisions we take today have the minimum possible adverse impact on the environment, both now and in the future.

Key priorities

The key priority areas stem from those corporate environmental objectives agreed by the SPCB. This approach enables purchasing decisions to feed directly into the organisation's environmental targets. This will be achieved by continuing to work in collaboration with the Parliament's Environmental Performance Manager.



6. Ethical and Social Issues

Where are we now?

This is the most complex and diverse area within our Responsible Purchasing initiative and is a relatively new consideration within public procurement generally. We have already taken steps towards the integration of equalities (e.g. race, gender, disability) and health and safety issues into the procurement process, but recognise the need to focus on broader human rights issues within the supply chain (such as child labour and fair pay). We also need to ensure that the procurement process is accessible to a variety of suppliers (e.g. black and minority ethnic enterprises, women owned organisations and the Social Economy). The challenge will be to achieve all of this whilst ensuring consistency with European procurement principles.

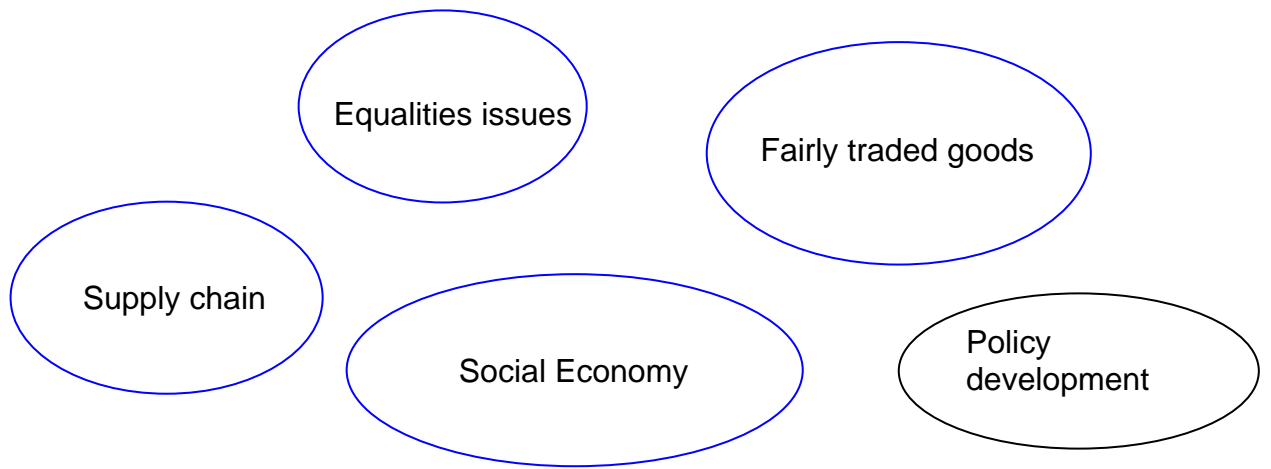
An overall policy needs to be created, taking account of emerging best practice. This will build on our well developed policies and procedures relating to health and safety and equalities. Although there has been no systematic approach to improvement in this area, there are isolated examples of positive achievements:

- Fairly traded goods Product range expanded from the initial tea & coffee only to include e.g. wine, juices, cereal bars and confectionery.
- Equalities Well developed stand-alone policies & procedures, which have led to some contract improvements (e.g. use of non gender/race-specific toys in the crèche).
- Conditions of contract Revised conditions of contract to enhance health & safety and equalities provisions.
- Developing links Participation in Social Enterprise events; Provision of presentations to relevant groups (e.g. Scottish Social Enterprise Coalition).

Our overall aspiration

To ensure that the procurement decisions we take, where possible, deliver positive benefits in social and ethical terms, involving the Social Economy wherever appropriate.

Key priorities



7. SMEs and Scottish Suppliers

Where are we now?

We have a clearly defined policy to actively remove barriers to SME participation in procurement. This policy also applies to Scottish suppliers. Considerable progress has already been made, with regular targeted events being held and issues facing SMEs being taken into account in the development of policies and procedures.

Our achievements in this area include:

- Annual “Meet the Buyer” events
Aimed specifically at SMEs and Scottish suppliers, events are interactive and targeted to suppliers’ needs.
- Simplification of documentation & processes
E.g. increase of formal tendering threshold from £30k to £60k; production of all standard terms & conditions of contract in plain English.
- Accessibility
Advertisement of tender opportunities on websites aimed at SMEs and Scottish suppliers;
Procurement policy manual is in Plain English and on the website;
Publication of current and forthcoming contracts (above £10k) on Parliament website;
Publicising of potential sub-contracting opportunities.
- Developing links
Provision of presentations to relevant groups (e.g. Federation of Small Business).

Currently we do not have sophisticated management information about SME participation in our procurement activities. We lack, for example, effective tools for measurement and reporting, and these will be developed.

Our overall aspiration

To give SMEs and Scottish suppliers equal opportunities to gain contracts.

Key priorities

Address remaining barriers
to SME participation

Maximise
sub contracting opportunities for SMEs

Measure, monitor and
report on progress

8. Realising Our Potential

The next part of this strategy document sets out plans to implement the strategy and includes an Action Plan at Annex A.

Commitment

There is genuine commitment to this strategy across the Parliamentary organisation. The Scottish Parliamentary Corporate Body has consistently demonstrated its commitment to Responsible Purchasing by approving the original policy and subsequent developments.

This strategy has been developed in close collaboration with senior management and other key stakeholders and has been approved by the Parliament's Directors Group, led by the Chief Executive.

Procurement Services is absolutely committed to delivering the strategy. The Head of Procurement has given Responsible Purchasing a high priority within the procurement management plan, securing a full-time resource dedicated to Responsible Purchasing and shared across the team. We recognise that Procurement Services cannot deliver this alone and we will work collaboratively with staff across the organisation.

It is essential that such a level of corporate commitment is maintained throughout the implementation of this strategy if our potential is to be realised.

Expertise

The scope of Responsible Purchasing is extremely wide and the subject is complex and diverse. The level of expertise required will vary according to individual roles within the procurement process. Training and support must therefore be tailored accordingly.

Role	Level of Expertise	Training and support
Responsible Purchasing Team Leader	Strategic, covering all areas.	<ul style="list-style-type: none">• Identify skills gaps from individual skills profiles & include in annual training plan.• Undertake on-going self development (e.g. reading, networking).• Undertake formal training event plus biennial refresher training.• Attend at least one targeted

		<p>conference/seminar per annum.</p> <ul style="list-style-type: none"> • Attend less formal events (e.g. workshops) as appropriate.
Responsible Purchasing 'Champions'	In-depth in specific area (e.g. environment).	<ul style="list-style-type: none"> • Identify skills gaps from individual skills profiles and include in annual training plan • Undertake on-going self development (e.g. reading, networking). • Undertake formal training event plus biennial refresher training. • Attend appropriate events (e.g. workshops, seminars).
Purchasers	<p>Good working knowledge of Responsible Purchasing policies, procedures and EU legislation.</p> <p>Basic knowledge covering all areas and contract specific issues.</p>	<ul style="list-style-type: none"> • Identify skills gaps from individual skills profiles and include in training plan • Attend annual in-house training session. • Have access to updates on new developments provided by 'Champions'. • Undertake individual research in advance of tender exercises. • Have access to library of guidance and 'Champions'.
Contract Managers	Understanding of Responsible Purchasing Issues and impacts within specific contracts.	<ul style="list-style-type: none"> • Incorporate Responsible Purchasing issues into CPM and specification writing training. • Have access to guidance and 'Champions'. • Access to in-house training sessions

Competency-based skills profile

If we are to enable purchasers to reach their full potential, it is important that their individual levels of skills and expertise are accurately assessed. We have devised a system that enables each purchaser to undertake an annual self-assessment of her/his skills level against defined competencies, in order

to develop an overall “Skills Profile”. The skills profile questionnaire includes competencies that relate specifically to Responsible Purchasing.

Resources

Procurement resources are finite. The Parliament is a relatively small organisation (approximately 500 staff) with a modest procurement spend (in the region of £15m p.a.). The actions and timelines within our strategy take account of the following issues:

Strengths

- Dedicated resource
- Internal expertise (Environmental Manager etc.)
- Tools – basic policies and guidance
- External expertise
- Willingness of suppliers

Threats

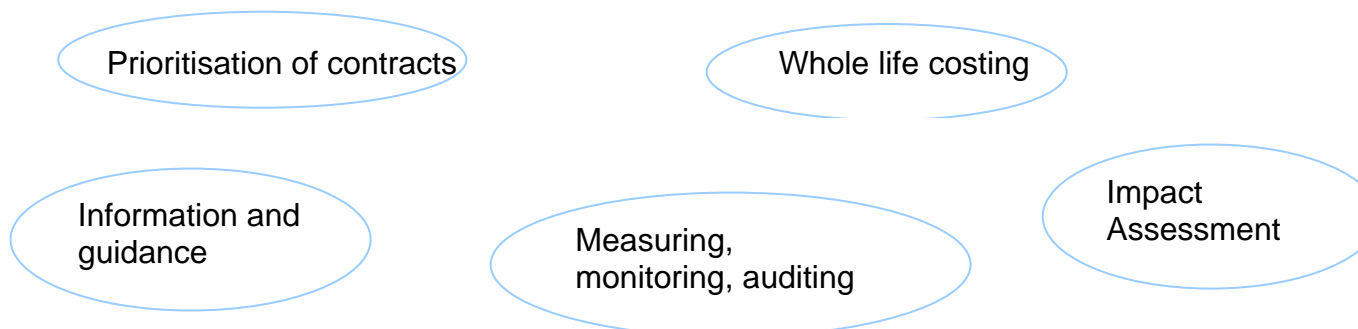
- Competing commitments and priorities
- Current lack of sophisticated tools
- External expertise – cost

Tools for purchasers

Whilst training & development are essential if we are to increase expertise, there is also a need to develop specific tools to support purchasers in the delivery of this strategy. One of the greatest challenges is the absence of industry wide accepted standards to demonstrate that our outputs actually represent best practice, especially in relation to environmental, social and ethical issues. We will therefore need to keep abreast of emerging standards in this extremely dynamic environment.

We currently have a limited range of basic tools (including a well developed [Contractor Performance Management system](#)). These need to be developed further.

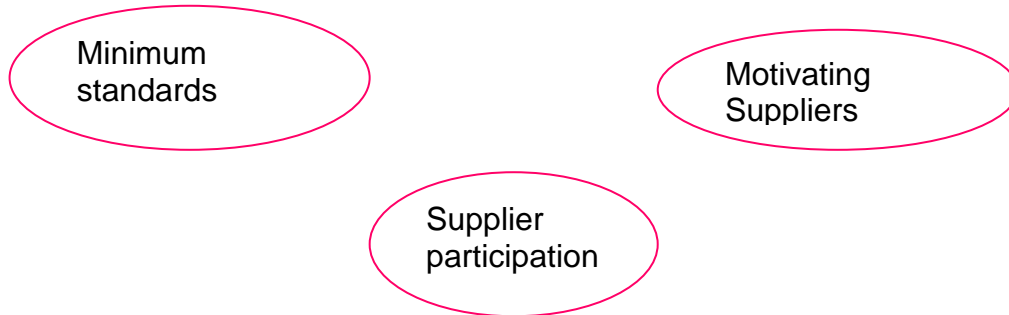
Key priorities



Engagement with Suppliers

Without the effective engagement of suppliers, we will not be able to deliver this strategy in its entirety. The importance of supplier engagement is reflected within many of the key objectives, but to demonstrate the importance of two-way participation, the following objectives have also been identified:

Key priorities



Communication

Responsible Purchasing awareness has been raised within Procurement Services and with other internal stakeholders via training, workshops and on-going consultation with our senior management team. Events have also been held with suppliers and existing contractors. We will demonstrate our commitment to being held accountable, by regularly publishing details of progress against this strategy. To ensure that effective and genuine two-way communication takes place throughout the implementation of this strategy, a detailed Communication Plan has been developed (Annex B)

Action Plan

Professionalism	
Objectives against key priorities	Deadline
<p><u>Policies and guidance:</u></p> <ul style="list-style-type: none"> • Revise existing Responsible Purchasing “Statement of Principles” to convey our evolving commitment • Introduce anonymous “feedback surveys” into Supplier Debriefs to measure performance and to improve policies and guidance • Develop a Delegated Purchasing Authority “network” to effectively disseminate changes in policy and guidance, and to obtain feedback for continuous improvement • Integrate Responsible Purchasing throughout the Procurement Procedures Manual • Revise the Procurement Policy Manual • Integrate Responsible Purchasing into the Contractor Performance Management System • Issue regular Procurement Notices to update SPCB staff on procurement developments 	<p>Feb 08</p> <p>May 08</p> <p>Qtly from June 08</p> <p>March 09</p> <p>October 09, then annually Dec 09</p> <p>Ongoing</p>
<p><u>Training, development & support of all staff involved in the procurement process:</u></p> <ul style="list-style-type: none"> • Review & update existing Procurement Training Strategy • Revise competency-based skills profile • Produce annual Procurement Services Training Plan • Identify means of increasing commercial awareness amongst non procurement staff • Review content of procurement-related training courses 	<p>March 08</p> <p>March 08</p> <p>May 08</p> <p>July 08</p> <p>Dec 08</p>
<p><u>Measuring progress:</u></p> <ul style="list-style-type: none"> • Produce baseline Procurement Services skills profile, then compare progress annually • Incorporate individual Responsible Purchasing objectives into annual staff appraisal system • Conduct survey of internal customers & contractors to produce baseline procurement performance assessment • Analyse feedback from all relevant hosted events (within 2 months) and compare against previous similar events 	<p>May 08, then annually May 08</p> <p>Mar 09</p> <p>Ongoing</p>

Environmental Impact	
Objectives against key priorities	Deadline
<p><u>Waste/Disposal:</u></p> <ul style="list-style-type: none"> • Appoint “Champion” to cover waste & disposals • Identify current disposal methods within key contracts and set improvement targets • Identify current waste generation within key contracts and set targets for reduction 	<p>Nov 07 March 09 March 09</p>
<p><u>Energy:</u></p> <ul style="list-style-type: none"> • Set parameters for electricity use within the catering services contract and monitor performance • Identify existing equipment with high energy consumption and set targets for re-let improvements • Continue to purchase 100% renewable energy within electricity contracts 	<p>March 08 Ongoing Ongoing</p>
<p><u>Goods and materials</u></p> <ul style="list-style-type: none"> • Work with existing contractors to identify goods & materials used within our contracts that have a high, adverse environmental impact and introduce sustainable alternatives • Implement the UK Government Sustainable Procurement Action Plan’s “54 Quick Wins” and record success 	<p>Ongoing Ongoing</p>
<p><u>Travel</u></p> <ul style="list-style-type: none"> • For procurement-related travel, establish carbon profile and set carbon budget for 2008/09 • Identify delivery arrangements (goods) for all key contracts and set targets for improvement in terms of environmental impact 	<p>March 08 March 09</p>
<p><u>Paper</u></p> <ul style="list-style-type: none"> • Establish paper usage within Procurement Services and agree target for reduction 	<p>April 08</p>

Ethical & Social issues	
Objectives against key priorities	Deadline
<u>Policy development</u> <ul style="list-style-type: none"> • Develop integrated social and ethical policy 	Sept 09
<u>Equalities issues</u> <ul style="list-style-type: none"> • Review and improve selection and award criteria guidance • Incorporate equalities issues into Contractor Performance Management System • Work with contractors to ensure they have effective and fair monitoring & escalation procedures for our contracts 	Sept 08 Sept 08 Ongoing
<u>Fairly traded goods</u> <ul style="list-style-type: none"> • Undertake comprehensive investigation and evaluation of fair trade to inform future procurement strategies • Continue to increase the range of fairly traded products offered 	May 09 Ongoing
<u>Supply chain</u> <ul style="list-style-type: none"> • Introduce contractor questionnaire for key contracts to identify and assess responsible purchasing impacts within the supply chain. • Incorporate results from questionnaires into Impact Assessment Action Plan (see Tools for Purchasers) and work with contractors to achieve improvements 	Dec 08 May 09
<u>Social economy</u> <ul style="list-style-type: none"> • Hold “Meet the Buyer” event targeted specifically at Social Enterprises • Incorporate into guidance the requirement for the Social Economy to be fully considered when developing individual procurement strategies • Record the number of contracts awarded to Social Enterprises • Regularly participate in relevant events/networking opportunities • At project planning stage, identify appropriate contracts to be “reserved” for supported business 	Oct 08 Sept 08 Nov 08, then ongoing Ongoing Ongoing

SMEs and Scottish Suppliers	
Objectives against key priorities	Deadline
<p><u>Address remaining barriers to SME participation</u></p> <ul style="list-style-type: none"> • Establish initial public sector focus group (market specific) to identify opportunities for collaboration to assist SMEs • Review and revise information available to SMEs • Produce easily accessible tendering guidance • Hold targeted 'Meet the Buyer' event • Provide guidance for purchasers to ensure that individual procurement strategies consider SMEs • Produce a list of all procurement documentation and set targets, where required, for conversion into Plain English • Review procurement processes to ensure they are not discriminatory towards SMEs or overly complicated • Utilise Scottish Executive Public Sector advertising portal when it becomes available • Regularly participate in relevant events/networking opportunities 	<p>July 08</p> <p>July 08</p> <p>Sept 08</p> <p>Oct 08</p> <p>March 09</p> <p>July 09</p> <p>Oct 09</p> <p>When available</p> <p>Ongoing</p>
<p><u>Maximise subcontracting opportunities for SMEs</u></p> <ul style="list-style-type: none"> • Identify subcontracted elements of existing high-value contracts as baseline • Increase publicity given to subcontracting opportunities 	<p>July 09</p> <p>Ongoing</p>
<p><u>Measure, monitor and report on progress</u></p> <ul style="list-style-type: none"> • Review SME and Scottish supplier definitions • Introduce effective system for measuring and monitoring SME participation throughout the procurement process. • Determine appropriate reporting mechanism 	<p>March 08</p> <p>Nov 08</p> <p>March 09</p>

Tools for Purchasers	
Objectives against key priorities	Deadline
<p><u>Prioritisation of contracts</u></p> <ul style="list-style-type: none"> • Identify appropriate models for prioritisation of our goods and services in terms of Responsible Purchasing and identify “priority” contracts 	March 08
<p><u>Impact assessment:</u></p> <ul style="list-style-type: none"> • Review and develop the existing Responsible Purchasing risk assessment guidance for our goods and services • Identify key Responsible Purchasing impacts for each of our “priority” requirements and produce Action Plan to achieve improvements 	Sept 08 Sept 09
<p><u>Information and guidance</u></p> <ul style="list-style-type: none"> • Appoint a procurement “Champion” for each main area of Responsible Purchasing • Develop an electronic “library” of relevant Responsible Purchasing information, appropriately categorised and maintained • Develop a list of product/service-related Responsible Purchasing questions for inclusion in evaluation procedures • Review & improve existing stand-alone Responsible Purchasing guidance before incorporating into overall Procedures Manual • Review and update all existing Responsible Purchasing templates 	Nov 07 April 08 June 08 Sept 08 Sept 08
<p><u>Whole Life Costing</u></p> <ul style="list-style-type: none"> • Identify and implement appropriate whole-life costing model(s) 	Oct 08
<p><u>Measuring, monitoring and auditing</u></p> <ul style="list-style-type: none"> • Develop a single system to record and measure progress. • Include relevant Key Performance Indicators (KPIs) in the performance monitoring of high-risk contracts (in Responsible Purchasing terms) • Undertake internal assessment of progress against Action Plan • Audit Services contractor to undertake interim assessment of Responsible Purchasing implementation • Benchmark progress against The UK Government Sustainable Procurement Task Force “Flexible Framework” • Publish report on overall success, verified by internal Audit Services • Identify and assess developing industry standards for incorporation into relevant guidance. 	Nov 08 March 09 Dec 08, then 6-monthly March 09 Dec 07, then annually March 2010 Ongoing

Engagement with suppliers	
Objectives against key priorities	Deadline
<p><u>Minimum standards</u></p> <ul style="list-style-type: none"> • Sign up to the Scottish Executive “Suppliers’ Charter” as minimum standards • Incorporate additional standards to reflect SPCB policies, producing SPCB Charter. 	<p>Nov 2007</p> <p>Sept 08</p>
<p><u>Motivating suppliers</u></p> <ul style="list-style-type: none"> • Identify appropriate “award” scheme to recognise suppliers’ achievements in relation to Responsible Purchasing 	<p>Oct 08</p>
<p><u>Supplier Participation</u></p> <ul style="list-style-type: none"> • Introduce standard questions within Supplier Debriefs to obtain feedback on Responsible Purchasing elements of the specified requirement • Hold at least one Focus Group with suppliers to deliver Responsible Purchasing improvements • Obtain feedback on the effectiveness of strategy implementation from organisations representing suppliers (e.g. Chambers of Commerce, Federation of Small Businesses, Social Economy) 	<p>March 08, then ongoing</p> <p>Dec 09, then annually</p> <p>Dec 09, then ongoing</p>

Communication Plan

Initial 6 Months		
Nature of Communication	Target Audience	By when?
Formal launch of Procurement Strategy	Invitees, including supplier representation	Nov 07
Publish strategy document on Parliament website	All stakeholders	Nov 07
Publish report of strategy launch on Parliament website	All stakeholders	Dec 07
Internal dissemination of information	SPCB staff, including Contract Managers	March 08
Hold corporate workshop(s) to obtain stakeholder feedback on implementation progress	Internal stakeholders	May 08
Within first 12 months		
Nature of Communication	Target Audience	By when?
Initial progress report	SPCB & senior management	Sept 08
Internal dissemination of information	SPCB staff	Nov 08
Publish annual progress report on Parliament website	All stakeholders	Dec 08
On-going communications		
Nature of Communication	Target Audience	Frequency
Progress reports at Procurement Services team meetings	Procurement staff	Weekly
Responsible Purchasing Group - progress/planning meetings	3 members of staff from Procurement Services, including the Head of Procurement	Weekly initially, gradually moving to monthly
Meetings to obtain feedback on implementation progress and to inform future objectives/strategy development	Internal stakeholders	At least Quarterly
Progress report included in Chief Executive's report to the SPCB	SPCB	Monthly
Workshops, training etc. to provide practical support and guidance	Relevant SPCB staff, including Contract Managers	At least annually
Sharing expertise and best practice	Interested parties	ongoing

GLOSSARY OF TERMS USED IN THIS DOCUMENT

Carbon budget	Maximum carbon usage available for travel within a financial year
“Champion”	A member of the SPCB procurement team with responsibility for promoting a specific aspect of Responsible Purchasing (e.g. environmental impact).
Chartered Institute of Purchasing and Supply (CIPS)	CIPS is the leading UK body representing purchasing and supply-chain professionals.
Contractor	A supplier currently undertaking an SPCB contract
Contractor Performance Management System	Sets out the process for SPCB staff to follow to ensure that both the SPCB and the contractor meet contractual obligations, deliver agreed objectives and achieve continuous improvement over the life of the contract.
Delegated Purchasing Authority (DPA)	DPA is the written authority that permits an individual to enter into a legally binding contract on behalf of the SPCB.
Escalation procedure	A formal process of reporting problems or complaints through a system of increasing levels of authority, to ensure appropriate corrective action is taken.
EU legislation	All European legislation relating to procurement, including the Treaty of Rome, Public Procurement Directives and the Public Contracts (Scotland) Regulations 2006.
Fairly Traded Goods	Fairly traded goods ensure better prices, decent working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world.
Impact Assessment	A way of assessing the effects that activities or decisions may have on people (socially and economically) and the environment.

ISO 14001	An internationally accepted standard on environmental management.
Key Performance Indicators	Measurements that help to define, measure and monitor progress
“Meet the Buyer”	Events targeted mainly at Small & Medium Sized Enterprises (SMEs), offering the opportunity for buyers to gain valuable market & product intelligence and for suppliers to learn more about forthcoming contract opportunities and Scottish Parliamentary Corporate Body (SPCB) procurement policies & procedures.
Performance Management System	Formal system to assess staff performance against agreed objectives and a competency framework.
Plain English	'Writing that the intended audience can read, understand and act on the first time they read it.
Procurement Notice	System of disseminating procurement-related information throughout the Parliament.
Procurement Policy Manual	Sets out SPCB policies in relation to procurement.
Procurement Procedures Manual	A guide for SPCB staff, setting out how SPCB policies should be carried out.
“54 Quick Wins”	Minimum environmental standards for 54 product categories, as produced in the UK Government Sustainable Procurement Action Plan 2007.
Reserved contract	Under the Public Contracts (Scotland) Regulations 2006, a contracting authority may reserve the right to participate in a tender exercise to only those organisations that operate “supported businesses”.
Risk assessment	A process of measuring risk to determine priorities and to enable identification of an appropriate level of response.
SMEs	Small and Medium Sized Enterprises – organisations that employ fewer than 250 employees.
SPCB	Scottish Parliamentary Corporate Body – Comprises the Presiding Officer and four Members, appointed by the Parliament. The SPCB is responsible for providing the Parliament with the property, staff and services it requires to operate effectively.

Social economy	Comprises voluntary and community organisations that use a business approach to delivering goods or services.
Social Enterprise	Social enterprises are businesses with a social purpose. They have social aims, trade in competitive markets and reinvest their profits for community benefit.
Specification	This is a description of requirements and the standards to which goods and/or services should conform
Supplier	An organisation providing goods and/or services for sale
Supplier Debrief	A method of providing feedback on the strengths and weaknesses of a tender submission to help the supplier improve the quality of future bids
Supply chain	All the elements in the process that enables the delivery of a product to a customer (including raw materials, manufacture, subcontractors, wholesalers, and delivery).
Supported business	A service in which more than 50% of the workers are disabled persons, who by reason of the nature or severity of their disability are unable to take up work in the open labour market.
Whole-life costs	The total cost of goods or services, taking into account purchase price, costs of usage over their lifetime (e.g. maintenance, repair, upgrades) and disposal of any waste at the end of their useful life.