



Procurement Strategy 2020-2023

Preserving the past | Recording the present | Informing the future

Contents

1.	Foreword	2
2.	Executive Summary	3
3.	Introduction	4
4.	Background and Strategic Context	4
	4.1 National Records of Scotland	
	4.2 Procurement	
	4.3 Value for Money	
5.	Vision and Mission	7
	5.1 NRS Vision and Mission	
	5.2 NRS Procurement Vision and Mission	
6.	Strategy Rationale and Aims	8
7.	Spend/Finance	8
8.	Procurement Performance and Action Plan	9
9.	Procurement Policies Tools and Procedures	10
10.	NRS Approach to Procurement	11
	10.1 Procurement Policy	
	10.2 People and Skills	
	10.3 Collaboration	
	10.4 Sustainable Procurement Duty	
	10.5 Community Benefits	
	10.6 Fairly and Ethically Traded Goods and Services and Fair Work Practices	
	10.7 Supported Businesses	
	10.8 SMEs and Third Sector Organisations	
	10.9 Green ICT	
	10.10 Health and Safety	
	10.11 Serious and Organised Crime	
	10.12 Cyber Security and Resilience	
	10.13 Advertising	
	10.14 Procurement Journey	
	10.15 Unsuccessful Bidders on NRS Contract Opportunities	
	10.16 Contract Management	
	10.17 Contracts Register	
	10.18 Payment to Suppliers	
	10.19 Compliance with Public Procurement Regulations	
	10.20 Procurement and Commercial Improvement Programme	
	10.21 Flexible Framework	
	10.22 Climate Change Duties	
11.	Implementation, Monitoring, Reviewing and Reporting	17
	11.1 Annual Procurement Report	
12.	Glossary of Terms	18

1. Foreword



National Records of Scotland (NRS) recognises the significant and importance of a having effective procurement and commercial management services within the organisation. This is a critical function in supporting the delivery of NRS business – from our day to day services and business operations and through to major projects and programmes. All require an element of procurement to allow us to work with partner suppliers and draw in specialisms, services and expertise to deliver success.

This document sets out how NRS Procurement will make a significant contribution to the delivery of our business priorities, as set out in our [Annual Business Plan](#). This will help NRS shape the future of our services and deliver value for our customers. The NRS procurement strategy underpins the commitment to delivering a high quality, strategic and supportive Procurement Service. It also underpins how NRS will deliver this service in a compliant and ethical way to secure sustained best value in support of NRS priorities and contributing to the wider and more sustainable outcomes for Scotland, as part of the Scottish Government's [National Performance Framework](#).

Our approach in NRS is also to invest time to improve the way we design, deliver and manage our procurements. In doing so, we want to ensure that we start with setting out clear requirements of the services that we need to procure. NRS Procurement works with all those across NRS who are involved in the procurement process in some way, to support in the identification of what we need and procure to ensure that we have the time for quality engagement with procurement frameworks and suppliers. This way we can help ensure better quality outcomes. We also recognise the importance of working with the Procurement Specialists to ensure policy, procedures and practices are adhered to, to achieve successful business outcomes and meet governance and accountability standards, and will continue to develop collaborative working with public sector procurement partners.

As Accountable Officer for NRS, this Procurement Strategy has my full support and is a large step towards ensuring the continued consistent application of procurement procedures and practices across NRS. I look forward to reviewing progress of this Strategy and working across the organisation to help support and ensure its delivery.

Linda Sinclair
Accountable Officer for NRS
and Director of Corporate Services

2. Executive Summary

A proactive and strategic procurement operation is fast becoming recognised as a key contributor to building business capability and performance in increasingly competitive markets. Key to successful procurement operations is a raised profile within the organisation. To establish good relationships with customers and stakeholders to develop sourcing strategies covering the needs of business areas in a way which adds value and supports the overall objectives and vision of the organisation.

This revised Procurement Strategy from 2020 to 2023 updates the previous National Records of Scotland (NRS) procurement strategies. It sets out the strategic focus and direction for procurement activity over the next three years in order for NRS Procurement to evolve and meet the challenges presented by a continually changing procurement landscape. It builds upon our established approach to Procurement in NRS and our ongoing commitment to deliver contracts effectively and compliantly for NRS which provide value for money.



Our key procurement principles are founded on openness, fairness, transparency and equal treatment. NRS Procurement continues to promote best practices when working with our stakeholders and suppliers to ensure we buy goods and services efficiently, effectively and sustainably, in accordance with legal and ethical standards, whilst demonstrating best value for money.

We are committed to developing good quality procurement practices that add value and measurable benefits to NRS whilst supporting the Scottish Government's Public Procurement Reform agenda. With that focus in mind this strategy acknowledges the broader sense of the Scottish Model of Procurement of cost, quality and sustainability that public sector organisations are encouraged to consider in their procurement activities and contracts.

This strategy document is intended to provide an understanding of the business benefits a professional procurement team is capable of delivering when it is valued by the organisation. Also to demonstrate how NRS Procurement will make a significant contribution to supporting and helping to deliver the objectives contained in the NRS Annual Business Plans from 2020 to 2023 and ensuring that NRS is fully compliant with its obligations under the Procurement Reform (Scotland) Act 2014 and Scottish Procurement Regulations.

Sue Barber
NRS Chief Purchasing/Procurement Officer

3. Introduction

Procurement covers the acquisition, whether under formal contract or otherwise, of goods, services and works from third parties by contracting authorities and the procurement process which spans the life cycle from defining the business need and the intake of requirements to meet that business need through to the end consumption, or disposal.

The main focus of this revised procurement strategy will be the continued improvement of the contribution NRS Procurement can make within NRS and across the wider public sector by working to position procurement higher in the organisations value chain. The earlier NRS Procurement is involved in projects which will require the acquisition of goods, services and works the more added value we can achieve.

This procurement strategy recognises the need for continued effective procurement to ensure appropriate contracts are in place, and then carefully managed, in order to deliver best value for money.

In April 2016 the Procurement Reform (Scotland) Act 2014 came into effect. It focused on changes to the procurement and award of regulated contracts and the requirement to produce and publish a procurement strategy and annual reports.

4. Background and Strategic Context

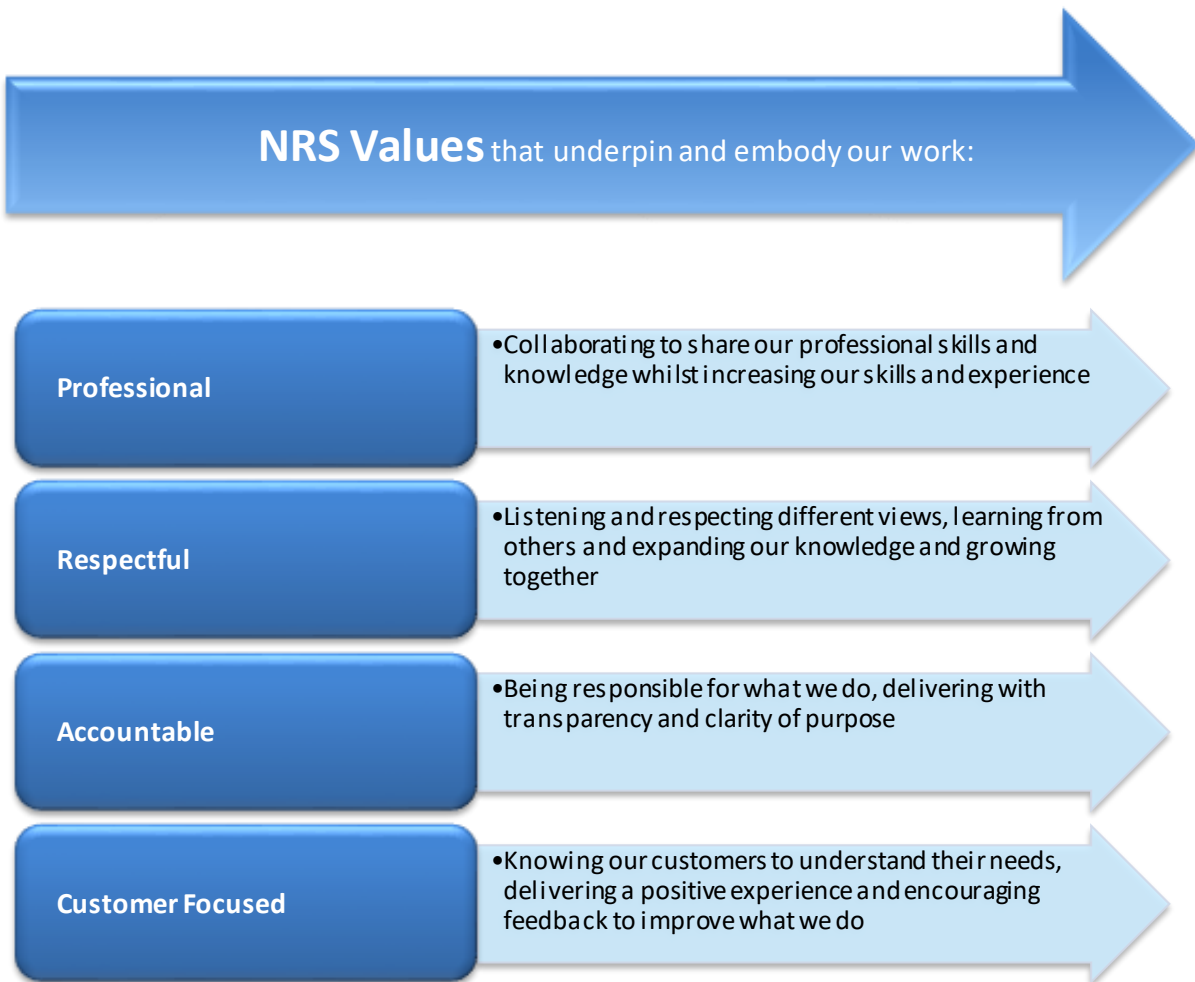
4.1 National Records of Scotland

National Records of Scotland (NRS) is a non-ministerial department within the Scottish Administration. It is headed by a Chief Executive who fulfils the role of two non-ministerial office holders, the Registrar General of Births, Deaths and Marriages for Scotland and the Keeper of the Records of Scotland.

The purpose of NRS is to collect, preserve and produce information about Scotland's people and history and make it available to inform current and future generations. Our work underpins the fabric of Scottish society by telling the story of our nation.

NRS provides support to Scottish Ministers and our work contributes towards several of the Scottish Government's (SG) key priorities. Four key strategic themes encompass our work:

- Preserving the past
- Recording the present
- Informing the future
- Working effectively



4.2 Procurement

The main theme of this Procurement Strategy is to continue to build upon and improve the contribution Procurement can make within NRS, supporting the organisations' Corporate Strategy and Annual Business Plans, and the wider public sector community by setting the direction and focus for the delivery of an effective procurement service. This procurement strategy covers the next 3 years and will be aligned with the NRS Annual Business Plans 2020 to 2023 and updated at appropriate intervals.

In 2006 the McClelland Review of Scottish Public Sector Procurement highlighted general areas for improvement across public sector organisations as a whole. Sustainable procurement and the drive to raise standards and practices in public procurement were, and still are, at the centre of the reform agenda. This strategy has been developed in the context of the Scottish Government’s wider procurement reform agenda which has placed great emphasis on accelerating the pace of change to deliver benefits and savings, improve suppliers’ access to public contracts, collaborate with other public bodies and embed sustainability in all that we do.

4.3 Value for Money

Value for money is defined as the optimum combination of whole life costs and quality (or fitness for purpose) to meet an organisations requirement. Depending on the nature of the contract whole life costs can include development and implementation costs, on-going operating or maintenance costs and end of life disposal costs.

In awarding contracts on the basis of the most economically advantageous tender NRS balances the quality of the goods, services and works being procured against price. To compliment this NRS will continue to frame requirements specifications in a way which encourages innovation rather than defining the solution and with a focus on intended outcomes.

The Scottish Government’s concept of value for money in procurement is the optimal balance of whole life costs, quality and sustainability, which is represented in the Scottish Model of Procurement. This approach continues to be adopted by NRS Procurement as part of our best practice.



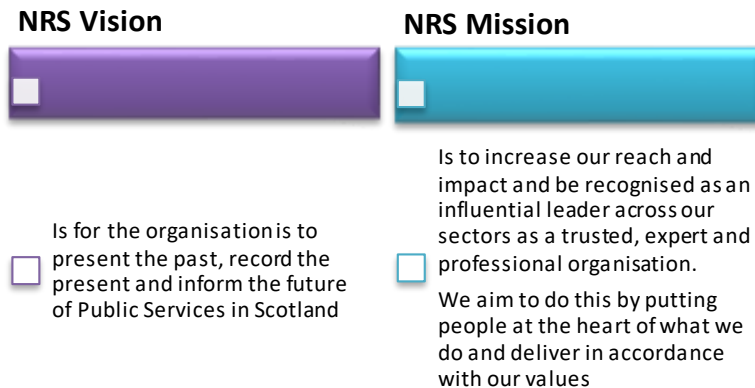
Scottish Model of Procurement



5. Vision and Mission

5.1 NRS Vision and Mission

During 2020 NRS, like all public sector organisations, had to re-focus its delivery priorities for 2021 and beyond to concentrate on managing the implications and impact of, and its response to, the Covid 19 global pandemic and leaving the EU (Brexit) from January 2021.



The vision and mission are at the centre of, and continue to be reflected in, our Annual Business Plans.

5.2 NRS Procurement Vision and Mission

Our vision for procurement is to continue to build a quality procurement service which is both flexible and responsive and recognised as promoting and delivering these services to a very high standard in the Scottish public sector. Committed to delivering customer and stakeholder requirements which are compliant legally and in a way which will provide sustained best value in support of NRS Business Plans.

NRS Procurement will continue to share its procurement best practice and knowledge with other public sector organisations in order to promote and build procurement capability.

NRS Procurement Mission:

To deliver a high quality, strategic and supportive Procurement Service to secure sustained best value in support of NRS Strategic objectives, Business Plans and the wider national outcomes for Scotland.

NRS Procurement will continue to build upon the practices described in our procurement mission to ensure the services provided are consistently delivered to a high standard. Our ambitions are articulated in our vision.

NRS Procurement Vision:

To be recognised as a leading Procurement service across our sector which is trusted, expert and professional, delivering real value for NRS and contributing to sustainable outcomes for Scotland.

6. Strategy Rationale and Aims

We aim to:

- develop a quality and strategic procurement service which is dedicated to delivering the needs of its stakeholders and customers with measurable sustained value in support of the organisational vision;
- provide a framework for NRS to develop a plan to achieve continuous improvement in our procurement activity
- deliver a transparent, fair and effective procurement service which is legally compliant and offers best sustained value, promotes best practice and supports the NRS Annual Business Plans and Strategic objectives;
- continue to develop a collaborative approach to procurement in order to deliver against our corporate and the wider public sector targets;
- build strong internal relationships with our stakeholders and suppliers to help us better understand and identify their business needs;
- gain a better understanding of our key commodities and their markets to better inform our planning and sourcing strategies;
- enable procurement to contribute to NRS overall vision and to provide efficiencies to help NRS deliver its key priorities and front line services;
- continue to focus on team working to ensure the successful delivery of procurement services across NRS;
- address any contractual issues arising timely;
- Award NRS contracts compliantly with public procurement legislation:
- enhance compliance with relevant policies and procedures.

7. Spend/Finance

NRS sources a range of services, goods and works to support our diverse business and our estate.

Excluding employee costs, rent and rates, procurement activity represented £14.2m of NRS expenditure in 2019-20 with 189 suppliers, buying different kinds of goods, services and works – some routine such as paper, IT equipment and conservation products, but largely IT and related services for the next Census in Scotland.

We must ensure we buy all these goods and services efficiently, effectively and sustainably, in accordance with legal and ethical standards, and demonstrating we achieve best value for money.

8. Procurement Performance and Action Plan

The following performance indicators will be used to monitor against progress against the targets for the life span of the strategy:

Performance	
Performance Indicator Name	2023 Target
Percentage of NRS expenditure covered by contracts	85.0%
Annual Percentage of procurement savings achieved against procured spend (NRS contracts and through using Collaborative Framework contracts).	7.0%
Percentage of Category A & B contracts which demonstrate Best Value	100.0%
Number of collaborative opportunities explored as a percentage of all contracts implemented.	100.0%
Percentage of customers who rated their involvement in planning efficiencies and improvements as good or excellent.	95.0%

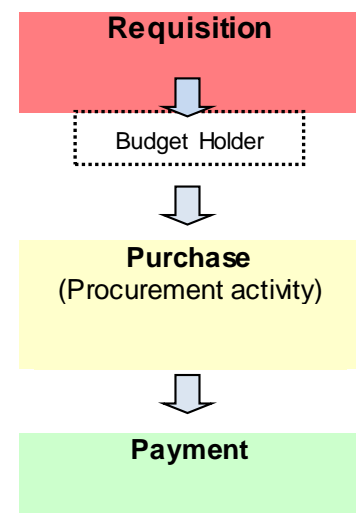
Action Plan	Description	Planned Outcome	Status (Planned, Active, Complete)
Contract Development	Develop a commodity strategy for each regulated procurement spend identified.	Ensure Best Value across NRS for all procurement requirements	Active
Increase Contract Collaboration	Increase the number of contract collaboration opportunities with other public sector organisations	Increased use of collaborative contracts where Best Value can be delivered	Active
Contract Cashable Savings	Ensure that regulated contracts have cashable savings targets and that actual figures are consistently measured and recorded	Meet NRS Procurement financial savings targets	Active
E-invoicing	Implement the Scottish Government e-invoicing system to encourage better payment performance for invoices and reduce the costs to NRS and its suppliers for the purchase to pay process	Improved invoicing payment performance and reduce administration costs	Active

9. Procurement Policies, Tools and Procedures

Central to a strategic approach to procurement are the numerous specific activities, policies and procedures (driven mostly by the Scottish Public Procurement Regulations) to be carried out over the life cycle of the contract to ensure expected contract outcomes are successfully delivered.

These include:

- Following the Scottish Government Procurement Journey as the tool and model for procurement
- Proactive customer and stakeholder engagement in our regulated procurements
- Early supplier involvement and market engagement
- Transparent, open and fair procurement processes and procedures
- Use of electronic procurement (PCS, PCS(t), Government Procurement Cards (GPC), Quick Quote, EASEbuy etc.)
- Implementation of e-invoicing
- Delivering Contract and Supplier management
- Recording and publishing contracts
- Considering Sustainability (including fair trade and work practices, community benefits, SME participation and engagement with supported businesses)
- Collaborative procurements
- Continuously striving to improve our performance
- Delivering value for money
- Ensuring there is a clear separation of duties in NRS between Requisitioners (the staff identifying a business need), the Budget Holders (the staff with Delegated Financial Authority), the Procurement Specialists/Officers (the staff with Delegated Purchasing/Procurement Authority who undertake procurement activities) and the Finance Team (the staff who process the financial transactions) to ensure there is clear governance at each stage of the process



10. NRS Approach to Procurement

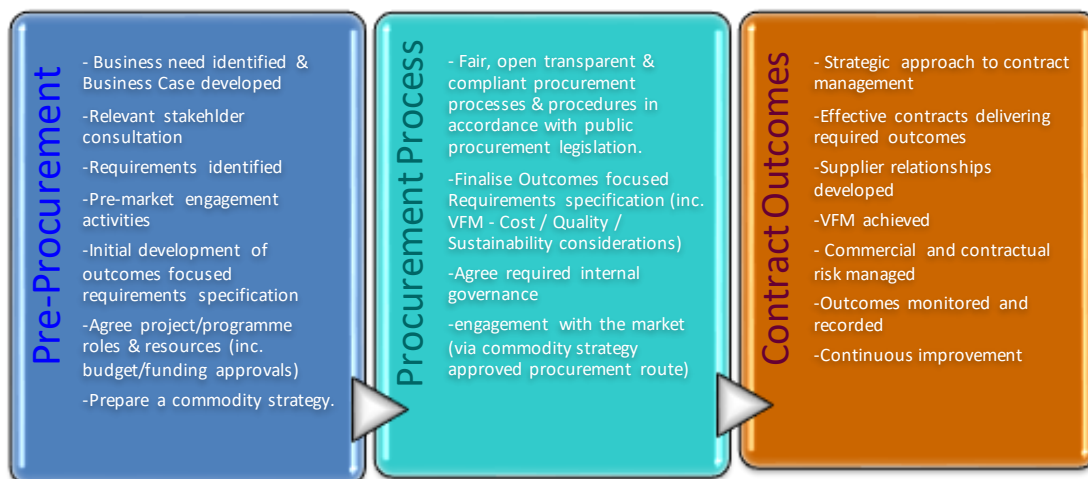
10.1 Procurement Policy

NRS will treat all suppliers fairly, equally and without discrimination. We will act in a transparent, open and proportionate manner which is compliant with public procurement legislation.

We will never charge for the supply of our tender documentation.

NRS is committed to procuring goods and services from Scottish Government and Crown Commercial Services collaborative framework contracts where possible. Where there are no frameworks available which can fully meet business requirements we will work with our stakeholders to design, develop and procure contracts that are fit for purpose, comply with procurement legislation and ensure value for money.

Fundamental to achieving intended contract delivery outcomes and value for money is the way NRS interacts with potential suppliers and by ensuring there is fair and effective competition. The pre and post procurement activities have become increasingly important in delivering a complete end to end procurement process.



10.2 People and Skills

NRS has a centralised Procurement Team which is responsible for procurement activities in NRS including implementing procurement policy and for providing procurement and contractual advice and support.

NRS are committed to developing the professional careers of our procurement staff and support is provided for studying towards the Chartered Institute of Procurement and Supply qualifications which are relevant to their procurement responsibilities and for continued professional development.

To ensure that procurement staff in NRS possess the relevant skills and levels of competency to undertake their duties efficiently we update the Scottish Governments Procurement Competency Framework on an annual basis. This ensures the procurement specialists take ownership of their personal development through a skills assessment to identify training needs for their continued professional development.

10.3 Collaboration

We will continue to work in close partnership with other public bodies to support Collaborative working initiatives for Scottish Public Sector procurement reform driving these initiatives forward in NRS, including:

- continuing membership of the Procurement Cluster Group which builds procurement capability through supporting, mentoring and the sharing of best practice; and
- participating in User Intelligence Groups (UIG's) for Scottish Government collaborative framework contracts.

NRS will continue to procure goods and services through Scottish Government and Crown Commercial Services collaborative framework contracts where the goods or services being procured can be fully met by using a framework contract.

10.4 Sustainable Procurement Duty

Public Procurement is a key driver of policy development and service delivery which supports sustainable economic growth. As such NRS is aligned with Scottish Governments commitment to sustainable procurement practices that deliver positive outcomes.

10.5 Community Benefits

NRS, in line with Scottish Government policy, believes that employers whose staff are treated fairly, who are well rewarded, well-motivated, well led, have access to appropriate opportunities for training and skills development, and who are a diverse workforce are likely to deliver a higher quality of service. Further we hold that good relationships between employers and their workforce contribute to productivity and ultimately sustainable economic growth.

NRS continues to contribute towards improving the social wellbeing element of its sustainable procurement duty by adopting a policy to promote fair work practices in relevant public contracts and seeks to maximise social considerations which can be delivered through the performance of its services and its contracted services through the promotion of Community Benefits which are relevant and proportionate to the contract. These measures will ensure we remain an inclusive organisation which both promotes and encourages a diverse range of suppliers including SME's, Supported Businesses and Third Sector organisations.

10.6 Fairly and Ethically Traded Goods and Services and Fair Work Practices

There are a number of Scottish Government collaborative frameworks for public sector organisations to procure ICT goods and the associated services through which have some fair and ethical trading considerations included in the requirements, in line with section 15 of the Procurement Reform (Scotland) Act 2014, to ensure all goods supplied under the framework are produced in accordance with International Labour Organisation (ILO) conventions that have been ratified by the country of their origin, in particular, labour standards, working conditions and the use of child labour. NRS policy is to utilise those contracts to procure our ICT goods requirements offered under those contracts.

NRS considers the payment of the Living Wage to be a good indicator of an employer's commitment to fair work practices and that payment of the Living Wage is one of the clearest ways that an

employer can demonstrate that it takes a positive approach to its workforce. As a public body we are, and encourage others to be, a Living Wage Accredited Employer.

NRS has been accredited by the Poverty Alliance as a Living Wage employer.

This officially recognises our on-going commitment to paying our staff at least the Living Wage. The Living Wage is the amount a person should receive to cover their basic costs of living in the UK.



Our commitment extends to our contracted staff.

More information about the Living Wage accreditation can be found on the Poverty Alliance website.

We expect Suppliers who deliver public contracts to adopt policies which demonstrate how they comply with relevant employment, equality, health and safety law, human rights standards and adhere to relevant collective arrangements. We further expect Suppliers to have policies which describe how they adopt fair work practices for all workers engaged on delivering the public contract.

Section 9 of the Public Procurement Reform (Scotland) Act 2014 places a sustainable procurement duty on a contracting authority (public body), before carrying out a regulated procurement, to consider how in conducting the procurement process it can improve the economic, social and environmental wellbeing of Scotland.

NRS is contributing towards improving the social wellbeing element of its sustainable procurement duty by adopting a policy to promote fair work practices in relevant public contracts and seeks to maximise social considerations which can be delivered through the performance of its services and its contracted services through the promotion of Community Benefits which are relevant and proportionate to the contract. These measures will ensure we remain an inclusive organisation which both promotes and encourages a diverse range of suppliers including SME's, Supported Businesses and third sector organisations.

10.7 Supported Businesses

We recognise that Supported businesses have an important contribution to make to the Scottish economy, not only through the goods and services they deliver, but also by providing meaningful employment, training and support for those who may otherwise be excluded from the workplace. SG have a supported businesses collaborative framework contract covering some goods and services which NRS will continue to use to fulfil business requirements. Article 20 of EU Directive 2014/24/EU allows for the direct award of 'reserved' contracts to supported businesses. NRS will continue to participate on any Central Government Supported Businesses initiatives.

We will continue to promote and use the Scottish Government Supported Businesses collaborative framework contract.

10.8 SME's and Third Sector Organisations

NRS remains an inclusive organisation which encourages a diverse range of suppliers including Small and Medium sized-Enterprises (SME's) and Third Sector organisations.

NRS will continue its membership of the Supplier Development Programme (SDP) <http://www.sdpScotland.co.uk/home.aspx> which provides a range of specialist business support activities including the provision of advice, information and training support with the aim of assisting businesses to become more capable of accessing and competing for public sector contracts.



10.9 Green ICT

NRS will procure ICT, Office and related equipment (desktops, laptops, MFD's etc) through the various SG collaborative framework contracts to support the environmental principles of "Scotland's Digital Future: Scottish Public Sector Green ICT Strategy". The environmental benefits of procuring through those various SG frameworks will include some, or most, of the following:

- a reduction in carbon emissions through the inclusion of latest environmental and energy efficiency certification of the products;
- core commercial devices having a stated minimum life with spare parts available for a required timescale after the device end of sale date in order to maximise the product lifespan;
- products meeting or exceeding the minimum of Electronic Product Environmental Assessment Tool (EPEAT) Gold compliance, with supporting documentary evidence from the manufacturer;
- a focus on waste minimisation with inbound packaging being recycled and suppliers being encouraged to reduce overall product packaging; and
- extending the products useful life while ensuring compliance with the Waste Electrical and Electronic Equipment (WEEE Directive) and data security requirements.

10.10 Health and Safety

NRS understands the importance of compliance with Health and Safety legislation which includes ensuring that the suppliers we contract with are familiar with this legislation, understand their responsibilities and employ safe working practices.

On relevant contracts requirements include the provision of a suitable detailed method statement which addresses health and safety requirements dictated by the subject matter of the contract and how they will ensure compliance with the relevant health and safety legislation during the delivery duration of the contract.

10.11 Serious and Organised Crime

NRS understands the importance of tackling serious organised crime, which includes ensuring that NRS does not work with suppliers that have such involvement. In September 2019 Police Scotland provided a presentation to NRS procurement staff to outline the various risks posed from serious and organised crime, particularly in relation to modern day slavery and human trafficking, and to highlight the assistance and checks they can offer to public bodies to mitigate those risks.

NRS will work with Police Scotland to obtain serious and organised validation checks, permitted under public procurement regulations, on any contracts we will be tendering where there is a risk of involvement by serious and organised crime groups.

10.12 Cyber Security and Resilience

NRS is working with Scottish Government colleagues and NRS Information Security stakeholders to focus on promoting cyber security standards to improve cyber resilience. Risks in this area are increasing so NRS is further strengthening our processes and procedures in cyber resilience, business continuity and disaster recovery.

In our procurement activities this work involves the inclusion of relevant and proportionate security requirements in our specifications and strengthened additional coverage in the clauses contained in our standard and bespoke terms and conditions of contract.

10.13 Advertising

NRS will continue to advertise all of our regulated contract opportunities on Public Contracts Scotland (PCS) Portal, or Public Contracts Scotland Tender (PCS(T)) where applicable, and ensure we publish contract award notices once the procurement is concluded.

10.14 Procurement Journey

In order to maximise the value from our procurement activities we will continue to follow the relevant Scottish Government Procurement Journey which promotes best practice and supports all levels of procurement activity and provides a structure for managing stakeholder, customer and supplier expectations.

10.15 Unsuccessful Bidders on NRS Contract Opportunities

NRS fully complies with the requirements of the Procurement Reform (Scotland) Act 2014.

Where a bid is unsuccessful NRS provides written feedback to Suppliers of the reasons why their tender or quotation was unsuccessful based on the specified evaluation criteria.

10.16 Contract Management

Following the procurement process there needs to be an effective contract management process in place which is clear on the outcomes to be achieved through the delivery of the contract, including value for money outcomes and how contractual risk will be managed.

NRS regulated contracts and our Suppliers will be managed in accordance with the Contract and Supplier Management process detailed in the relevant Scottish Government Procurement Journey.

On our Scotland's Census programme we will continue to employ a strategic commercial contract management approach with our key Census suppliers, in conjunction with our stakeholders. This includes continuing the active commercial contract management processes already deployed on these higher risk and value contracts which focus not only on ensuring NRS achieves value for money but also on delivering intended outcomes and cultivating productive relationships with suppliers.

On our lower risk and value contracts our approach will remain proportionate through monitoring to ensure the contracts deliver their requirements and any renewals are actioned timely.

10.17 Contracts Register

NRS maintains a Contracts Register which can be found at <https://www.nrscotland.gov.uk/about-us/procurement>

10.18 Payment to Suppliers

NRS is committed to paying our Suppliers promptly. Contractually we are committed to paying our Suppliers within 30 days of receipt of an invoice. In line with Scottish Government's payment performance targets we generally pay undisputed invoices within 10 working days of receipt of the invoice. Our performance against this target is included in our Annual Report which can be found at <https://www.nrscotland.gov.uk/about-us/corporate-governance>.

In order to ensure prompt payment flows through the supply chain we aim to monitor payments made to sub-contractors in all of our major contracts.

In the financial year ending 31 March 2020 we paid 99.2% of supplier's undisputed invoices within 10 working days.

10.19 Compliance with Public Procurement Regulations

NRS will fully comply with its obligations under the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016 and revisions to those Scottish Public Procurement Regulations.

10.20 Procurement and Commercial Improvement Programme (PCIP)

NRS is subject to the Scottish Government Procurement and Commercial Improvement Programme (PCIP) which is designed to measure procurement and commercial capability and identify areas that require further improvement. We are fully committed to this programme and strive to continually improve our performance. At the PCIP assessment in July 2019 NRS was assessed again at the highest performance level (M1) for a PCIP medium sized organisation.

10.21 Flexible Framework

NRS will complete the Scottish Sustainable Procurement Action Plan on an annual basis.

The Flexible Framework is a sustainable procurement tool which enable measurement against various aspects of sustainable procurement and the actions required to improve the organisations level of performance.

10.22 Climate Change Duties

The first published NRS Carbon Management Plan set a target to reduce our carbon emissions by 20% over the 5 year period ending in March 2016. By the end of that period we had reduced our carbon emissions by a total of 32.7%, exceeding our five year target. NRS procurement made a major contribution to that achievement and continues to support Estates colleagues with their obligations under the Climate Change (Scotland) Order 2015.

11. Implementation, Monitoring, Reviewing and Reporting

This procurement strategy will be implemented by procurement staff as part of their daily duties, working with stakeholders and customers within NRS and will be reviewed annually, updated where required and an annual report published.

The Contracts Register will be updated and revised quarterly.

Community Benefits on regulated procurements will be monitored and then reported on annually.

Progress on steps taken to facilitate the involvement of supported businesses in regulated procurements will also be reported annually.

11.1 Annual Procurement Report

Under the Procurement Reform (Scotland) Act 2014 NRS is required to produce an annual report on our regulated procurement activities. The Annual Procurement Report details the programme of procurement activities undertaken during the year in conjunction with our stakeholders.

Three Annual Procurement Reports have now been produced. The reports contain details of our regulated procurements together with highlights on our performance and achievements in delivering the NRS Procurement Strategy.

A copy of the Annual Procurement Reports will be published in the documents section of NRS buyers page on Public Contracts Scotland at https://www.publiccontractsscotland.gov.uk/search/Search_AuthProfile.aspx?ID=AA00474 and on the Procurement page on the NRS website <https://www.nrscotland.gov.uk/about-us/procurement>.

12. Glossary of Terms

Category	A collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable. Category A – National Category B – Sector Specific Category C – Organisation Specific
CIPS	The Chartered Institute of Procurement (Purchasing) and Supply which is the procurement organisation for procurement professionals.
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit (CIPS).
Community Benefits	Are contractual requirements (relevant and proportionate to the subject matter of the contract) placed on a Contractor which have been set by a contracting authority in accordance with the duties placed on a contracting authority under Section 9 of the Public Procurement Reform (Scotland) Act 2014 to consider how in conducting the procurement process it can improve the economic, social and environmental wellbeing of the contracting authority's area.
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Market Engagement	The Procurement function communicating with a supply chain prior to designing and developing the requirements specification, either to seek feedback or collaboration, or to provide advance notice of future requirements.
Procurement and Commercial Improvement Programme (PCIP)	Is an external appraisal of procurement processes, procedures and activities on a public sector organisations across Scotland which is assessed against defined criteria aimed at improving procurement capability overall.
Procurement Journey	Revised public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey is enhanced on an ongoing basis with any procurement legislative updates, feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.
Public Contracts Scotland (PCS)	The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.
Regulated Procurements and Contracts	For the purposes of the Procurement Reform Scotland Act 2014 'Regulated procurements' apply to the following thresholds : Public goods and services contract - £50,000. Public works contract - £2,000,000. Community benefits requirement to contracts - £4,000,000 and is not an excluded contract under Regulation 6 of Public contract regulations.
Small Medium Enterprise (SME)	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Stakeholder	Any person or group who has a vested interest in the success of the procurement activity, i.e. receives services from it.
Supported Business/ Businesses	means a company or a service where more than 30% 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.