Scottish Qualifications Authority Procurement Strategy April 2020 – March 2023

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Foreword

SQA's Procurement Strategy was first published in 2016 and reviewed bi-annually thereafter. The strategy aligns with SQA's Corporate Objects outlined in the Corporate Plan 2018 -21). This will ensure the wider requirements of European Legislation and the Public Procurement Reform agenda are adhered to. This Strategy sets out specific strands of activity that will be a focus for improvement over the next two financial years.

SQA is a non-departmental public body and in this role it remains fully committed to helping the people and businesses of Scotland to realise their potential and to achieve their ambitions. By working with other organisations, agencies and Institutions in the Scottish family SQA will help meet Scottish Government's National Outcomes, strategies, policies and priorities – both at home and abroad.

Proactive procurement plays a key role in supporting SQA to meet their strategic goals by generating cost savings and identify efficiencies that can be used to re-invest in other activities within SQA. Utilising the recognised procurement methods of: 'right place, right availability, right quality, right value, right quantity' and incorporating new practices will enable the Procurement department to play an integral role in ensuring that SQA's core and fringe activities are properly supported and support Scottish Government's overall procurement aims.

We are proud of SQA's procurement capability score of 85%, as independently assessed against Scottish Government's Procurement and Commercial Improvement Programme (PCIP) in May 2019. SQA is in the M1 banding which is the highest band within the category.

Executive Summary

This strategy aims to demonstrate a clear and well-structured approach to SQA's procurement activities outlining what will be done, how and when it will be achieved.

In developing a Procurement Strategy, the following principle objectives have been set:

- To ensure that in the first instance, the procurement process is clear and structured in such a way as to achieve the best value for money for each pound spent by SQA.
- To ensure the SQA's procurements incorporate sustainable practices.
- To ensure that each procurement exercise is properly researched to consider alternatives and market forces which may impact on the exercise.
- To ensure that existing specifications are challenged and to seek out emerging sources of supply and methods of delivery.
- To ensure that contracts are appropriately managed during the life-cycle of the procurement.
- To ensure SQA recognises and delivers on its responsibility to fulfil its contractual obligations to pay its creditors on time.
- To ensure that procurement across SQA is performed in a fair, transparent and cost effective manner.
- To ensure that procurement is carried out by appropriately trained officers and that all procurement professionals are bound by the Chartered Institute of Purchasing and Supply, Code of Ethics.

The strategy is aligned to the eight work-streams which comprise the fundamental elements of the national procurement reform programme;
- Procurement Leadership and Governance;
- Procurement Strategy and Objectives;
- Defining the Supply Need;
- Sourcing Strategies and Collaborative Procurement;
- Contract and Supplier Management;
- Key Purchasing Processes and Systems;
- People;
- Performance Management.

These work-streams are assessed bi-annually in the Procurement Capability Assessments (PCIP) commissioned by the Scottish Government to monitor progress against the national objectives.

1. Purpose

The Strategy is intended to support and enhance the ongoing development of SQA's Procurement function in order to deliver the objectives of SQA's complying with the Scottish Government's Public Procurement Reform Act at local level.

A work plan for the financial year is listed under section 11 of this strategy. The contracts listed will support the delivery of SQA's corporate objectives and the developing requirements of Public Procurement Reform in Scotland. This is updated quarterly and is available on SQA's web page.

2. Vision and Mission Statement

Mission

SQA's mission is to ""…provide products and services in skills, training and education which positively impact on individuals, organisations and society."

The Procurement department supports this mission by providing a professional service to our stakeholders and customers to deliver innovative, timely, and accurate solutions that create value and streamline processes in support of SQA's goals and initiatives.

Vision

SQA's vision is ". to be recognised nationally and internationally as a leader in qualifications and assessment".

The Procurement department will deliver this vision by delivering an outstanding service to internal and external stakeholders and provide value that is recognised as procurement experts and leaders within the Public Sector.

The Procurement department will embed SQA's Corporate Values of being a **progressive, enabling and trusted** organisation in all Procurements and engagement with all stakeholders.

3. Procurement Principles

The Strategy is based on the following principles:

- Staff values – the Procurement Department will work with integrity and in a professional manner within SQA's delegated authority and policies and will follow the principles of the Scottish Government Procurement journey.
- All available systems to be used to allow for a seamless approach to SQA's opportunities
- Collaboration between SQA Procurement and other Public Sector Departments to ensure best value and sustainable procurements to meet SQA's and Government objectives.
- Compliance with all Legislation to strive to achieve full adherence with all relevant public procurement legislation whilst ensuring processes are efficient with appropriate controls. This includes informing SQA of changes to the legislation and the impact/risks they may have on the business.

- The Procurement Department will seek value for money by adopting whole life cost methodology and will work closely with other Public Sector Departments by making best use of collaborative opportunities
- Suppliers shall be treated fairly, equally and with respect, SQA with comply with the Scottish Government's Suppliers' Charter.

4. Procurement Objectives

Over the next 12 months Procurement will apply SQA's overall strategic objectives as the baseline and will:
- Maximise savings and efficiencies
- Benchmark the procurement processes against likewise organisations and implement changes to increase efficiency and streamline as possible
- Exploit opportunities for collaborative procurement with other Public Sector Departments
- Ensure that Corporate Social Responsibility (CSR), Equality and Diversity, Health and Safety as well as Information Governance requirements are fully addressed in SQA procurement processes and resulting Contracts:
- Ensure SQA's contract fully meet the requirements of General Data Protection Regulations (GDPR)
- Engage fully with stakeholders to ensure their requirements are met and utilise the knowledge base within SQA to ensure the optimum outcome for the contracts is achievable during the life of the contract.
- Implement relevant tools, processes and policies that may be available from the wider Scottish public sector procurement community.
- Implement an e-invoicing solution to ensure compliance to legislation
- Ensure SQA's suppliers have the appropriate Cyber Security Credentials to comply with SQA's Security Policy and Legislation

5. Priorities

Procurement's strategic priorities shall be in line with the Public Procurement Reform agenda:

- To continually develop and formalise internal procurement policy and procedures.
- To provide input into all SQA business areas, targeting those where the greatest monetary benefits may be achieved in order to ensure best value for taxpayer's money.
- To ensure SQA are fully compliant with all Government and EU rules and regulations while considering the social impact of their actions
- To reduce the risk to SQA of challenge from external organisations.
- To use and promote the collaborative Contract opportunities available to SQA where appropriate
- To consider and research Contracts made by Public Sector Departments that would potentially provide cost savings to SQA, without compromising service levels.

- To effectively manage existing and new Contracts and develop suppliers
- To utilise Information Technology to reach our goals

6. Resources

Staff

The Procurement Department
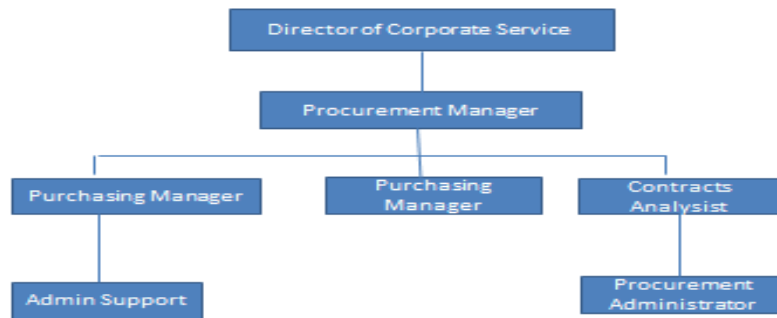
Tools & systems

Agresso Business World Application has now been implemented which has allowed additional controls for the approval of spend in line with SQA's Procurement Procedures. This tool allows the Procurement function the visibility of spend prior to actual commitment allowing the better use and control over the Contracts.

SQA is currently undergoing a major digital transformation programme which Procurement is heavily invested in. The Procurement Department will, over the next 12 – 18 months, be involved with working with the business to ensure the contracts and deliverables align with SQA's overarching strategies.

7. Aims and Objectives

	OBJECTIVES	PERFORMANCE INDICATORS (PI's)	Review of Progress Financial year 2020/21
1	Maximise savings and efficiencies to reduce the contract spend by 5%	• Savings to be achieved in the region of £750k against contacts • Record and report on efficiency savings in conjunction with Finance. • Engage with other Public Bodies to use the available frameworks to SQA's advantage	• Saving achieved for 2020/21 for to SQA contracts £950k • SQA Benefits Realisation Group meet on a quarterly basis • Savings attributed to collaborative contracts were £900k for 2020/21
2	Benchmark the current policies and procedures against a likewise organisation.	• Streamline the procedures to allow for a seamless route to market for suppliers. • Communicate the changes to the business.	• Review of Procurement processes and procedures is currently underway with an expected delivery September 2021
3	Corporate Social Responsibility (CSR) To educate and promote CSR and sustainable procurement considerations within SQA.	• Contract with a minimum of 2 supported businesses over the financial year. • Ensure SQA engage with SME's with a minimum of 65% of SQA's contractual expenditure awarded to SME's. • To continue SQA's representation on the Supported Business Steering Group • Work with the Equalities Team to ensure compliance and to implement best and fair practices in the Procurement cycle. • Ensure the requirements of GDPR is embedded into the contracts • Ensure the requirement of Cyber Essentials is	• Achieved and exceeded, 3 contracts were awarded to supported businesses in the period 2020/21 • Exceeded 92% of spend recorded against SME's • On going • On going • Completed and now forms part of SQA's terms of contracts • On going

		embedded into the contracts • integrated into the procurement process and the award of contracts.	
4	Stakeholder Engagement Each business area has a named Purchasing Manager (PM) responsible for satisfying their requirements. •	• The PM will work with the business to introduce Key Performance Indicators and Service Level Agreements for the strategic contracts. • The PM will programme regular Contract management reviews. • The PM will develop key suppliers to satisfy SQA needs.	• Ongoing, monthly RAG dashboard produced for all business areas. • On going • On going

9. Measures

The following shall be used to measure the Procurement department's performance:

- Maintain the current status of the PCIP of M1,

- Increase the percentage of contracted spend to 90% by 2021.

- To report the savings as defined by the Best Practice Indicators produced by Public Procurement Scotland in the QPR report

- To provide spend on Collaboration Contracts to Spikes Cavell on an annual basis,

- To meet Tender timescales agreed with internal clients,

- To keep a register of formal Challenges/Complaints against SQA Procurement from unsuccessful suppliers,

- Maintain SQA's living wage status for the service contracts.

10 Ownership of the Strategy

The Director of Corporate Services is the sponsor of the Procurement Strategy.
Responsibility for the delivery of the Strategy rests with the Procurement Department

11, CONTRACTS PIPELINE 2020/21
Please note not all contracts will be replaced.

Contract Number	Contract Title *(Click to open contract folder)*	Supplier Name	Start Date	End Date
SQA1363	Banking Services	RBS	01/07/2014	30/06/2018
SQA1497	Web Hosting	Pulsant (Scolocate)	28/08/2013	31/03/2018
SQA1523	Telecoms Infrastructure	Atos IT Service Ltd	01/08/2010	31/07/2019
SQA1632	eMarking System	RM Education Plc	08/03/2011	07/11/2018
SQA1676	Assessment Creation & Delivery System	BTL	18/01/2012	17/01/2019
SQA1699	Business Insurance Policies	Griffiths & Armour Insurance Brokers	01/04/2011	31/03/2018
SQA1751	Email and Web Filtering	Capita IT	01/04/2012	28/04/2018
SQA1756	Mining Museum Rental	Scottish Mining Museum Trust	01/05/2012	30/04/2018
SQA1770	Annual Newspaper Licensing Fee 2012	The Newspaper Licensing Agency Ltd	27/04/2012	26/04/2018
SQA1771	Parliamentary Monitoring Services 2012	News Direct	30/04/2012	29/04/2018
SQA1794	OSMA Member Licence Agreement	Ordnance Survey	12/09/2012	11/09/2019
SQA1795	Pre-Printed Envelopes	Clyde Paper and Print	01/09/2013	26/10/2018
SQA1796	Mobile Voice and Data Services	EE	01/07/2013	30/06/2019
SQA1805	Employee Assistance Programme	OH Assist	01/11/2012	31/10/2018
SQA1815	Access Control System Maintenance	G4S Technology Ltd	01/12/2012	31/03/2018
SQA1821	Recruitment Advertising	TMP UK	01/04/2013	31/03/2018
SQA1826	Virtual Server Infrastructure	Capita IT	01/03/2013	28/02/2018
SQA1841	Google Search Credits	Civic Computing	02/04/2013	31/03/2018
SQA1846	Printing of Braille Question Papers	Scottish Braille Press	01/12/2013	30/11/2019
SQA1858	Specialist paper products	Clyde Paper and Print	12/03/2014	26/10/2018
SQA1860	Social Media Monitoring	So Dash	01/08/2013	31/07/2018
SQA1862	Safari Books Online	Safari Books Online	29/08/2013	28/08/2018
SQA1863a	Printing and Dispatch of Question Papers	Hobbs	01/09/2014	31/08/2018
SQA1863b	Printing and Dispatch of Question Papers	Page Bros	01/09/2014	31/08/2018

		Initial Data Centre Cleaning & IT Hygiene		
SQA1873	Data Centre Cleaning		06/01/2014	05/01/2018
SQA1884	Network Infrasturcture Maintenance & Support	Capita IT	01/07/2014	30/06/2018
SQA1909x	Print Production Equipment	Xerox Uk Ltd	01/12/2014	30/11/2019
SQA1915	Dangerous Goods Management Fee	DVSA	27/05/2014	26/05/2018
SQA1917	General Cleaning Services	Mitie	01/04/2015	31/03/2018
SQA1919b	Legal Services	Burness Paull	17/10/2015	16/10/2018
SQA1919c	Legal Services	Brodies prevoiusly 1919a	17/10/2015	16/10/2018
SQA1932	Cambridge Assessment Qualification	University of Cambridge	01/09/2014	31/08/2018
SQA1941	External Verifier Assessment	West College Scotland	01/08/2015	31/07/2018
SQA1944	Exhibition Services	Rocket Exhibitions and Events Ltd	01/04/2015	31/03/2018
SQA1948	Waste Services	PHS DataShred	01/04/2015	31/03/2018
SQA1949	ITSM Software	Landesk International	01/03/2015	28/02/2018
SQA1956	Star Awards - Production Management	LAMF	30/05/2015	29/05/2018
SQA1960	IT Equipment Recycling	Haven Products	01/05/2015	30/04/2018
SQA1963	sqa.org.uk Maintenance Hosting & Development	Civic Computing	01/04/2015	09/05/2018
SQA1964	Printing & Fulfilment of Candidate Certificates	Adare SEC Ltd	01/10/2016	30/09/2019
SQA1972	Social Media Monitoring	PSONA Social Limited	21/04/2015	20/04/2018
SQA1975	Shawfair Lift Maintenance	Thyssen Krupp	01/11/2015	31/10/2019
SQA1982	PMO Sharepoint Solution	Bridgeall	01/07/2015	30/06/2018
SQA1986	Secure Certificate Base Stock	Adare SEC Ltd	01/04/2016	31/03/2019
SQA1991	Managed Vulnerability Scanning Service	NCC Group	01/10/2015	30/03/2018
SQA1993	Media Planning & Buying - Domestic	Republic of Media	01/10/2015	31/03/2018
SQA1994	Media Planning & Buying - International	Carat Scotland	01/10/2015	30/09/2019
SQA1995a	Insights Training Materials	Bluesky	02/11/2015	01/11/2018
SQA1998	Research Services	Ashbrook Research & Consultancy Ltd	01/04/2016	30/04/2019
SQA1999	Technical Microsoft Training	Elite Training & Consultancy	20/02/2016	28/02/2019

SQA2000a	Courier Services 2016	City Sprint	01/12/2016	30/11/2019
SQA2000c	Courier Services 2016	Eagle Couriers	01/12/2016	30/11/2019
SQA2000d	Courier Services 2016	Parcelforce	01/12/2016	30/11/2019
SQA2008	Sharepoint Consultancy	Sword Charteris	11/01/2016	22/02/2018
SQA2010	Enterprise Architecture Services	Lockheed Martin	01/03/2016	28/02/2019
SQA2012	Voluntary Benefits and Childcare Vouchers	Edenred	01/05/2016	31/05/2019
SQA2020	ISO Certification	LRQA Ltd	01/08/2016	31/07/2019
SQA2022	Recording of Language and Music	Scope Productions Ltd	01/10/2016	30/09/2019
SQA2031	News Aggregator	Lexis Nexis	01/11/2016	31/10/2019
SQA2033	CBS Training Materials	Highpoint Training (Highpoint Implementation & Training)	19/09/2016	18/01/2018
SQA2036	Digitisation of Customer Channels	Storm ID	03/10/2016	31/03/2018
SQA2037	IT Consumables	Banner	01/11/2016	31/10/2019
SQA2044	Customer Demands Analysis Project	Tricordant Limited	12/12/2016	31/03/2018
SQA2046	PMO - Project Analyst	Harvey Nash	14/11/2016	31/03/2018
SQA2049	Agresso Project Manager	Parity	02/05/2017	31/03/2018
SQA2052	Broadcast Transcription Service	Newslink	01/12/2016	31/03/2018
SQA2053	Braille Modification	Connect	01/02/2017	28/02/2018
SQA2077	IT Security Services	NCC	01/06/2017	31/05/2019
SQA2079	SQA Coaching Qualification	Edinburgh Coaching Academy	01/09/2017	30/09/2018
SQA2081	Supply of an Enterprise Architetct and Project Manager	Harvey Nash	26/06/2017	30/12/2018
SQA2083	Supply of Agresso Build Consultant	Parity	31/07/2017	30/03/2018
SQA2084	Performance Testing	Edge Testing	10/07/2017	09/07/2019
SQA2086	Digital Marketing	Storm ID	30/10/2017	31/10/2019
SQA2088	Media Planning & Buying		01/04/2018	31/03/2019
SQA2089	Consultancy Support	Farrpoint	15/09/2017	31/03/2018
SQA2091	Mobile Apps Enhancements	Screenmedia	01/10/2017	30/01/2018
SQA2108	Hosting of CBS	Agilisys	08/12/2017	07/12/2019