



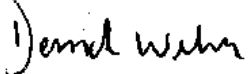

**Scottish Courts
and Tribunals**



**Procurement Strategy
Scottish Courts & Tribunals Service
2021 to 2024**

Table of Contents

1.0 Introduction	3
2.0 Procurement Vision	6
3.0 Strategy Context	7
4.0 Strategic Aims, Objectives and Key Priorities	12
5.0 Spend	15
6.0 Implementation, Monitoring, Reviewing and Reporting	19
7.0 Strategy Ownership and Contact Details	20
8.0 Policies, Tools and Procedures.....	21
9.0 Signposting to other Resources	24

Rev	Date	Approved	Signature	Description
01	1 May 2021	Derrick Welsh		Update
02	31 January 2023	Denise Donaldson		Update

1.0 Introduction

This document presents the Scottish Courts and Tribunals Service (SCTS) Procurement Strategy.

It defines how Procurement will be managed within the business to provide a compliant approach, value for money and how improvements will be introduced to procurement and how the business will benefit from a more sustainable, environmentally friendly and socially responsible approach.

The Procurement Strategy will address all of the compliance issues required as part of working in a regulated market place, guidance provided by the Scottish Government, best practice, and support the strategic objectives of SCTS.

This will include a focus on:

- Procurement processes,
- Procurement organisation,
- Procurement technology and tools.

Our approach will be objective, transparent and sustainable to meet the expectations of all stakeholders to provide better performance through well-specified, procured and managed contracts that will meet the needs of the business.



Alice Wallace, CFO

Alice is the CFO of SCTS and has extensive experience of SCTS in different finance roles with expert knowledge of the financial management of the business and procurement.

Procurement is core to the operations of courts and tribunals all across Scotland on a daily basis.

The services that the courts and tribunals require to manage and administer justice properly are the subject of Public Procurement Regulations. This ranges from investment in our estate, capital equipment, service and the supply of goods. All these means the Courts and Tribunals can operate efficiently on a day to day basis.

Procurement is fundamental to what we do and deliver as a business. SCTS is a unique organisation with a national remit that has been developed over centuries but is continually adapting and changing to reflect a modern judiciary at the heart of a civilised society.

This means procurement decision making is core to the success of SCTS in terms of how we engage, specify, define and procure our requirements for supplies, services and works contracts that are subject to high levels of scrutiny. It is essential that SCTS conduct all our procurement activity to the highest standards. This needs a clear approach, the best procurement people and a well-articulated and delivered strategy.

Like many organisations we had to pivot during the pandemic to the extent that were able to run juries remotely from the court itself and observe safe distancing and maintain a level of court activity throughout this difficult period. Procurement supported this with an agile and flexible response to procure the infrastructure and digital capability to facilitate this but this would not have been possible without our contractors and suppliers. Procurement continues to be central to the recovery from the pandemic and to reduce backlogs by supporting innovative and new ways of working.

We have invested significantly in our procurement team to provide a basis to deliver on the opportunity and promise of better managed procurement and delivered contracts. We will ensure that our procurement reflects the needs of the business and meets all regulatory, policy and best practice requirements. We will create an environment where decisions are objective, transparent and sustainable in order to deliver Public Sector priorities and requirements, and deliver value for money for all stakeholders.

As CFO for SCTS I fully endorse and support this Procurement Strategy and approach.



Denise Donaldson, MCIPS,
Head of Procurement

Denise is the Head of Procurement from 2022 and was previously Deputy Head and interim in her transition to Head of Procurement. Denise has progressed through different SCTS procurement roles and is committed to developing the procurement capacity within the business.

I am delighted to take on the role as Head of Procurement from my previous role as Deputy Head of Procurement.

SCTS has been on our own procurement journey over a period of years mirroring the raised expectations and standards set by the McClelland Report and its evolution since 2006 in a unique environment focused on the application of justice in Scotland.

SCTS is a complex environment and there are many specific requirements and special cases to be considered in day to day business and very specific requirements that need to be provided in many cases by suppliers, contractors and specialists. SCTS is subject to the same public procurement regulations as other bodies. The SCTS procurement strategy has evolved and now I have the opportunity to develop and roll this strategy out further. The governance requirements and compliance issues become increasing more sophisticated and complex to apply.

I know this first hand and was previously responsible for our annual spend analysis reporting and returns. This means I have forensic knowledge of our spend, categories, contractor and suppliers. 80% of our spend is concentrated with less than 15 suppliers, however, this does not mean that there is not work to be done.

My peers and colleagues will recognise and understand how fast moving Procurement practice is developing and how digital approaches and spend analytics are transforming how procurement is being managed and the benefits that can be delivered. This includes the power of procurement and the social, economic and environmental benefits that go hand in hand with a well developed procurement strategy and approach as well as value for money in a traditional sector like the justice system with lots of custom and practice built in.

I believe both, the new and the traditional, can be combined to enable the business to perform better. We can support the business and justice in Scotland beyond providing a compliant approach to managing procurement.

This document defines our strategy and approach for the period 2021 to 2024 and details how procurement can add value to the business from a strategic approach to tactical day to day improvements to improve the effectiveness and efficiency of procurement, contract management and engaging with our suppliers, contractors and specialists.

2.0 Procurement Vision

The Vision for Procurement in SCTS is:

"To become a trusted and valuable partner for all areas of the business for procurement, commercial matters, contract management and sustainability matters."

To deliver this we will:

- Promote and champion the role of Procurement in the business,
- Provide advice and support to the Executive Team and Senior Managers,
- Provide advice, guidance and support to colleagues on procurement and tendering requirements for the business,
- Develop and promote environmental, social and governance policies and practices that encourage equality and diversity, fair work practices and sustainability to be incorporated in to how we procure and manage contracts over their lifecycle,
- Identify and implement procurement approaches that are best for the business, compliant and deliver value for money,
- Maximise the use of available technology and participate in working groups as part of the Scottish Government Shared Services Programme to replace our Finance and Purchase to Pay system.
- Reduce the risk to the business through better, more compliant, procurement that fully addresses the needs of the business,
- Support and help deliver climate emergency targets and improve sustainability through appropriate procurement and contract management,
- Engage constructively with suppliers, contractors and specialist providers,
- Maximise community benefit opportunities and engagement with SMEs and supported businesses.

Our approach will be consultative to engage with all stakeholders including specifiers and end users. We will understand and define requirements that can be delivered as specified, and can be measured, managed and improved to deliver value for money.

This will be delivered by our core team of procurement professionals with extensive experience of procurement activity and practice from elsewhere in the public and private sector. We will utilise this deep knowledge of the public procurement regulations and the business to enhance the impact Procurement has on operations and the administration and practical delivery of justice.

3.0 Strategy Context

SCTS is an independent body corporate established by the Judiciary and Courts (Scotland) Act 2008.

SCTS is a public body and subject to the Public Procurement (Scotland) Regulations 2015.

The function and role of SCTS is to provide administration support to Scottish courts and tribunals and to the judiciary of courts, including the High Court of Justiciary, Court of Session, Sheriff courts and Justice of the Peace Courts and to the Office of Public Guardian and Accountant of Court. These are all part of a modern judiciary that reflects hundreds of years of tradition and development of the Law in Scotland as it is practised.

This generates the demand for a wide and complex range of different requirements for both specialised and generic supplies, services and works in a unique environment.

As a public body operating in a regulated market place with a very high public profile the question of procurement is a matter of public interest which attracts attention from both suppliers and contractors and a wide range of different stakeholders.

There are now increased expectations around about how public money is spent, the procurement regulations and the requirement for more transparency and accountability as well as environmental, social and governance expectations. This contributes to a demanding environment where procurement activity is subject to high levels of scrutiny and must operate beyond compliance to make objective decisions and ensure that value for money is achieved for the taxpayer.

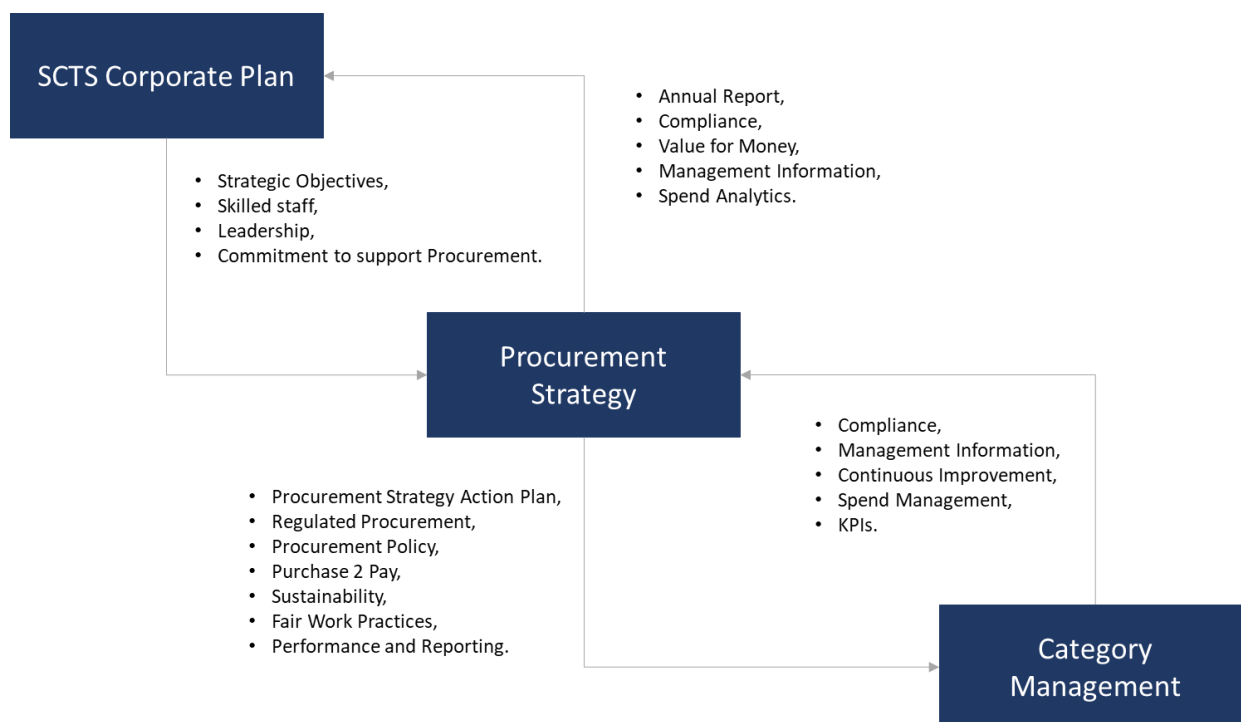
This high profile, unique and demanding environment at the core of Scottish public life means that procurement in SCTS must operate to the highest standards to be both compliant and deliver the best outcome for the business. We expect a high level of service from contractors and suppliers who are procured to provide supplies, services and works and ensure the smooth operation and management of the business.

This covers both the Supreme Court and Sheriff Courts across the length and breadth of Scotland as well as eight different Tribunals ranging from the Housing and Property Chamber to the Tax Chamber as well as the Office of the Public Guardian and Corporate and Secretariat Services.

This results in complex and evolving requirements and demands over time as priorities and different initiatives, policies and new regulations are introduced. Notably this includes a significant estate to be developed, managed and maintained, IT to support the digitisation of the service and Business Support Services as well as all the other requirements of an organisation that requires support and services for over 1,800 members of staff and employees of the service.

This Procurement Strategy and associated activity links to the SCTS corporate priorities. This provides a framework and hierarchy of priorities, activities and suite of documents to demonstrate that procurement is a key part of delivering the overall strategy of the business based on:

Skills:	Skilled, engaged and motivated staff in our courts, OPG and corporate headquarters.
Leadership:	Commitment from Executive Team and Senior Managers to support procurement.



For procurement this translates in to,

- | | |
|---|---|
| <p>Devolved Purchasing Authority:</p> | <p>Ensure any staff with Devolved Purchasing Authority are suitably trained and supported. Provide procurement information resources and guidance to support staff in the discharge of their responsibilities.</p> |
| <p>A well-managed Estate:</p> | <p>A well-managed estate that makes the best possible use of our buildings and meets our environmental responsibilities. We will ensure appropriate contracts and contract management arrangements are in place covering sustainability / environmental issues (including waste management, heating and lighting).</p> |
| <p>Engaging with specifiers and end users:</p> | <p>Engage with specifiers and end users to provide procurement support and advice to improve the quality of how we specify and procure supplies, services and works.</p> |
| <p>Clear Business Processes:</p> | <p>Clear and efficient business processes that respond to the needs of the judiciary, court users and the wider public. We will ensure compliance with national and other government procurement policies. We will provide clear and easy to follow procurement processes for existing and potential new suppliers.</p> |
| <p>Procurement Capability and Skills:</p> | <p>We will develop and improve our procurement strategy, policy and procedures to provide clearly defined processes to how we manage procurement as well as developing our procurement team skills and continuous professional development.</p> |
| <p>Use of Technology:</p> | <p>Effective technology that supports our key processes and communications through use of the Public Contracts Scotland (PCS) and PCS-Tender (PCS-T), the Scottish Government’s national procurement portal, for issuing all tender documents and Quick Quotes to potential suppliers, and PeCOS for automated procurement.</p> |

Engaging with SMEs:	We will provide opportunities and consider any regulated procurement issues for SMEs in our sourcing and category management approach.
Environment, Social and Governance (ESG):	We will promote and support all environmental, social and governance issues to ensure that we reduce risks to the business and also support equality and diversity, fair work practices, Priority Groups such as disabled or disadvantaged as specified in EU Directive 2014/24/EU, and the Scottish Government climate emergency targets and goals.
Spend Analytics:	Ensure use of the Scottish Government-supplied Spikes Cavell Observatory system (which provides analytical tools and information on other organisations with similar purchasing requirements) as well as internal systems to contract manage and monitor in-year spend.
Value for Money:	Apply our procurement strategy and approach to ensure a consistent, objective and fair approach to procurement to deliver value for money for SCTS.

Patterns of spend change and the mix is determined by different initiatives including the upgrading and renewal of the SCTS estate to provide premises and Court buildings for the 21st Century and a modern judiciary.

The current SCTS Corporate Plan is for the period 2020/23. Production of the next SCTS Corporate Plan (coupled with publication of the Public Procurement Strategy for Scotland in 2023 referred to in Section 4.0 below) will generate a full “deep dive” review of this Procurement Strategy from 2024.

The Strategic Context for Procurement in SCTS are determined by the following regulatory or policy requirements.

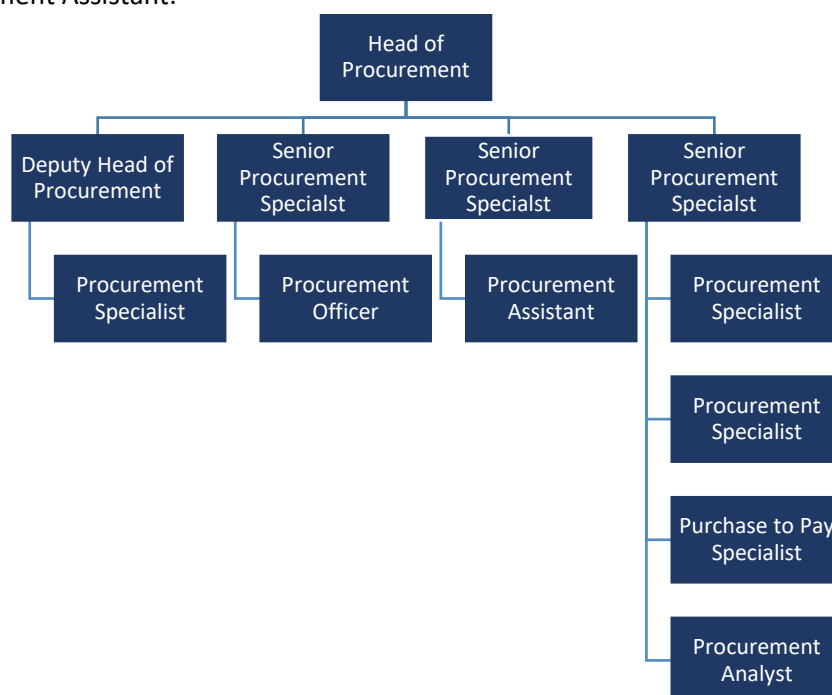
#	Regulation / Policy	Implication
1	Procurement Reform (Scotland) Act 2014	The Procurement Reform (Scotland) Act 2014 is legislation developed to create and introduce a Scottish flavour to public procurement and reflect “National Outcomes”.
2	Public Contracts (Scotland) Regulations 2015	The Public Procurement Regulations as adopted in Scotland to reflect the higher threshold (previously known as OJEU) requirements.
3	Procurement (Scotland) Regulations 2016	The Procurement Regulations define the requirements and standards that our procurement activity is governed against. This includes every aspect including financial thresholds, publication of notices, conducting tenders by electronic means, procedures, timelines, evaluations and award of contracts.
4	SCTS Procurement Policy and Procedures	Robust internal policies and procedures to clearly define our approach to procurement and comply with all regulations and policy requirements across the business.
5	Scotland’s Economic Strategy	SCTS will promote and support all aspects of the Scottish Government’s national priorities and how these are reflected in procurement activity and how contracts are managed.

6	National Performance Framework	This sets out the Scottish Government’s performance objectives described as national outcomes. Our procurement activity will reflect all national outcomes where appropriate including increased wellbeing and sustainable and inclusive national growth.
7	Procurement Strategy Action Plan	We will manage and maintain a Procurement Strategy Action Plan which will be regularly reviewed and updated to deliver our Procurement objectives and priorities.
8	Category Management Approach	Our procurement approach will manage individual Categories which will be procured and managed to reflect risk, spend and the market places that we operate in to provide a specific and value for money approach for each category for the business.
9	Annual Procurement Report	We will update and provide an Annual Procurement Report and KPIs to meet all our regulatory and business requirements.

The SCTS Procurement Team

The SCTS Procurement Team consists of the key roles as defined in the following organisation chart. These being:

- Head of Procurement,
- Deputy Head of Procurement,
- Senior Procurement Specialists,
- Procurement Specialists,
- Procurement Analyst,
- Procurement Officers,
- Procurement Assistant.



Training and Development

Training and Development of our Procurement Team to consolidate and keep up to date will be a key priority to attract and retain a team that can provide the service that the business requires.

This will include the maintenance and development of a Training and Development Plan to ensure our team and professional skills are maintained and improved. In addition, a Team Skills Mapping exercise will be undertaken annually to monitor the soft and technical skills mix of the team.

Our approach provides the opportunity for all members of the Procurement Team to develop further qualifications and accreditations in specific technical areas and professional procurement qualifications including the Chartered Institute of Purchasing and Supply (CIPS).

4.0 Strategic Aims, Objectives and Key Priorities

Our Strategic Aims, Objectives and Key Priorities will at all times reflect the regulatory requirements in the public sector market place. This includes all policy, regulations and guidance provided by the Scottish Government as the terms of reference for how we plan, manage and deliver procurement activity.

SCTS strategic aims are defined by Government Ministers and by Policy as defined and updated from time to time. Specifically, the Scottish Government has recently announced its intention to publish a Public Procurement Strategy for Scotland in 2023. The strategy intends to provide a high-level vision and roadmap for Scottish Public Sector Procurement which all public sector bodies can align and deliver against. Inspired by the collaborative approach taken to develop this strategy, the aspirations it contains reflect how we can collectively drive Public Procurement forward in Scotland. This will be taken into account in future reviews of the SCTS Procurement Strategy.

Our Strategic Aims are determined by the Scottish Government Public Procurement Group which provides the following high level aims and aspirational delivery statements for all public procurement leaders in Scotland:

1. Procurement Leadership and Visibility,
2. Sustainable Economic Recovery,
3. Supply Chain Resilience,
4. Maximise Impact of the Sustainable Duty,
5. Climate Emergency (including carbon reduction and a circular economy),
6. Achieving Professional Excellence,
7. Develop our use of systems to exploit sustainable outcomes and support reporting.

In practical terms these will be reflected in our Objectives as follows,

#	Element	We will....
1	Procurement Strategy	Develop and manage a Procurement Strategy and Plans to manage SCTS spend with compliance and regard to Public Procurement Regulations and Policy as it changes and is updated from time to time.
2	Category Management	Develop and implement prioritised Category Management strategies that reflect the risk and value of the different categories and SCTS spend profile for all supplies, services and works contracts. Integrate with existing Business Partnering arrangements for comprehensive spend and procurement planning support to Business Units.
3	Engagement	Become the go to function for all procurement matters and provide early engagement and professional support and advice to all procurement and commercial matters in line with each spend Category Strategy.
4	Collaboration	Engage with other public sector bodies through Frameworks and the Centres of Excellence to participate in and create new Framework Agreements.
5	Technology	Utilise the existing digital tools and techniques available to us as a Public Body including electronic publication of tender notices and public tendering portals provided by PCS and PCS-Tender as well as PeCOS to develop a more joined up approach to procurement and contract management across the business using the resources at our disposal.

6	Procurement Pipeline	Manage and maintain a pipeline of procurement opportunities including recurring, and project based opportunities to provide visibility for future tender opportunities and engage with the market to understand what is available and new and emerging trends and technology to improve and innovate service provision and delivery.
7	Contract Register	Manage and maintain a Contract Register to provide an accurate record of contracts and agreements that are in place to provide supplies or services to SCTS.
8	Professional Standards	Develop, refresh and upgrade the capability and the skills of the Procurement Team on an ongoing basis.
9	Procurement Policies	<p>Ensure that all Policies are applied proportionately to improve health and wellbeing, social inclusion and environmental improvements to all procurement activity including:</p> <ul style="list-style-type: none"> • Health & Safety, • Equality & Diversity, • Quality, • Environmental and Sustainability, • Fair Work Practices, • Community Benefits, • Modern Slavery Act.
10	Benchmarking	<p>Participate in exercises to establish and provide comparative benchmark performance for how and what we spend public money on.</p> <p>This will include:</p> <ol style="list-style-type: none"> 1. The biannual Procurement and Commercial Improvement Plan (PCIP), and 2. The annual spend analysis review using the Spikes Cavell “process” and spend analytics.

Our key Priorities are:

1. Ensure that all spend is procured, contracted and managed proportionately in terms of the level of spend and associated risk.
2. Provide the business with expert resource and capability to manage all procurement activity within a public sector context.
3. Be up to date and aware of all regulatory requirements, legislations, Scottish Public Procurement Notices (SPPN) and best procurement practice in the public and private sector.
4. Ensure that all tender exercises are properly managed, fully specified and evaluated objectively and reflect our Strategic Aims and Objectives as defined.
5. Coach and manage senior stakeholders and other colleagues in the business on procurement, contract management and supply chain issues including explaining key topics and Policy requirements including Equality and Diversity, Modern Slavery Act, GDPR, Fair Work Practices and Climate Emergency issues as they apply to Public Procurement and highlight the implications for SCTS.
6. Provide an auditable, objective and transparent approach that is consistent for all stakeholders including suppliers and contractors.
7. Engage early with the business to understand their current and future requirements and develop a rolling and managed programme of tenders to support the business.

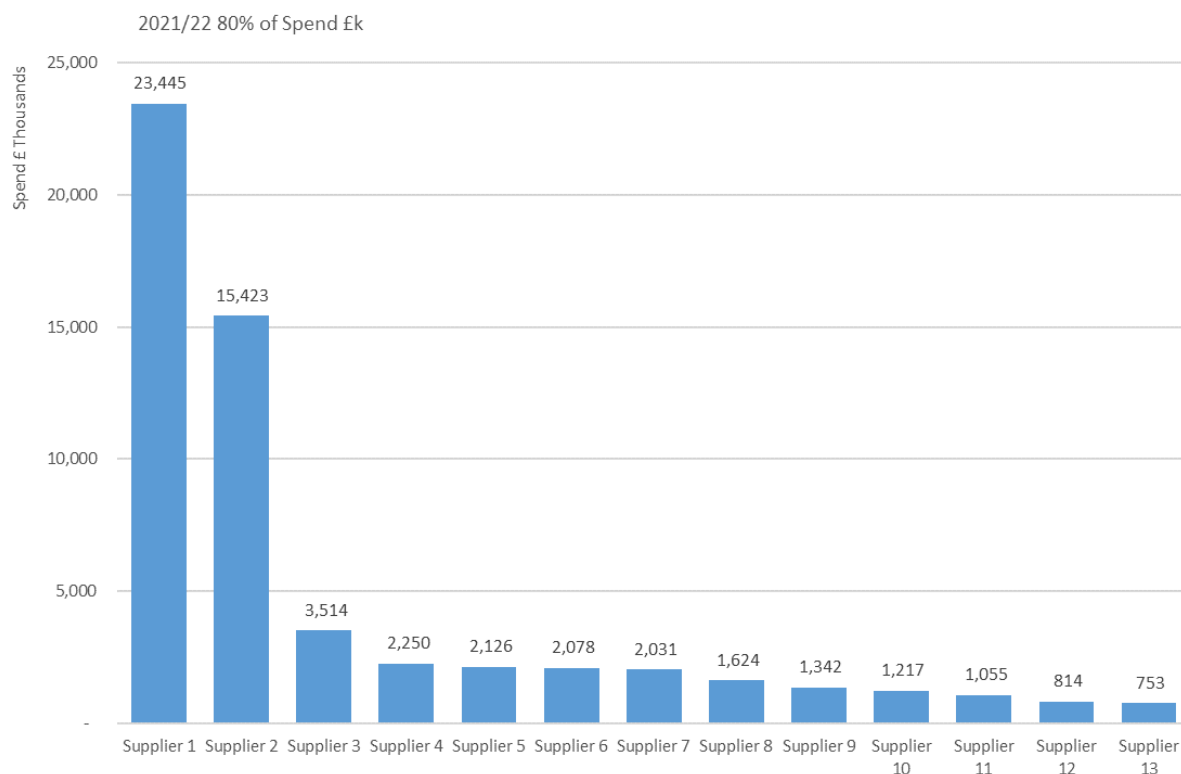
8. Identify generic and specific procurement, commercial and contract management risks that the business is exposed to and mitigations to manage those risks.
9. Develop and create the Management Information for the business and other stakeholders to help make better informed procurement decisions.
10. Build a high performing and capable Procurement Team to support the business.

5.0 Spend

SCTS spend in 2021/22 was £71.9 Million.

This covers all capital expenditure and operational spend for the period for supplies, services and works contracts for projects and ongoing contractual agreements with approximately 700 different suppliers.

80% of spend in 2021/22 was with 13 contractors and suppliers.



This reflects our spend profile which is dominated by strategic projects in (1) facilities management related to sustainability and improvements to our estate and (2) ICT projects to digitise our services.

This is a snapshot at this moment in time.

Notably the remaining 20% of our spend is with almost 900 other suppliers for relatively small amounts (circa 30 suppliers in the range £100k to £1 Million, 640 with less than £100k and of those 600 less than £50k), over a number of different procurement categories including many individual specialists who provide expert opinions and witness services.

The SCTS Procurement Strategy is based on managing different categories of spend. This promotes and helps develop a Category Management strategy and approach reflecting demand and supply and compliant and appropriate routes to market.

SCTS have identified 30 different categories of spend. This provides the basis to streamline and prioritise procurement activity as we develop our approach to spend that is responsive and reflects the nature of the supplies, works and services that we require to support the business.

#	Category	# Suppliers	Risk (0 to 10)	Spend £
1	Facilities Management	20	8	40,690,488
2	ICT	57	9	11,260,691
3	Human Resources	34	5	7,612,405
4	Utilities & Energy	9	6	3,454,060
5	Business Support Services	36	7	2,214,197
6	Food, Beverage & Catering	5	5	1,466,178
7	Travel & Accommodation	16	4	934,830
8	Construction	11	7	776,660
9	Legal	42	9	731,822
10	Financial Services	24	5	465,512
11	Healthcare	48	4	409,122
12	Public Sector Bodies	14	4	354,083
13	Education	15	6	264,290
14	Marketing & Media	20	8	251,341
15	Stationery & Office Products	6	2	185,657
16	Transport	6	7	132,182
17	Clothing	4	3	123,884
18	Arts, Sport & Leisure	3	2	71,831
19	Animals & Farming	4	7	63,561
20	Professional Services	6	8	61,234
21	Vehicles	7	4	45,768
22	Retail & Wholesale	6	4	43,712
23	Social Care & Services	5	7	30,934
24	Security Equipment & Services	4	8	24,261
25	Laboratory	1	8	5,650
26	Manufacturing & Machinery	2	4	5,012
27	Other Goods & Services	1	1	3,497
28	Waste & Environmental Services	1	4	2,267
29	(blank) Not Allocated	322	3	215,829
	Grand Total	728		71,900,959

*The classification system used in VCode Business Sector provided by the Scottish Procurement Information Hub.

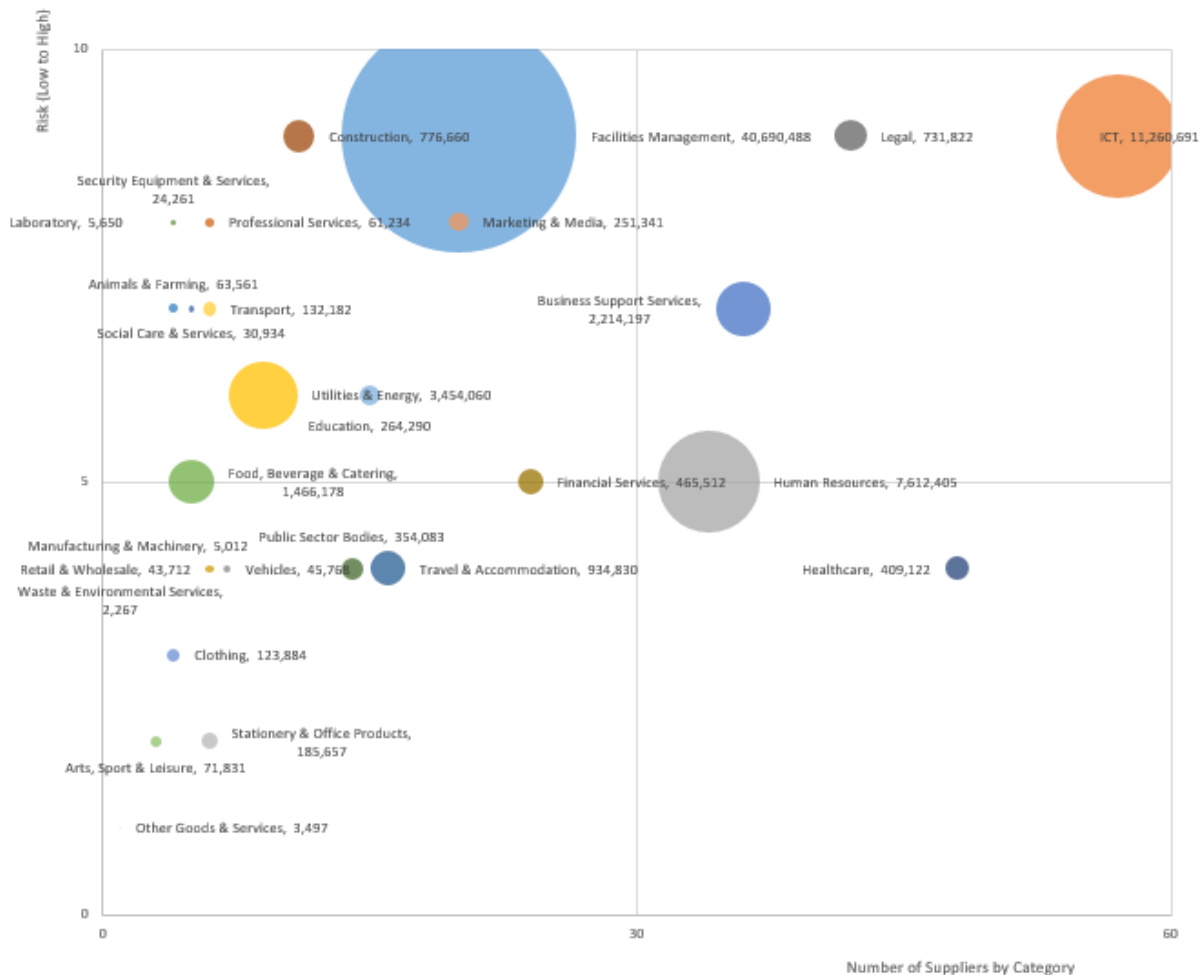
We will develop a Category Management approach throughout the period of this Procurement Strategy that will prioritise Categories by Risk and Value. We will develop and maintain a Category Strategy based on a standard template for consistency of approach to address the specific issues by category and procurement approach.

Our Category Management approach is based on Risk (Low to High) and Value. This can be illustrated as follows to consider the amount of spend by Category, the level of Risk that the business is exposed to and the number of suppliers in each Category.

This provides the basis to:

1. Reduce the Risk associated with each Category.
2. Ensure we have a compliant procurement approach by Category.
3. Engage the business in defining specific requirements for each Category.

Four categories, Construction, ICT, Facilities Management and Human Resources, account for 80% of our Spend 2021/22.



This portfolio approach will provide the basis to prioritise Categories, engage with the business and develop an appropriate approach and route to market to:

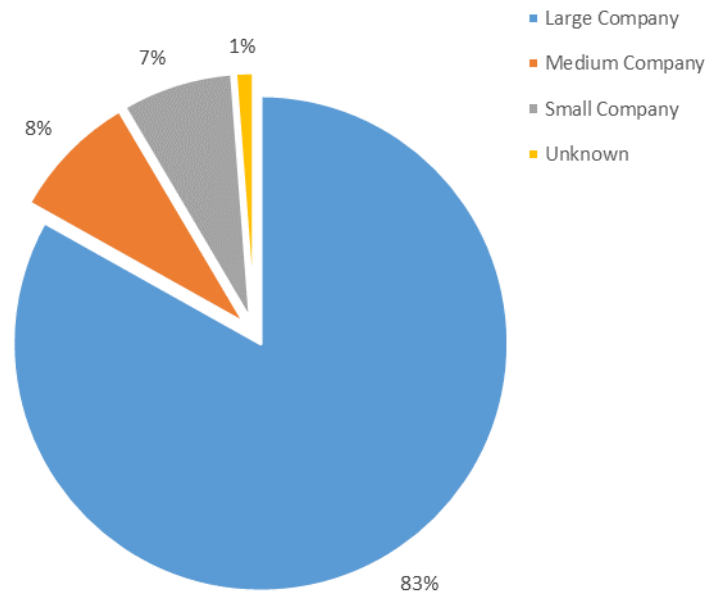
1. Streamline and simplify procurement.
2. Reduce and consolidate suppliers and contractors into manageable categories and manage them consistently across the business.
3. Reduce the technical and commercial risk associated with each Category.
4. Identify areas to improve performance and reduce cost.

Other Performance and spend indicators that reflect our strategy and approach include,

- Spend by supplier size,
- Spend by geography / region.

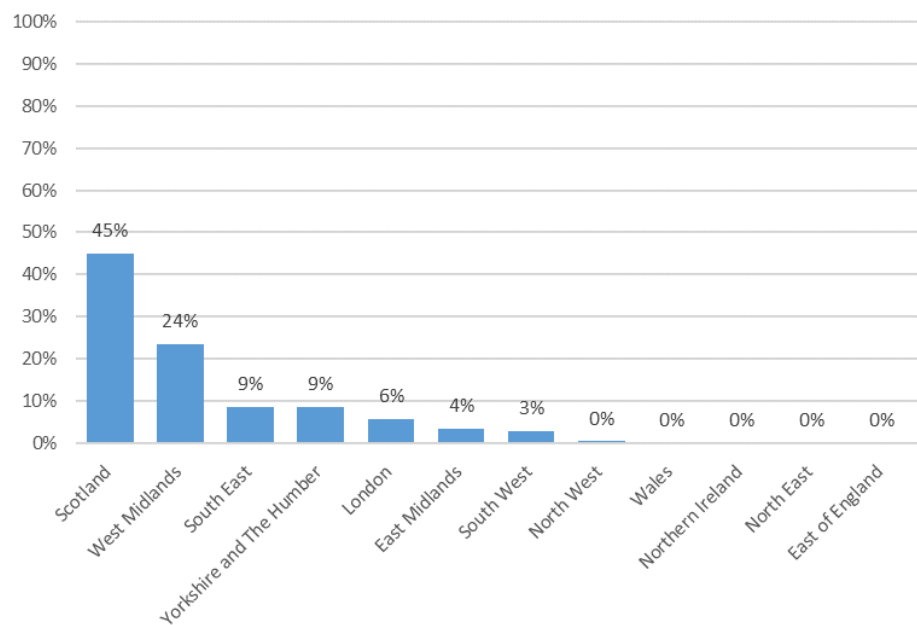
17% of our 2021/22 Spend was with Small and Medium sized suppliers.

2021/22 % Spend by company size



45% of our spend in 2021/22 was with suppliers in Scotland.

2021/22 % Spend by Region



6.0 Implementation, Monitoring, Reviewing and Reporting

The SCTS Procurement Strategy will be delivered through our Procurement Strategy Action Plan which will be reviewed quarterly. The Plan will include updating and refreshing all Policy and Procedures to reflect regulatory requirements, legislation and best practice.

The strategy will be reviewed annually and reported annually through our Annual Procurement Report.

The Scottish Government's Procurement Capability Improvement Programme (PCIP) Assessment measures and reports on the procurement capability of Scottish public sector organisations and the SCTS will be subject to this assessment. The SCTS will be assessed in early 2024.

7.0 Strategy Ownership and Contact Details

This Procurement Strategy is owned by:

#	Description	Information
1	Name	Denise Donaldson
2	Role	Head of Procurement
3	Address	Scottish Courts and Tribunals Service Saughton House Broomhouse Drive Edinburgh EH11 3XD
4	Email	ddonaldson@scotcourts.gov.uk
5	Phone	0131 444 3461

The SCTS Procurement Team is operationally situated within the multi-functional Finance and Procurement Unit (FPU).

The Procurement Team is responsible for the procurement of works, goods and services for all business units of SCTS and for developing procurement processes, procedures, strategies and policies in accordance with national best practice.

Approval of Strategy

“The Procurement Strategy is a mandatory legislative requirement under The Procurement Reform (Scotland) Act 2014 for an Organisation which estimate the value of its regulated procurement will be equal to or greater than £5,000,000 (excluding VAT) in one year.”

This Procurement Strategy will be approved in accordance with SCTS’ internal management processes by the Chief Financial Officer (CFO) acting under delegated authority from the SCTS Executive Team.

Review

SCTS will review the Procurement Strategy annually and issue an Annual Procurement Report on its findings.

8.0 Policies, Tools and Procedures

SCTS use the following Policies, Tools and Procedures to manage procurement activity. These provide the basis to manage and identify opportunities for improvements in procurement activity.

#	Tool	Purpose
1	PCS	Public Contract Scotland (PCS) is the default tender portal for public bodies in Scotland provided by the Scottish Government to facilitate public procurement in Scotland. SCTS will apply a proportionate approach to procurement based on risk and value through Quick Quotes, Regulated Notices and Higher Threshold (the UK Find a Tender Service (FTS) replaced Tenders Electronic Daily and the Official Journal of the EU OJEU/TED from 1 January 2021 as a result of Brexit) which will be advertised through PCS. The financial thresholds for Supplies, Services and Works contracts remain aligned with the OJEU thresholds.
2	PCS-Tender	PCS-Tender (PCS-T) is the Scottish public sector electronic tendering portal. SCTS will use PCS-Tender where appropriate to manage tender exercises to reflect all regulatory requirements and conduct public tendering exercises electronically with its associated benefits.
3	Category Management Strategy	SCTS Procurement Strategy is based on a Category Management approach where there is significant spend in specific categories to improve our knowledge of the market place and sourcing, procuring and managing contracts over their lifecycle.
4	Purchase 2 Pay	Purchase 2 Pay is the end to end process of automating procurement and to ensure that procurement activity is both effective and efficient. This ranges from onboarding new suppliers and contractors to setting up formal contracts with agreed terms and conditions, catalogue items defined where appropriate and the ability for end users to requisition and purchase items electronically using the PeCOS system provided by the Scottish Government.
5	Contract Register	The Contract Register provides the information about our formal contractual commitments including information about the procurement procedure, the description and scope of the contract, the contractor / supplier and the value and duration including any possible extension(s) if they apply.
6	Procurement Pipeline	The Procurement Pipeline provides visibility of the end and renewal date of recurring procurements to provide a rolling programme of procurement activity with sufficient lead times to re-compete contracts where applicable.
7	Spend Analytics	Annual spend analysis using the Spikes Cavell process to benchmark against other public sector bodies and provide spend analytics.
8	Procurement and Commercial Improvement Programme (PCIP)	The Procurement and Commercial Improvement Programme (PCIP) is an independent review by the Scottish Government of our procurement policies and procedures and the results they deliver. This is conducted every two years.
9	Public Sector Report on Compliance with Climate Change Duties	The Procurement Team provides input to SCTS Public Sector Report on Compliance with Climate Change Duties and how Climate Emergency

		requirements and actions have been incorporated into our procurement and contract management activities.
10	Conflict of Interest	All SCTS personnel engaged with the identification, qualification, selection and management of suppliers will be required to declare any professional or personal conflict in relation to the level of authority and budget responsibility they have.
11	Fraud	We will mitigate against Fraud of any form by the application of our Policies and Procedures as well as good financial management and practice including checks and balances on contracts, spend management and ensuring contracts are fit for purpose and any fraud or malicious deviation from the stated purpose of a contact can be identified and corrected.
12	Serious Organised Crime (SOC)	As one of the principle justice partners in Scotland and the UK we will develop SOC Policies to mitigate against any unintended or otherwise engagement with individuals or businesses including due diligence, qualification and vetting of suppliers or individuals where the integrity of our business or supply chain could be compromised.
13	Modern Slavery	Modern Slavery is a pervasive issues and it is imperative that we ensure that this does not exist within our supply chain whether that be outside of Scotland and the UK or closer to home.
14	Fair Work	We will use Fair Work principles to drive up standards in our procurement and supply chain and as part of our evaluation of tenders and bids and contractors' and suppliers commitment and contributing to an equal and fair Scotland.'
15	Community Benefits	SCTS can and will contribute to the communities where we work and promote the inclusion and wellbeing of the local community directly through the employment of local people, social enterprises and charities and the wider issues of community building through ethical and responsible procurement.
16	GDPR	The protection of personal data and information is paramount for SCTS. Our Policy will define our approach in relating to our statutory obligations and requirements to comply with the Data Protection Act and the sensitive nature of the data and information we control and process and how that information can be shared, distributed, stored or processed by any third party.
17	Consideration of SMEs	Our Category Management approach will be designed to reflect the market we source and procure from. This will include ensuring that SMEs can participate in bidder friendly tendering exercises and we can maximise the benefit of engaging with SMEs on the same and equal basis as corporate contractors and suppliers.
18	Net Zero	SCTS will be fully aligned with Scotland Net Zero targets and promote the GHG Protocol to consider and evaluate our Scope 1, 2 and 3 emissions with particular regard to how we design and procure contract with carbon reduction in mind as part of the evaluation of our supply chain.
19	Sustainability	SCTS will promote and develop an integrated approach to sustainability recognising the ongoing requirements of the business and to ensure

		<p>that our procurement and contract management is delivered in a sustainable way in relation to our people and their wellbeing and development, build the capacity of our procurement team, expertise and knowledge including roles and responsibilities and succession planning, engaging young people in careers in procurement and considering the social, economic and environmental implications of our procurement decisions.</p>
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9.0 Signposting to other Resources

The following resources are available to provide advice and support about public procurement and tendering to the public sector in general including the Scottish Courts and Tribunals Service.

- Scottish Government Procurement journey,
- Supplier Development Programme.

<p>Scottish Government Procurement Journey</p>	<p>The Procurement Journey is a straightforward and useful resource for anyone trying to understand public procurement in Scotland.</p> <p>The Procurement Journey explains and defines the different regimes and routes that procurements follow from Route 1 (Low Value) to regulated Route 2 (between the low value threshold and regulated procurements and Route 3 for Regulated Procurements (above the financial thresholds). There is a defined and different routes for low to high value routes.</p> <p>The financial threshold for suppliers, works and service contracts are varied on a regular (biannual) basis.</p> <p>The different routes reflect the value and risk of the defined procurement and the stages, steps and mostly on line or electronic documentation that define the characteristics and activities at each stage including procurement and contract management.</p> <p>More information about the Procurement Journey explaining what and when things happened are available at www.procurementjourney.scot</p>
<p>Supplier Development Programme</p>	<p>The Supplier Development Programme (SDP) is a programme for suppliers and contractors bidding for public sector contracts. SDP provide advice and training to businesses and organisations new and experienced to public sector tendering.</p> <p>This includes different levels of training from basic training to more advanced training for experienced bidders looking to update or refresh their approach as well as sectoral or local meet the buyer events all across Scotland.</p> <p>This is a free to access service for registered businesses and organisations www.sdpscotland.co.uk</p>

