

Let's not cost the earth....

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

....for society and the environment

RESPONSIBLE PURCHASING STRATEGY



contents

2	Foreword and Scope
3	Introduction
5	The Journey so far
8	Professional
10	Environmental Impact
12	Ethical and Social Issues
14	SMEs and Scottish Suppliers
16	Realising our Potential
19	Action Plan
25	Communication Plan
26	Glossary of Terms
28	Acknowledgements

foreword and scope

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

- Professional standards for purchasing staff
- Environmental impact
- Ethical and social issues
- Small & Medium sized Enterprises (SMEs) and Scottish suppliers

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

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



A handwritten signature in dark ink, appearing to read 'Paul Grice'.

Paul Grice
Chief Executive



A handwritten signature in dark ink, appearing to read 'Alex Fergusson'.

Alex Fergusson
Presiding Officer

introduction

The procurement of goods and services is taken forward for the Parliament by Procurement Services on behalf of the Scottish Parliamentary Corporate Body (SPCB).

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

- Professional standards for purchasing staff
- Environmental impact
- Ethical and social issues
- Small & Medium sized Enterprises (SMEs) and Scottish suppliers

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

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

We recognise, though, that this will take time. We see this strategy as the next step in an evolving long-term commitment, during which we will identify and commit to increasingly stretching objectives.

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



Lynn Garvie

Head of Procurement Services
0131 348 6616
RNID Typetalk -18001 0131 348 6616
lynn.garvie@scottish.parliament.uk



Veronique Malcolm

Senior Purchasing Manager
0131 348 6597
RNID Typetalk -18001 0131 348 6597
veronique.malcolm@scottish.parliament.uk

our vision

Let's not cost the earth....

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

....for society and the environment



the journey so far

Prior to 2002:

We had developed stand-alone policies to cover environmental, health and safety and equalities issues. These were supported by procedural guidance but did not fully recognise the convergence between environmental, social and ethical concerns.

In 2003:

We engaged the Centre for Human Ecology to help us to define our policy, produce a statement of principles and develop a 3-step plan for implementation. Later in the same year the SPCB approved the implementation of a responsible purchasing approach, commencing with the adoption of the statement of principles and implementation plan.

The statement of principles

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

Purchasing responsibly means:

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



During 2004:

We started raising awareness amongst procurement staff, started to build knowledge and generally commenced implementation.

From 2005:

We developed stand-alone Responsible Purchasing policy and procedures, which were published on the Parliament's website, and we started to include sustainability issues in specifications and evaluation criteria. We delivered initial training to procurement staff and contract managers and started to attend external events, seminars etc. to keep abreast of developments. In what was an extremely busy year, we also delivered a presentation on Responsible Purchasing to SPCB contractors and started to communicate our plans to internal stakeholders.

From 2006:

We worked with the Parliament's specialist managers (Environment, Health & Safety and Equal Opportunities) to further implement, promote and develop our Responsible Purchasing initiative. At our most recent annual "Meet the Buyer" event (targeted at SMEs), we included a workshop on Responsible Purchasing. We have also been developing good links with organisations that represent SMEs, the social economy and Scottish suppliers.



Now:

We are taking stock and, recognising that a much bigger task lies ahead, we are committing resources to the achievement of best practice. We have developed this comprehensive strategy and are keeping abreast of public sector guidance and other emerging issues. In particular, we will now be identifying and taking account of risk areas¹ in the supply chain and embedding Responsible Purchasing into all our practices and will be encouraging our suppliers to do the same. We are also committed to sharing expertise and best practice.

This approach will enable us to focus on key priorities and associated targets in a structured manner and to achieve continuous improvement. The strategy will be reviewed regularly, with subsequent versions (including updated action plan) and progress against objectives being published annually. Overall success will be measured in a published report, which will be independently verified by internal auditors by March 2010.

¹ i.e. areas covered within professional standards for purchasing staff; environmental impact; social & ethical issues; SMEs and Scottish suppliers

professional standards for purchasing staff



Our overall aspiration

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

Where are we now?

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

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

Additionally, we provide training to non-procurement staff who are involved at some point in the procurement process (e.g. producing specifications, evaluating tenders, contract management) and to those with limited delegated purchasing authority. We recognise the need to provide more support to non-procurement staff, to ensure consistency in terms of commercial awareness. Also, given the current market scarcity for professional purchasing staff, we need to introduce succession planning.

Key priorities



environmental impact

Our overall aspiration

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



Where are we now?

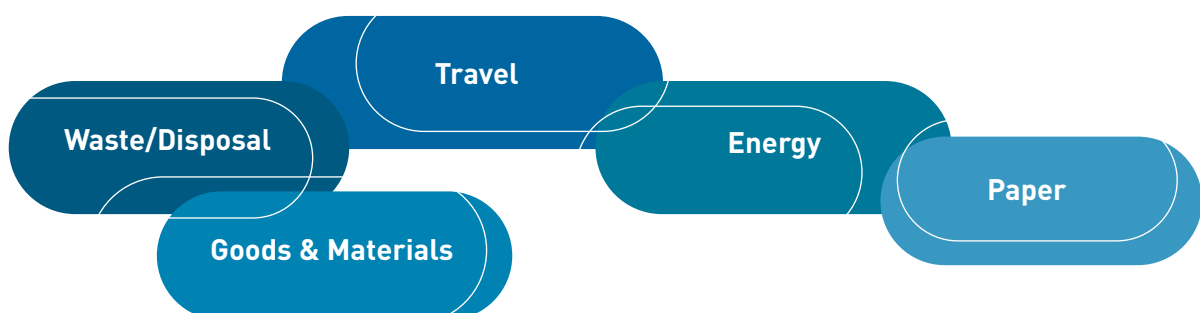
The SPCB approved a corporate environmental policy in October 2005, which is implemented by an environmental management system, certified to ISO14001:2004 (the assessing organisation was “particularly impressed with the responsible purchasing policies of the Parliament, which include many environmental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

We have been able to improve the environmental impacts of targeted contracts and a culture has developed within Procurement Services whereby activities are routinely considered in terms of environmental impacts. For example, individual procurement strategies are required to challenge whether or not the goods and/or services are actually required and, if they are, ensure that key environmental criteria are specified.

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

Key priorities

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



ethical and social issues

Our overall aspiration

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



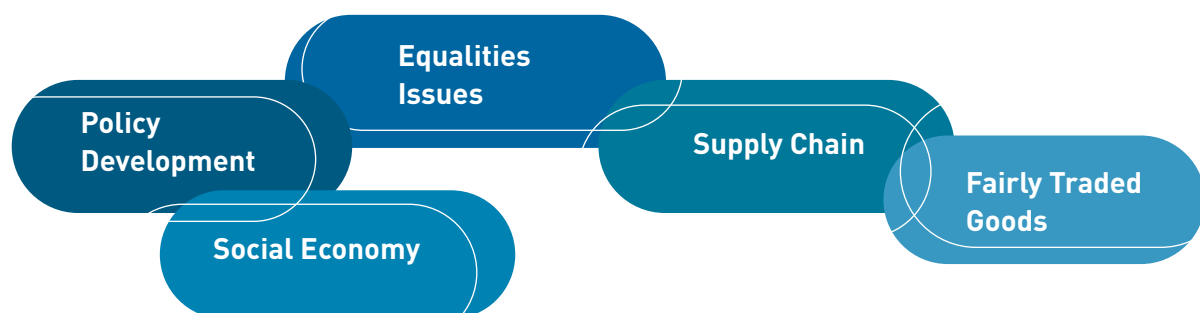
Where are we now?

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

Although there has been no systematic approach to improvement in this area, there are isolated examples of positive achievements:

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

Key priorities



SMEs and Scottish suppliers

Our overall aspiration

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



Where are we now?

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

Other achievements in this area include:

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

Currently we do not have sophisticated management information about SME participation in our procurement activities. We lack, for example, effective tools for measurement and reporting, and these will be developed. However, it is estimated that business with SMEs has increased by over 20% since 2003 (in terms of both number and value of contracts let).

Key priorities



realising our potential

The next part of this strategy document sets out our implementation plans and includes a detailed Action Plan.

Commitment

There is genuine commitment to this strategy across the Parliamentary organisation. The SPCB has consistently demonstrated its commitment to Responsible Purchasing by approving the original policy and subsequent developments. Given the high profile of the Parliament, it is appropriate that it should aim to be at the forefront of best practice.

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

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

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

Expertise

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



Role	Level of Expertise	Training and support
◆ Responsible Purchasing Team Leader	Strategic, covering all areas.	<ul style="list-style-type: none"> → Identify skills gaps from individual skills profiles & include in annual training plan. → Undertake on-going self development (e.g. reading, networking). → Undertake formal training event plus biennial refresher training. → Attend at least one targeted conference/seminar per annum. → Attend less formal events (e.g. workshops) as appropriate.
◆ Responsible Purchasing “Champions”	In-depth in specific area (e.g. environment).	<ul style="list-style-type: none"> → Identify skills gaps from individual skills profiles and include in annual training plan. → Undertake on-going self development (e.g. reading, networking). → Undertake formal training event plus biennial refresher training. → Attend appropriate events (e.g. workshops, conferences, seminars).
◆ Purchasers	Good working knowledge of Responsible Purchasing policies, procedures and EU procurement law. Basic knowledge covering all areas and contract-specific issues.	<ul style="list-style-type: none"> → Identify skills gaps from individual skills profiles and include in annual training plan. → Attend annual in-house training session. → Attend awareness seminar on social enterprise. → Access to updates on new developments provided by “champions”. → Undertake individual research in advance of tender exercises. → Access to library of guidance and “champions”.
◆ Contract Managers	Understanding of Responsible Purchasing issues and impacts within specific contracts.	<ul style="list-style-type: none"> → Responsible Purchasing issues included within Contractor Performance Management system and specification writing training. → Access to guidance and “champions”. → Access to in-house training sessions.

Resources

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

Tools for purchasers

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

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

Key priorities



Engagement with Suppliers

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



Responsible Purchasing awareness has been raised within Procurement Services and with other internal stakeholders via training, workshops and on-going consultation with our senior management team. Events have been held with suppliers and existing contractors and we have started to develop good links with organisations that represent the four areas of our Responsible Purchasing strategy.

We are committed to implementing this strategy in an open and accessible manner, publishing progress and case studies, and sharing information and documentation. We will also work collaboratively with other public sector organisations.

To ensure that effective and genuine two-way communication takes place throughout the implementation of this strategy, a detailed Communication Plan has been developed.

action plan

PROFESSIONAL STANDARDS FOR PURCHASING STAFF

Objectives against key priorities

Deadline

Policies and guidance:

- | | |
|---|---------------------------|
| → Revise existing Responsible Purchasing “Statement of Principles” to convey our evolving commitment | Feb 08 |
| → Introduce anonymous feedback surveys into all Supplier Debriefs to measure performance and to improve policies and guidance | May 08 |
| → Develop an SPCB Delegated Purchasing Authority network to effectively disseminate changes in policy and guidance, and to obtain feedback for continuous improvement | Quarterly from June 08 |
| → Integrate Responsible Purchasing throughout the Procurement Procedures Manual | March 09 |
| → Revise the Procurement Policy Manual and include a statement on minimum environmental, ethical and social standards | October 09, then annually |
| → Integrate Responsible Purchasing into the Contractor Performance Management System | Dec 09 |
| → Issue regular Procurement Notices to update SPCB staff on procurement developments | Ongoing |

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

- | | |
|---|----------|
| → Review & update existing Procurement Training Strategy | March 08 |
| → Revise competency-based skills profile | March 08 |
| → Produce annual Procurement Services Training Plan | May 08 |
| → Identify means of increasing commercial awareness amongst non-procurement staff | July 08 |
| → Review content of procurement-related training courses | Dec 08 |

Measuring progress:

- | | |
|--|-----------------------|
| → Produce baseline Procurement Services skills profile, then compare progress annually | May 08, then annually |
| → Incorporate individual Responsible Purchasing objectives into annual staff appraisal system for Procurement Services | May 08 |
| → Conduct survey of internal customers & contractors to produce baseline procurement performance assessment | Aug 08 |
| → Introduce succession planning programme for Procurement Services | March 09 |
| → Analyse feedback from all relevant hosted events (within 2 months) and compare against previous similar events | Ongoing |

ENVIRONMENTAL IMPACT

Objectives against key priorities

Deadline

Waste/Disposal

- Appoint "champion" to cover waste & disposals Nov 07
- Identify current disposal methods within key contracts and set improvement targets March 09
- Identify current waste generation within key contracts and set targets for reduction March 09

Energy

- Set parameters for electricity use within the catering services contract and monitor performance March 08
- Identify existing equipment with high energy consumption and set targets for re-let improvements Ongoing
- Continue to purchase 100% renewable energy within electricity contracts Ongoing

Goods and materials

- Work with existing contractors to identify goods & materials used within our contracts that have a high, adverse environmental impact and introduce sustainable alternatives Ongoing
- Use generally recognised approved assurance schemes, wherever available, within specifications Ongoing

Travel

- For procurement-related travel, establish carbon profile and set carbon budget for 2008/09 March 08
- Identify delivery arrangements (goods) for all key contracts and set targets for improvement in terms of environmental impact March 09

Paper

- Establish paper usage within Procurement Services and agree target for reduction April 08

ETHICAL AND SOCIAL ISSUES	
Objectives against key priorities	Deadline
Policy development	
→ Produce procurement policy for catering services to cover ethical and social issues in food production, such as animal welfare and fairly traded goods	March 09
→ Develop integrated social and ethical policy, taking account of emerging best practice	Sept 09
Equalities issues	
→ Review and improve selection and award criteria guidance	Sept 08
→ Incorporate equalities issues into Contractor Performance Management System	Sept 08
→ Review procurement procedural guidance to ensure compliance with all equality-related legislation (e.g. gender, race)	Sept 08
→ Work with contractors to ensure they have effective and fair monitoring & escalation procedures for our contracts	Ongoing
Fairly traded goods	
→ Undertake comprehensive investigation and evaluation of fair trade to inform future procurement strategies	May 09
→ Continue to increase the range of fairly traded products offered	Ongoing
→ Engage with the Scottish Fair Trade Forum and other public sector bodies to promote fair and ethical trade	Ongoing
Supply chain	
→ Introduce contractor questionnaire for key contracts to identify and assess responsible purchasing impacts within the supply chain.	Dec 08
→ Incorporate results from questionnaires into Impact Assessment Action Plan (see Tools for Purchasers) and work with contractors to achieve improvements	May 09
Social economy	
→ Hold “Meet the Buyer” event targeted specifically at social enterprises	Oct 08
→ Incorporate into guidance the requirement for the social economy to be fully considered when developing individual procurement strategies	Sept 08
→ Record the number of contracts awarded to Social Enterprises	Nov 08, then ongoing
→ Create a forum with relevant organisations to meet annually & discuss following year’s procurement portfolio with aim of improving social economy marketplace and procurement conditions	Mar 09, then annually
→ Regularly participate in relevant events/networking opportunities	Ongoing
→ At project planning stage, identify appropriate contracts to potentially be reserved for supported business, then determine feasibility during production of individual procurement strategy	Ongoing
→ Make use of social economy databases (e.g. Social Economy and Enterprise Database Scotland) to identify potential suppliers	Ongoing

SMES AND SCOTTISH SUPPLIERS

Objectives against key priorities

Deadline

Address remaining barriers to SME participation

- Establish initial public sector focus group (market specific) to identify opportunities for collaboration to assist SMEs July 08
- Review and revise information available to SMEs July 08
- Produce easily accessible tendering guidance Sept 08
- Hold targeted "Meet the Buyer" event Oct 08
- Provide guidance for purchasers to ensure that individual procurement strategies consider SMEs March 09
- Produce a list of all procurement documentation and set targets, where required, for conversion into plain English July 09
- Review procurement processes to ensure they are not discriminatory towards SMEs or overly complicated Oct 09
- Utilise the Scottish Government public sector advertising portal when it becomes available When available
- Regularly participate in relevant events/networking opportunities Ongoing

Maximise subcontracting opportunities for SMEs

- Identify subcontracted elements of existing high-value contracts as baseline July 09
- Increase publicity given to subcontracting opportunities Ongoing

Measure, monitor and report on progress

- Review Scottish supplier definition March 08
- Introduce effective system for measuring and monitoring participation of different types of organisation throughout the procurement process (e.g. SMEs, social enterprises, ethnic minority groups). Dec 08
- Determine appropriate reporting mechanism March 09

TOOLS FOR PURCHASERS	
Objectives against key priorities	Deadline
Prioritisation of contracts	
→ Identify appropriate models for prioritisation of our goods and services in terms of Responsible Purchasing and identify “priority” contracts	March 08
Impact assessment	
→ Review and develop the existing Responsible Purchasing risk assessment guidance for our goods and services	Sept 08
→ Identify key Responsible Purchasing impacts for each of our “priority” requirements and set improvement targets	Sept 09
Information and guidance	
→ Appoint a procurement “champion” for each main area of Responsible Purchasing	Nov 07
→ Develop an electronic library of relevant Responsible Purchasing information, appropriately categorised and maintained	April 08
→ Develop a list of product/service-related Responsible Purchasing questions for inclusion in evaluation procedures	June 08
→ Review & improve existing stand-alone Responsible Purchasing guidance before incorporating into overall Procedures Manual	Sept 08
→ Review and update existing Responsible Purchasing templates	Sept 08
Whole-life costing	
→ Identify and implement appropriate whole-life costing model(s)	Oct 08
Measuring, monitoring and auditing	
→ Establish average weighting allocated to Responsible Purchasing related criteria during tender evaluation for 2006/07 F/Y, then increase by 2% for 2007/08	Dec 07 & March 08
→ Benchmark progress against UK Government Sustainable Procurement Task Force Flexible Framework	Dec 07, then annually
→ Develop a single system to record and measure progress	Nov 08
→ Undertake assessment of progress against Action Plan.	Dec 08, then ongoing
→ Include relevant Key Performance Indicators (KPIs) in the performance monitoring of high-risk contracts (in Responsible Purchasing terms)	March 09
→ Internal Audit Services to undertake interim assessment of Responsible Purchasing implementation	March 09
→ Publish report on overall success, verified by internal Audit Services	March 2010
→ Identify and assess developing industry standards for incorporation into relevant guidance	Ongoing

ENGAGEMENT WITH SUPPLIERS

Objectives against key priorities

Deadline

Minimum standards

- Sign up to the Scottish Government's "Suppliers' Charter" as minimum standards Nov 2007
- Incorporate additional standards to reflect SPCB policies, producing SPCB charter Sept 08
- Produce a list of environmental, ethical and social criteria for use as minimum procurement standards Sept 08

Motivating suppliers

- Identify appropriate award scheme to recognise suppliers' achievements in relation to Responsible Purchasing Oct 08
- Introduce standing item on Responsible Purchasing related issue(s) for all supplier events (e.g. Meet the Buyer) Oct 08, then ongoing

Supplier participation

- Introduce standard questions within supplier debriefs to obtain feedback on Responsible Purchasing elements of the specified requirement March 08, then ongoing
- Hold at least one focus group with suppliers to deliver Responsible Purchasing improvements Dec 09, then annually
- Obtain feedback on the effectiveness of strategy implementation from organisations representing suppliers (e.g. Chambers of Commerce, Federation of Small Businesses, social economy) Dec 09, then ongoing

communication plan

Initial 6 months

Nature of Communication	Target Audience	By when?
→ Formal launch of Procurement Strategy	Invitees, including supplier representation	Jan 08
→ Publish strategy document on Parliament website	All stakeholders	Feb 08
→ Publish report of strategy launch on Parliament website	All stakeholders	Feb 08
→ Internal dissemination of information (e.g. highlighting specific issues, progress reports)	Relevant SPCB staff and MSPs	March 08, then ongoing
→ Hold corporate workshop(s) to obtain stakeholder feedback on implementation progress	Internal stakeholders	May 08

Within first 12 months

Nature of Communication	Target Audience	By when?
→ Initial progress report	SPCB & senior management	Sept 08
→ Publish annual progress report on Parliament website	All stakeholders	Dec 08
→ Commence publication of case studies on Parliament website	All stakeholders	Dec 08, then ongoing

Ongoing communications

Nature of Communication	Target Audience	Frequency
→ Progress reports at Procurement Services team meetings	Procurement staff	Weekly
→ Responsible Purchasing Group - progress/planning meetings	3 members of staff from Procurement Services, including the Head of Procurement	Weekly initially, gradually moving to monthly
→ Meetings to obtain feedback on implementation progress and to inform future objectives/strategy development	Internal stakeholders	At least quarterly
→ Progress report included in Chief Executive's report to the SPCB	SPCB	Monthly
→ Workshops, training, etc. to provide practical support and guidance	Relevant SPCB staff, including Contract Managers, and key contractors	At least annually
→ Meetings to obtain feedback on implementation progress and to inform future objectives/strategy development	Contractors and suppliers	Annually
→ Sharing expertise and best practice	Interested parties	Ongoing

glossary of terms used in this document

◆ Carbon budget	Maximum carbon usage available for travel within a financial year.
◆ “Champion”	A member of the SPCB procurement team with responsibility for promoting a specific aspect of Responsible Purchasing (e.g. environmental impact).
◆ Chartered Institute of Purchasing and Supply (CIPS)	CIPS is the leading UK body representing purchasing and supply-chain professionals.
◆ Contractor	A supplier currently undertaking an SPCB contract.
◆ Contractor Performance Management System	Sets out the process for SPCB staff to follow to ensure that both the SPCB and the contractor meet contractual obligations and achieve continuous improvement over the life of the contract.
◆ Delegated Purchasing Authority (DPA)	The written authority that permits an individual to enter into a legally binding contract.
◆ Developing links	Provision of presentations to relevant groups representing SMEs and the social economy.
◆ Escalation procedure	A formal process of reporting problems or complaints through higher levels of authority.
◆ Fairly Traded Goods	Goods that ensure better prices, decent working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world.
◆ Goods and materials	Finished products (e.g. furniture, cleaning materials, food) or raw materials (e.g. timber, chemicals).
◆ Impact assessment	A way of assessing the effects that activities or decisions may have on people (socially and economically) and the environment.
◆ ISO 14001	An internationally accepted standard on environmental management.
◆ Key Performance Indicators	Measurements that help to define, measure and monitor progress against commitments.
◆ “Meet the Buyer”	Events offering the opportunity for buyers to gain market & product intelligence and for suppliers to learn about forthcoming contracts and procurement policies & procedures.
◆ Performance Management System	Formal system to assess staff performance against agreed objectives and a competency framework.
◆ Plain English	Writing that can be understood and acted upon the first time it is read.

◆ Procurement Notice	System of disseminating procurement-related information throughout the Parliament.
◆ Procurement Policy Manual	Sets out SPCB policies in relation to procurement.
◆ Reserved contract	Under the Public Contracts (Scotland) Regulations 2006, a contracting authority may reserve the right to participate in a tender exercise to only those organisations that operate “supported businesses”.
◆ Risk assessment	Process of measuring risk to determine priorities and enable identification of an appropriate level of response.
◆ SMEs	Small and Medium Sized Enterprises – organisations that employ fewer than 250 employees.
◆ SPCB	Scottish Parliamentary Corporate Body – The Presiding Officer and four other MSPs. The SPCB is responsible for providing the Parliament with the property, staff and services it requires.
◆ Social economy	Comprises voluntary and community organisations that use a business approach to deliver goods or services.
◆ Social enterprise	Businesses with a social purpose. They have social aims, trade in competitive markets and reinvest their profits for community benefit.
◆ Specification	A description of requirements and the standards to which goods and/or services should conform.
◆ Supplier	An organisation providing goods and/or services for sale/hire.
◆ Supplier debrief	A method of providing feedback on the strengths and weaknesses of a tender submission to help the supplier improve the quality of future bids.
◆ Supply chain	All the elements in the process that enable the delivery of a product to a customer (including raw materials, manufacture, subcontractors and delivery).
◆ Supported business	A service in which more than 50% of the workers are disabled persons, who by reason of the nature or severity of their disability are unable to take up work in the open labour market.
◆ Whole-life costs	Total cost of goods or services, taking into account purchase price, costs of usage over their lifetime (e.g. maintenance, repair, upgrades) and disposal.

acknowledgements

We would like to thank the following contributors for their input during the consultation phase of the development of this strategy:

Federation of Small Businesses (Niall Stuart)
Forth Sector (Kevin Robbie)
Centre for Human Ecology (Osbert Lancaster)
Ethitas CSR Solutions (Pamela Zielinski)
Thirdwave (Malcolm McRobert)
Northern Ireland Assembly (John Gibson)
Scotlink (Jane Herbstritt)
University of Edinburgh (Karen Bowman)
The Wise Group (Abigail Howard)
Scottish Business in the Community (Malcolm Thomson)
WWF Scotland (Jessica Pepper)
Oxfam in Scotland (Shabnum Mustapha)
House of Commons (Kevin Treeby)
Commission for Racial Equality (Morag Patrick)
Equal Opportunities Commission Scotland
Scottish Social Enterprise Coalition
Scottish Sustainable Development Forum

Parliamentary staff including the Environmental Performance Manager, Health and Safety Advisor, Equalities Manager and all Procurement Services staff.

Additionally, we would like to thank everyone else who contributed, for example by participating in focus groups or helping us with our initial research. Without the help and enthusiasm we experienced, it would not have been possible to produce this document. For this, we are extremely grateful.

© SPCB 2007

This document is also available on the Scottish Parliament website: www.scottish.parliament.uk

100% of this document is printed on recycled paper from FSC credited sources and is 100% recyclable and biodegradable. The text pages are printed on stock made from 50% de-inked post-consumer waste, 25% pre-consumer waste and 25% virgin fibre, which is partly bleached using an Elemental Chlorine Free (ECF) process, and partly bleached using a Totally Chlorine Free (TCF) process. The cover paper stock is 75% post-consumer waste and bleached using an ECF process.

RR Donnelley B50794 12/07