



Higher National Unit specification: general information

Unit title: Procurement Planning

Unit code: H391 35

Superclass: VC

Publication date: July 2014

Source: Scottish Qualifications Authority

Version: 02

Unit purpose

The Unit supports one of the key stages described in the Procurement of Care Services document published by the Scottish Government and COSLA. The Unit has been designed to enable candidates to develop the skills and knowledge to carry out planning activity prior to the procurement of care services. The candidate will demonstrate that they can plan a procurement exercise that complies with current legislation and guidance and results in the procurement of a service that meets the needs of the individuals for whom it is being procured.

On completion of the Unit the candidate should be able to:

- 1 Apply EU procurement rules and National Guidance to the procurement of care services.
- 2 Write specifications for the delivery of care services.
- 3 Produce procurement strategies for care services.
- 4 Produce Tender documents for the procurement of care services.

Recommended prior knowledge and skills

This Unit is part of the Group Award in Commissioning, Procurement and Contracting for Care Services. It is recommended that candidates should have completed Unit 1 and Unit 2 associated with this PDA prior to undertaking this Unit. It is anticipated that the majority of candidates will have some work experience of commissioning or contracting for care services, or of procurement of other services.

Candidates should have well developed communication skills, both written and oral and interpersonal skills and be able to demonstrate the ability to think analytically and reflectively.

General information (cont)

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the support notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

It should also be undertaken in sequence that is following completion of **Units 1 and 2** and prior to **Units 4 and 5**.

This Unit is mandatory and is delivered as part of the Group Award, leading to the PDA in Commissioning Procurement and Contracting for Care Services.

Higher National Unit specification: statement of standards

Unit title: Procurement Planning

Unit code: H391 35

The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Outcome 1

Apply EU procurement rules and National Guidance to the procurement of care services.

Knowledge and/or Skills

- ◆ EU Procurement Directives
- ◆ Remedies Directive
- ◆ National Guidance
- ◆ Legal framework for public procurement as implemented in national law

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain how EU Procurement Directives apply to a procurement plan for care services.
- ◆ examine the impact of Remedies Directive on a procurement plan.
- ◆ explain how the National Guidance applies to a procurement plan for care services.
- ◆ apply the legal framework to a procurement plan for a care service.

Outcome 2

Write specifications for the delivery of care services.

Knowledge and/or Skills

- ◆ Types of specification: design, layout, style, content, language
- ◆ Interpretation of stakeholder requirements
- ◆ Identification of key performance indicators

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain how to design a specification that is relevant to the type of service required.
- ◆ explain the need to consult with stakeholders and forge appropriate relationships.
- ◆ analyse the need to properly identify and write effective key performance indicators.

Higher National Unit specification: statement of standards (cont)

Unit title: Procurement Planning

Outcome 3

Produce procurement strategies for care services.

Knowledge and/or Skills

- ◆ Strategy
- ◆ Procurement plans
- ◆ Roles and responsibilities of stakeholders
- ◆ Procurement route
- ◆ Sustainability
- ◆ Selection criteria and award criteria
- ◆ Tender evaluation methods

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ understand the development of strategies & subsequent plans for care services.
- ◆ explain the components of a procurement plan that is derived from the overarching procurement strategies.
- ◆ explain the roles and responsibilities of stakeholders.
- ◆ demonstrate an understanding of procurement routes.
- ◆ demonstrate an understanding of sustainability.
- ◆ demonstrate an understanding of selection criteria and award criteria.
- ◆ explain tender evaluation methods.

Higher National Unit specification: statement of standards (cont)

Unit title: Procurement Planning

Outcome 4

Produce Tender documents for the procurement of care services.

Knowledge and/or Skills

- ◆ Pre-qualification questionnaire
- ◆ Invitation to tender document:
 - design
 - layout
 - style
 - content
 - language

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain the purpose of the pre- qualification questionnaire.
- ◆ explain the purpose of the Invitation To Tender (ITT) pack.

Higher National Unit specification: support notes

Unit title: Procurement Planning

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is part of a PDA which has been designed to support the implementation of the Scottish Government's Guidance on the Procurement of Care and Support Services. The PDA includes five taught Units; an introductory Unit followed by Units that align to the four stages of the procurement cycle (analyse, plan, do and review). This Unit aligns to the second stage of the cycle, ie planning for the procurement of care services. It sits between the analysis of provision, stakeholders and market, and the carrying out of an actual tender. The planning stage incorporates understanding the extent to which legislation and guidance applies to any particular procurement activity and then developing a specification for the service to be procured, a procurement strategy document that will, in effect, be a route map for the tender, and a suite of Invitation to Tender documents for publication.

Outcome 1

This Outcome provides the knowledge/skills required in regard to the legal landscape procurement practitioners operate under in regard to the procurement and subsequent contracting of care services.

The Outcome considers how the EU and Scottish legislation and the National Guidance, which were looked at theoretically in Unit 1, apply in practice to a procurement exercise for a care service.

It is therefore important for candidates to be aware of the need to determine which parts of the legislation apply, and what might be considered good practice to follow, even if not required by law.

It is important to note that new EU Procurement and Scottish legislation and Regulations have introduced a 'light touch' regime for health and care services which should be reflected in this outcome.

The more recent change, specifically the second knowledge/skill within Outcome 1, that of the Remedies Directive, candidates should be aware of the risk of challenge and understand what actions could be taken to mitigate it happening in the first instance. However be prepared for and the actions needed to be taken and the implications for the award of contract and service delivery should the procurement they are planning be subject to challenge.

Higher National Unit specification: support notes (cont)

Unit title: Procurement Planning

Finally within this Outcome individual candidates should be allowed to contextualise the foregoing in the context of their local standing orders and financial regulations of the organisation when planning the tender. This could be an area of open discussion amongst candidates with a free exchange of views on the comparisons amongst them in a given teaching cohort.

Outcome 2

This is made up of three Knowledge/Skills and specifically deals with what needs to be considered and included in a service specification.

- (a) The specification is the main description of the service and should express very clearly what is required. It will form a key component of the Invitation to Tender pack, and of the contract that is awarded following the tender. Specifications for care services are normally either performance (Outcome) based or output based; it is important that candidates understand the difference between the types of specification and which may be the most appropriate for any given service requirement. Service specifications should take account of any national care standards or Scottish Social Services Council Codes of Practice that service providers are required to adhere to. Service specifications should take account of any national care standards or Scottish Social Services Council Codes of Practice that service providers are required to adhere to. When specifying the quality of service required, candidates also need to consider the financial implications, in that the service must be affordable.
- (b) The role of stakeholders in the design of the specification is very important, particularly the role of the service users and carers that will be receiving the services. Candidates need to learn how to map out stakeholders and be able to properly identify the range of stakeholders involved both internal as well as external to the procurement process so as to ensure the most effective procurement possible.
- (c) In order to measure the success of the procurement it is important to have the right Key Performance Indicators build into the specification, and a system for reporting on these. The Key Performance Indicators are likely to relate to both quality and value for money. Candidates need to understand the importance of determining the Key Success Criteria prior to putting together their Key Performance Indicators.

Outcome 3

This is made up of seven knowledge/skills and specifically deals with how a procurement strategy is developed and the key component parts that should be included.

- (a) The procurement strategy document should be the guide or route map to carrying out the tender activity and provide a record of how and when decisions were made by the stakeholder group. It should include the roles and responsibilities of stakeholders, the procurement route chosen, selection and award criteria and how the tender will be evaluated. The strategy should also consider any sustainability issues, and how they will be incorporated into the tender. Candidates should be aware of the Scottish Government's Procurement Journey and how the journey may be adapted for procurement of care services.

Higher National Unit specification: support notes (cont)

Unit title: Procurement Planning

- (b) Following a review of strategy can the actual Procurement Plan be put together this is also an important part of the process and should be given the attention to detail it deserves – asking candidates to share ‘best practice’ and discuss why there are differences in the style of procurement plans in different procurement scenarios.
- (c) In line with point (a) above the aspect of stakeholder involvement requires to be re-visited.
- (d) The Procurement route comes next and will determine how effective the whole tendering process will be. So options need to be considered here and compared as well as contrasted.
- (e) On the point of sustainability candidates need to have a sound grasp of what is meant here in relation to procurement but especially to that of the whole tendering and subsequent evaluation thereof.
- (f) The knowledge point on selection and award criteria is crucial and is a very fundamental part of planning the tendering process. It requires to be fully explored searching out best practice operational examples to review and compare with the current best practice theory communicates.
- (g) Tender award criteria, concludes this particular Learning Outcome and again embeds everything said above it will help shape the future direction and effectiveness of any resultant contract so requires to be dealt with appropriately.

Outcome 4

This is made up of two knowledge/skills and specifically takes the learning from the first three Outcomes to produce a pack of documents that comprise an Invitation to Tender (ITT) for publication.

These documents should make it very clear to prospective Tenderers exactly what the service required is, and what evidence and information they are required to submit. Depending on whether the Restricted or Open procedure is used, there may be a separate pre-qualification questionnaire. The ITT pack should include the following sections as a minimum:

- ◆ Instructions to Tenderers
- ◆ Service specification
- ◆ Timetable
- ◆ Declarations

The whole process should be ‘walked through’ embedding at each stage ‘best practice’ thinking.

Higher National Unit specification: support notes (cont)

Unit title: Procurement Planning

Guidance on the delivery of this Unit

This Unit should be delivered as part of the Group Award in Commissioning, Procurement and Contracting for Care Services; it is recommended that it should be taught and assessed within the subject area of the Group Award, to which it contributes.

The Group Award consists of five taught Units and it is recommended that these are undertaken in sequence if the candidate aims to achieve the Group Award, however, this Unit could be undertaken as a stand-alone Unit

It is recommended that delivery will be mainly by distance learning, but supplemented by face to face discussions which could be facilitated by a variety of methods.

Guidance on the assessment of this Unit

The assessment of this Unit will be undertaken on a sample basis. The candidate must fully demonstrate an understanding of both theory, and its relation to practice, for the sampled elements from all Learning Outcomes. Candidates will be advised, only at the time of assessment which elements are to be incorporated.

It has been recommended that Units 1 to 5 of the PDA are undertaken in sequence. The preferred assessment methodology for Units 2 to 4 is for a holistic assessment by means of a Project Portfolio consisting of three Phases. The assessment for this Unit will be Phase 2 of the Project Portfolio.

The subject matter of the Project Portfolio will be a scenario (ie a specific service required for a specific client group) chosen by the candidate.

Some of the evidence for this Unit can be cross referenced to the optional SVQ Units in the Group Award

PHASE 2 of the Project Portfolio

Outcome 1

Prepare a Briefing for the stakeholder group that explains (a) how the EU Procurement Directives will apply in this instance to the procurement exercise that is underway and (b) how the National Guidance will apply in this instance to the procurement exercise that is underway. The Briefing may be in the form of a Paper or a Presentation.

The word count for the briefing paper for Outcome 1 is (500 words +/- 10%).

Outcome 2

Produce a specification that is designed to demonstrate 'best practice' and clearly communicates the requirements to a supplier/service provider together with its associated key performance indicators that you intend to use to monitor the eventual contract's performance.

The word count for the specification for Outcome 2 is (at least 500 words +/- 10%).

Higher National Unit specification: support notes (cont)

Unit title: Procurement Planning

Outcome 3

Assume that the specification designed for the assessment of **Outcome 2** has been approved by the stakeholder group and produce a Procurement Strategy document for approval by the stakeholder group. The strategy should be effectively a roadmap of how the tender will be carried out. It should encompass the preferred procurement route, tender evaluation method, selection and award criteria and any sustainability issues. There is no word count here, but the document must be sufficiently comprehensive.

Outcome 4

Assuming the Procurement Strategy designed for the assessment of Outcome 3 is approved by the stakeholder group, the candidate should design an appropriate Invitation to Tender (ITT) Pack for publication. The actual contents of the pack will depend on the strategy and specification that previously has been used, however, it must include the background and overview of the tendering and evaluation process; Instructions to Tenderers; Response Requirements and Forms of Tender. Candidates may also include: pre-qualification questionnaires; quality questionnaires; pricing schedules or other elements as identified via the Procurement Strategy. No limit on word count, but must be suitably comprehensive.

In addition to the documents identified above (ie Briefing, Specification, Strategy and ITT Pack) the candidate should produce a narrative of 1,500 words (+/- 10%) that clearly explains the following sampled Evidence Requirements:

- ◆ Choice of specification
- ◆ Need to consult widely with appropriate stakeholders
- ◆ Strategic management process
- ◆ Importance of sustainability to effective procurement
- ◆ Importance of effective communication in the design of ITT packs
- ◆ Importance of document control

Online and Distance Learning

This Unit is suitable for open learning, as long as the candidate has access to a taught theoretical element and that there is authentication of the candidate's evidence.

Opportunities for developing Core Skills

Assessment of this Unit will assume the development of Core Skills necessary in the performance of work tasks at this level. For example the assessment includes the need to use appropriate information technology and the demonstration of skills to undertake written presentations which will include the use of complex information.

Higher National Unit specification: support notes (cont)

Unit title: Procurement Planning

Candidates will have the opportunity to develop the following Core Skills:

Communication: Written communications will be developed through candidates producing written work in their assessment; oral communication will be developed through discussion, debate and evidence of engagement with other internal stakeholders in the preparation of their Report for the assessment of this Unit.

Working with Others: Will be developed as a natural consequence of working in the field of procurement as candidates to be effective will be required to work collaboratively with colleagues from their own function as well as other key functions within the organisation. This is further enhanced with the need to engage with other third parties within the supply chain and external to their organisation, in the preparation and research for the assignment.

Information and Communication Technology (ICT): Candidates will develop their *ICT* skills through research and the presentation of written assignments.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date
02	Word count added to Outcome 1 and 2 and support notes updated to reflect changes to EU legislation	July 2016

© Scottish Qualifications Authority 2013, 2016

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Business Development and Customer Support team, telephone 0303 333 0330.

General information for candidates

Unit title: Procurement Planning

This Unit has been developed as part of a Group Award (PDA) in Commissioning, Procurement and Contracting of Care Services.

The PDA includes five taught Units; an introductory Unit followed by Units that align to the four stages of the procurement cycle (analyse, plan, do and review). This Unit aligns to the second stage of the cycle, ie planning for the procurement of care services. It sits between the analysis of provision, stakeholders and market, and the carrying out of an actual tender. The planning stage incorporates understanding the extent to which legislation and guidance applies to any particular procurement activity and then developing a specification for the service to be procured, a procurement strategy document that will, in effect, be a route map for the tender, and a suite of Invitation to Tender documents for publication.

It is recommended that the five taught Units are undertaken in sequence if you aim to achieve the Group Award, however, it could be undertaken as a standalone Unit.

On successful completion of the Unit you will be able to:

- ◆ Apply EU procurement rules and National Guidance to the procurement of care services
- ◆ Write specifications for the delivery of care services
- ◆ Produce procurement strategies for care services
- ◆ Produce Tender documents for the procurement of care services

Outcome 1 will allow you to recognise the relevant legal framework to procuring goods and services in this specialised area of public procurement. You will become conversant with how that then requires to be applied to the procurement of care services.

Outcome 2 builds on this and taking it from the first stage of understanding the theory behind writing effective specifications to that of applying this in either a real life scenario or one that is hypothetical. Thereby allowing you to make use of your new found skills and gaining a better understanding on how this is pivotal to tendering and contracting best practices.

Outcome 3 will support you to first of all recognise the importance of developing strategies and to go on to see how you can create as well as implement effective procurement strategies for care services.

Outcome 4 takes best practice learning on how to create an effective invitation to tender; how it fits into the contracting cycle by reviewing each of its component parts and relationships to a point where you will be better placed to write one.

To complete the Unit successfully, you will have to submit a portfolio of evidence, based on a case study scenario that demonstrates you have achieved all four Outcomes. It will be possible to use an actual procurement exercise to base your portfolio of evidence on, if the opportunity presents itself.

In the course of undertaking this Unit, there may also be opportunities to develop Core Skills in *Communication, Information and Communication Technology* and *Working with Others*.