



# Scottish Qualifications Authority Procurement Strategy 2018 – September 2021

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Procurement Strategy 2018 – 2020 (Extended to September 2021 due to COVID-19 impact)

## 1. Strategy overview

The Procurement Strategy is to outline how the procurement function will support the delivery of SQA's Corporate Objects outlined in the Corporate Plan 2017 -20 ([https://www.sqa.org.uk/sqa/files\\_ccc/SQACorporatePlan2017-20.pdf](https://www.sqa.org.uk/sqa/files_ccc/SQACorporatePlan2017-20.pdf)). This will ensure the wider requirements of European Legislation and the Public Procurement Reform agenda are adhered to. This Strategy sets out specific strands of activity that will be a focus for improvement over the next financial year.

SQA is a non-departmental public body and in this role, it remains fully committed to working with other organisations, agencies, and institutions in the Scottish family to help meet Scottish Government's National Outcomes, strategies, policies, and priorities – both at home and abroad.

As such, there are some specific strategic drivers that steer SQA's public body responsibilities in Scotland and further afield during the period covered by this plan.

These are:

- The Education (Scotland) Act 1996 and other relevant legislation.
- Embedding Curriculum for Excellence including the new National Qualifications that will support the senior phase in schools. Actions from Delivering Excellence and Equity in Scottish Education: A Delivery Plan for Scotland, including recommendations from the Assessment and National Qualifications Group, will be monitored, and delivered through a programme of revisions to National Courses.
- Supporting the Skills for Scotland Strategy and Developing the Young Workforce: Scotland's Youth Employment Strategy. This will drive activity across the education and skills system in Scotland, removing barriers to open up opportunities for all young people to access training and employment programmes, in particular providing more Scottish learners with vocational pathways including Modern Apprenticeships.
- Recommendations from the National Youth Work Strategy.
- Children and Young People (Scotland) Act 2014 and corporate parenting.
- Scottish Government refreshed Digital Strategy and recommendations from the Digital Learning and Teaching Strategy.
- The STEM education and training strategy for Scotland which is currently out to consultation and which sets out high-level aims and priorities for all STEM education and training.
- Scottish Government's Programme for Government. This includes the priorities of an education system providing opportunities for all, an economy with more jobs and fair work, and public services fit for the future as set out in Scotland's Labour Market Strategy and in particular, the outcome of producing

a skilled, productive, and engaged workforce capable of meeting the needs of employers.

- The recommendations in the Final Report of the Commission on Widening Access.
- Scotland's International Framework, which outlines Scotland's internationalisation agenda to create an environment within Scotland that supports a better understanding of international opportunities; to influence the world around us on the issues that matter most in helping Scotland flourish; and to identify potential priority countries.
- Maximising income-generation opportunities to reduce SQA's dependency on the public purse.
- Consideration of the changing political, economic, and social environment.

SQA's future activities will be shaped by a number of broad strategic drivers that will have an impact on all nations and economies of which the Procurement function will be integral in delivering. These are:

- The need for skilled workforces, recognising that in all areas of the world, skills, training, and qualifications remain engines for economic growth.
- Globalisation of industry, business, trade, and education, leading to increased interdependence and interconnectedness of economies and nations.
- The need to develop knowledge societies to support sustainable economic growth.
- The need to improve the health and wellbeing of all people to ensure they have the best start in life and are ready to succeed.
- Increased availability and application of technology in education and skills development.
- The recognition that all countries need to develop global citizens with appropriate skills, knowledge, ways of learning, and ways of doing business that enable them to live, work and study within a range of localities and international contexts.

SQA will continue to work with government to support learners, employers, centres, suppliers, and customers to meet the challenges of the current economic climate and prepare for future recovery.

Proactive procurement can generate savings and identify efficiencies that can be used to re-invest in other activities within SQA. Utilising 1 procurement methods of: 'right place, right availability, right quality, right value, right quantity' and incorporating new practices will enable the Procurement department to play an integral role in ensuring that SQA's core and fringe activities are properly supported.

## **2. Purpose**

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

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

### 3. Vision and Mission Statement

#### Mission

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

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

#### Vision

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

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

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

### 4. Procurement Principles

The Strategy is based on the following principles:

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

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

## **5. Procurement Objectives**

Over the next 12 months Procurement will apply SQA's overall strategic objectives as the baseline and will:

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

## **6. Priorities**

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

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

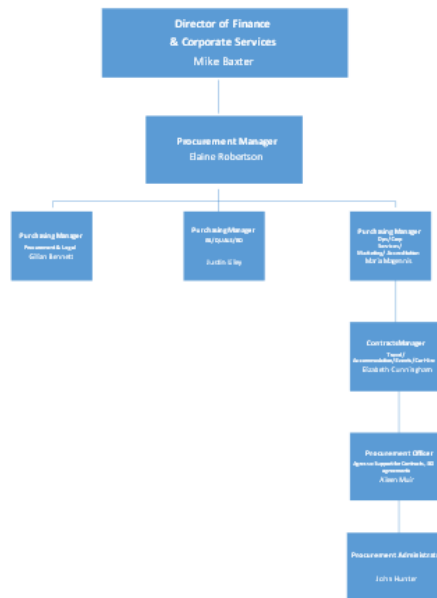
- To effectively manage existing and new Contracts and develop suppliers
- To utilise Information Technology to reach our goals

## 7. Resources

### Staff

The Procurement Department

**PROCUREMENT ORGANISATIONAL CHART**



### Tools & systems

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

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



## 8. Aims and Objectives

	OBJECTIVES	PERFORMANCE INDICATORS (PI's)	Review of Progress Financial year 2020/21
1	Maximise savings and efficiencies to reduce the contract spend by 5%	<ul style="list-style-type: none"> <li>Savings to be achieved in the region of £900k against contacts</li> <li>Record and report on efficiency savings in conjunction with Finance.</li> <li>Engage with other Public Bodies to use the available frameworks to SQA's advantage</li> </ul>	<ul style="list-style-type: none"> <li>Saving achieved for 2020/21 for to SQA contracts £950k</li> <li>SQA Benefits Realisation Group meet on a quarterly basis</li> <li>Savings attributed to collaborative contracts were £1,2M for 2020/21</li> </ul>
2	Benchmark the current policies and procedures against a likewise organisation.	<ul style="list-style-type: none"> <li>Streamline the procedures to allow for a seamless route to market for suppliers.</li> <li>Communicate the changes to the business.</li> </ul>	<ul style="list-style-type: none"> <li>Review of Procurement processes and procedures is currently underway with an expected delivery March 2021</li> </ul>
3	Corporate Social Responsibility (CSR) To educate and promote CSR and sustainable procurement considerations within SQA.	<ul style="list-style-type: none"> <li>Contract with a minimum of 2 supported businesses over the financial year.</li> <li>Ensure SQA engage with SME's with a minimum of 65% of SQA's contractual expenditure awarded to SME's.</li> <li>To continue SQA's representation on the Supported Business Steering Group</li> <li>Work with the Equalities Team to ensure compliance and to implement best and fair practices in the Procurement cycle.</li> <li>Ensure the requirements of GDPR is embedded into the contracts</li> <li>Ensure the requirement of Cyber Essentials is</li> </ul>	<ul style="list-style-type: none"> <li>Achieved and exceeded, 3 contracts were awarded to supported businesses in the period 2020/21</li> <li>Exceeded 92% of spend recorded against SME's</li> <li>On going</li> <li>On going</li> <li>Completed and now forms part of SQA's terms of contracts</li> <li>On going</li> </ul>

		<ul style="list-style-type: none"> <li>embedded into the contracts</li> <li>integrated into the procurement process and the award of contracts.</li> </ul>	
4	<p>Stakeholder Engagement</p> <p>Each business area has a named Purchasing Manager (PM) responsible for satisfying their requirements.</p> <ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>The PM will work with the business to introduce Key Performance Indicators and Service Level Agreements for the strategic contracts.</li> <li>The PM will programme regular Contract management reviews.</li> <li>The PM will develop key suppliers to satisfy SQA needs.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing, monthly RAG dashboard produced for all business areas.</li> <li>On going</li> <li>On going</li> </ul>

## 9. Measures

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

- Maintain the current status of the PCIP of M1,
- Increase the percentage of contracted spend to 90% by 2021.
- To report the savings as defined by the Best Practice Indicators produced by Public Procurement Scotland in the QPR report
- To provide spend on Collaboration Contracts to Spikes Cavell on an annual basis,
- To meet Tender timescales agreed with internal clients,
- To keep a register of formal Challenges/Complaints against SQA Procurement from unsuccessful suppliers,
- Maintain SQA's living wage status for the service contracts.

## 10 Ownership of the Strategy

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

## 11, Tender Pipeline 2021

Contract No.	Directorate	Contract Title	End Date	Initial Contact with Business
SQA2000	Operations & People Directorate	Courier Services	01/12/2021	Jan-20
SQA2090	Business Systems	Application Lifecycle Management	11/07/2021	May-20
SQA2216	Business Systems	Telecoms Infrastructure	31/10/2021	May-20
SQA1986	People Directorate	Secure Certificate Base Stock	30/09/2021	Jun-20
SQA2117	Business Systems	Consultancy for Pilot Phase of the Microsoft PPM Solution.	19/02/2021	Jun-20
SQA2176	Business Systems	Assistance on selected work	01/04/2021	Oct-20
SQA2208	Business Systems	Security Consulting and External Managed Vulnerability Scanning	30/05/2021	Jul-20
SQA2210	Business Development	sqa.org.uk maintenance, hosting and development	31/05/2021	Jul-20
SQA1815	People Directorate	Access Control System Maintenance (NCA)	31/03/2020	Oct-20
SQA2002	People Directorate	M&E Maintenance	30/10/2021	Oct-20
SQA2066	People Directorate	Occupational Health 2017	31/03/2021	Oct-20
SQA2066	People Directorate	Occupational Health 2017	31/03/2021	Oct-20
SQA2246	People Directorate	Secure Certificate Base Stock	31/9/2021	Oct-20
SQA2259	Business Systems	Hosted SAP Reference System	NR	Oct-20
SQA1995a	People Directorate	Insights Training Materials	01/11/2020	Nov-20
SQA2012	People Directorate	Voluntary Benefits and Childcare Vouchers	31/03/2021	Nov-20
SQA2073	Business Systems	UPS Maintenance and Support	18/05/2021	Nov-20
SQA2076	Business Systems	Data Centre Air Conditioning Maintenance	30/05/2021	Nov-20
SQA2087	Business Development	Exhibition Services	30/09/2021	Dec-20
SQA1699	People Directorate	Business Insurance Policies	31/03/2021	Jan-21
SQA1760	Corporate Office	Subscription to Joint Council for Qualifications	31/03/2021	Jan-21
SQA1770	Business Development	Annual Newspaper Licensing Fee	26/04/2020	Jan-21
SQA1771	Business Development	Parliamentary Monitoring Services	29/04/2020	Jan-21
SQA1852b	People Directorate	Office Equipment	02/06/2021	Jan-21
SQA1857	Corporate Office	Strategic Communications	31/10/2021	Jan-21
SQA1965	People Directorate	Catering	31/03/2022	Jan-21
SQA2018	People Directorate	Office Supplies	31/03/2021	Jan-21
SQA2037	People Directorate	IT Consumables	31/3/2021	Jan-21
SQA2038	People Directorate	Postal Services	30/03/2021	Jan-21
SQA2040	Business Development	Media Services	31/08/2021	Jan-21
SQA2042	People Directorate	Office Furniture	31/10/2021	Jan-21
SQA2084	Business Systems	Performance Testing	09/07/2021	Jan-21

SQA2096	Business Systems	SQA Academy Hosting & Support	20/10/2021	Jan-21
SQA2100d	Business Development	Digital Marketing	30/06/2021	Jan-21
SQA2101	Business Development	Public Relations	30/06/2021	Jan-21
SQA2102b	Business Development	Creative Services	30/06/2021	Jan-21
SQA2103b	Business Development	Market Research	30/06/2021	Jan-21
SQA2167	Qualifications	BSL translation & video production	13/01/2022	Jan-21
SQA2197	People Directorate	Print & Associated Services	31/03/2023	Jan-21
SQA2260A	Business Systems	Software Engineer x 2	10/02/2021	Jan-21
SQA2260B	Business Systems	Software Engineer	10/02/2021	Jan-21
SQA2024	People Directorate	Security Services	14/02/2022	Feb-21
SQA2075	Finance and Corporate Services	Internal Audit Services	30/04/2022	Feb-21
SQA2108	Business Systems	Hosting of CBS	07/12/2021	Feb-21
SQA2244	Business Systems	Workforce Partnership	12/10/2021	Feb-21
SQA2248	Business Systems	Software Licence Renewal	30/06/2022	Feb-21
SQA2279	Business Systems	Supply of 2 x Project Manager	31/03/2021	Feb-21
SQA1878	Business Development	Interpretation & Translation Services	11/11/2021	Mar-21
SQA2112	Business Systems	E- Assessment	17/02/2023	Mar-21
SQA2114	People Directorate	Waste Services	31/03/2022	Mar-21
SQA2131	Business Systems	National IT Peripherals	31/03/2022	Mar-21
SQA2184	Business Systems	MySQL Hosting	31/03/2022	Mar-21
SQA2191	Business Systems	Divergent Internet Services	30/08/2022	Mar-21
SQA2257	Business Systems	Managed Detection & Response Service	01/03/2022	Mar-21
SQA2258	People Directorate	Training Licences	24/06/2021	Mar-21
SQA2280	Business Systems	Software Engineers (1 x PSE/ Tech Lead & 4 x SE)	31/03/2021	Mar-21
SQA1756	People Directorate	Mining Museum Rental (NCA)	20/04/2022	Apr-21
SQA2104	Qualifications	Printing and Dispatch of QP	05/09/2021	Apr-21
SQA1964	People Directorate	Printing & Fulfilment of Candidate Certificates	30/09/2021	May-21
SQA1975	People Directorate	Shawfair Lift Maintenance	31/10/2021	May-21
SQA1846	Qualifications	Printing of Braille Question Papers	30/11/2021	Jun-21
SQA2078	People Directorate	Taxi services	01/04/2022	Jun-21
SQA2098	Business Systems	Data Cleaning	10/02/2022	Jun-21
SQA2099	Business Systems	Ivanti Service Management Tool	02/03/2022	Jun-21
SQA2204	Business Development	Creative Services	05/01/2022	Jun-21
SQA2121	Operations	Star Awards Production	29/05/2022	Jul-21
SQA2275	Operations	Awarding 2021 Programme Manager	01/09/2021	Aug-21
SQA2028	People Directorate	Staff Opinion Survey	02/01/2022	Sep-21
SQA2030	People Directorate	Employee Discount Scheme	31/03/2022	Sep-21
SQA2198	People Directorate	Electricity 2019	31/03/2022	Sep-21
SQA2276	People Directorate	Candidate testing	17/11/2021	Sep-21
SQA2278	Business Systems	HVR Support & Updates	01/01/2022	Sep-21

SQA2160	People Directorate	Employee Assistance Programme	31/10/2022	Oct-21
SQA2223	Operations	Externally Assessed Coursework Packaging	30/11/2023	Nov-21
SQA2262	Business Systems	Lotus Notes Support Supplier	NR	Nov-21
SQA2266	Business Systems	Business World Licencing and Support	01/11/2024	Nov-21
SQA2092	Business Systems	Emarking	28/02/2025	Dec-21
SQA2271	Business Systems	Data Ownership		New requirement