

# Corporate Procurement Strategy 2024 – 27

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# Foreword

### Approach

SEPA’s Corporate Procurement Strategy sets out the strategic direction for the forthcoming three years, and the steps we will be taking to deliver a best in class procurement function.

Procurement’s vision aligns our Corporate Plan (2024-27) and is inclusive and fully integrated into our business strategies. This supports a culture of being an enabling function of best practice which will deliver legally compliant processes, value for money and sustainable solutions through continuous improvement.

Central to SEPA’s efforts is maximising the impact of procurement in a responsible manner through effective supply chain management that fully embraces the principles of sustainable procurement [[1]](#footnote-2)and contributes to our ambitious reform programme – One SEPA Modernisation. [[2]](#footnote-3)

As the Accountable Officer, I have a duty to safeguard public funds and ensure that SEPA complies with Government requirements on managing public money. The Procurement Team support this by ensuring compliance with all regulatory and legal requirements.

Delivering a professional procurement service is critical to achieving SEPA’s mission, with the work undertaken by the Procurement Team so far focussed on identifying procurement risk(s), putting in place appropriate mitigations and at the same time ensuring that the delivery of key procurements are achievable.

On behalf of the Corporate Leadership Team, I would like to thank the Procurement Team for their efforts to date and reiterate the function has our full support in meeting the business challenges going forward.

**Angela Milloy**

**Chief Officer Finance, Modernisation & Digital**

# Executive Summary

In line with Scottish government policy [[3]](#footnote-4) SEPA must use its spending power to provide a better place to live, work and do business for the people of Scotland. How SEPA procures goods, works and services should promote inclusive economic growth, create fair opportunities for all, and help drive a net zero economy.

SEPA’s procurement function is subject to the [Public Contracts (Scotland) Regulations 2015.](https://www.legislation.gov.uk/ssi/2015/446/contents/made) The procurement function oversees an average annual third party spend of £16m[[4]](#footnote-5), managing c 600 live contracts of which 37% are small to medium enterprises (SMEs).

This strategy outlines SEPA’s procurement vision and plans over the next three years providing a clear focus on corporate alignment[[5]](#footnote-6) and a strategic direction of travel to a more proactive and enabling service.

# Background

### About SEPA

SEPA is Scotland’s environmental regulator. The organisation is a non-departmental public body (NDPB), accountable through Scottish Ministers to the Scottish Parliament. Our statutory purpose is to protect and improve the environment in ways that, as far as possible, create health and well-being benefits and sustainable economic growth.

Our role in protecting the environment and human health is wide-ranging, including environmental regulation, mitigating and adapting to climate change, monitoring and reporting on the state of our environment, raising awareness of environmental issues, engaging with the public through citizen science projects, and resolving environmental harms.

# Strategic context and rationale

The Corporate Procurement Strategy introduces a transformation map (T-Map) of strategic aims that support the wider organisational SEPA Corporate Plan 2024-27 and our transformational change objectives under [One SEPA](https://scottishepa.sharepoint.com/sites/StaffUpdate/SitePages/One-SEPA-Modernisation(1).aspx?csf=1&web=1&e=xygJYd#systems-and-information-transformation).

The T-Map at Appendix A includes a list of activities that support strategy delivery and shows how we plan to move from a largely reactive/transactional state to a more pro-active/strategic one. The list of activities is not exhaustive and subject to continued review and change.

The [Procurement Reform (Scotland) Act 2014](https://www.legislation.gov.uk/asp/2014/12/contents) governs our contracting activity and requires SEPA to produce a Corporate Procurement Strategy[[6]](#footnote-7). We review this annually to ensure SEPA’s procurement needs are being met and to adapt and change accordingly. The strategy will be published on SEPA’s external [website](https://beta.sepa.scot/about-sepa/access-to-information/guide-to-information/class-6-procurement/).

The SEPA Corporate Plan 2024-27 identifies the contribution SEPA will make in restoring nature and ending Scotland’s contribution to climate change ensuring our country is transformed for the better, securing the well-being of our people and the planet. The work undertaken by SEPA does not sit in isolation and is integrated with the [United Nations Sustainable Development Goals](https://sdgs.un.org/goals) and the [National Performance Framework for Scotland](https://nationalperformance.gov.scot/).

SEPA’s Corporate Procurement Strategy will continue to evolve to reflect developments and change at both corporate and government levels to ensure compliance with national policies, legislation, tools and guidance including:

* + [Public Procurement Strategy: 2023 to 2028](https://www.gov.scot/publications/public-procurement-strategy-scotland-2023-2028/pages/6/)
  + [Procurement Reform (Scotland) Act 2014](https://www.legislation.gov.uk/asp/2014/12/contents)
  + [Procurement (Scotland) Regulations 2016;](https://www.legislation.gov.uk/sdsi/2016/9780111030868)
  + [Public Contracts (Scotland) Regulations 2015;](https://www.legislation.gov.uk/ssi/2015/446/contents/made)
  + [Concessions Contracts (Scotland) Regulations 2016;](https://www.legislation.gov.uk/ssi/2016/65/contents/made)
  + [The Equality Act (2010) and associated Regulations](https://www.legislation.gov.uk/ukpga/2010/15/contents)
  + [Scottish Procurement Policy Notes;](https://www.gov.scot/collections/scottish-procurement-policy-notes-sppns/)
  + The Public Procurement Strategy for Scotland [Procurement Commercial Improvement Programme (PCIP)](https://www.procurementjourney.scot/pcip/pcip-overview)
  + [The Scottish Public Finance Manual](https://www.gov.scot/publications/scottish-public-finance-manual/)
  + [The Construction Procurement Handbook](https://www.gov.scot/publications/construction-procurement-handbook/)
  + [The Sustainable Procurement Duty tools developed by Scottish Government](https://www.gov.scot/policies/public-sector-procurement/sustainable-procurement-duty/)
  + SEPA’s Procurement Policy

SEPA Procurement follows the “Scottish Model of Procurement” (see Annex A) using the [Scottish Government’s Procurement Journey](https://www.procurementjourney.scot/) as the basis for our policy and procedures and this document sets out how we plan to carry out our procurements over the term providing focus for the procurement function.

# Procurement’s Role in our mission and vision

### Delivery of our procurement mission

The team is committed to delivering a best practice and enabling procurement service supporting SEPA to do great work for Scotland’s environment. Our mission is aligned to our ambitious transformative change programme – One SEPA Modernisation where people are viewed as our most important asset and our delivery depends wholly on the dedication and commitment of our team.

### Procurement vision statement

Our vision can be summarised in the following statement:

*“To be recognised and engaged as a trusted delivery partner, putting procurement at the heart of the SEPA Corporate Plan”.*

# Strategic aims and objectives

The strategic intent of the procurement function is to support SEPA’s wider Corporate Plan and the delivery of SEPA’s strategic priorities via strategic aims as highlighted in the model below.

Furthermore, the strategy supports the implementation of our One SEPA Modernisation programme and the investment in and development of staff, resources and tools through our procurement activity and delivery. The strategic aims of the procurement function are captured in the following table:

**Table 1: Procurement strategic aims**

| **Strategic aim** | **What this means to SEPA** |
| --- | --- |
| 4.1 Customer focus | Proactively delivering the business needs and providing clear guidance & support to stakeholders |
| 4.2 Governance, compliance and assurance | Ensuring procurement policy, guidance and templates are comprehensive and up to date and activity consistent with government guidance and regulations. |
| 4.3 Capability and capacity | Ensure the procurement function is adequately resourced; recognised as best in class and SEPA seen as employer of choice within the procurement function. |
| 4.4 Sustainable procurement | Ensure our approach to social and ethical responsibility is consistent, minimising environmental impact through our supply chain whilst delivering sound economical solutions. |
| 4.5 Use of technology | Improved use of data-led intelligence for stakeholder engagement and business planning. Robust, consistent and auditable supply chain engagement. |
| 4.6 Contract and supplier management (CSM) | Working closely with suppliers and internal customers to minimise the total cost of ownership whilst maximising supply chain efficiencies. |

### Customer focus

A continued focus on the customer will be maintained by:

* Maintaining a high profile for procurement within SEPA and focusing on being an enabling function developing relationships with colleagues to deliver effective results.
* Creation of a business facing (partnering) procurement team providing support at regular meetings with key business stakeholders.
* Driving commercial awareness and improved business acumen.
* Providing a professional and flexible procurement service to both internal managers and external suppliers through an inclusive procurement approach.

### Governance, compliance and assurance

Driving a robust, consistent and standardised approach to procurement delivery by:

* Ensuring compliance with [Public Contracts (Scotland) Regulations 2015](https://www.legislation.gov.uk/ssi/2015/446/contents/made) and the [Procurement Reform (Scotland) Act 2014](https://www.legislation.gov.uk/asp/2014/12/contents) and associated statutory guidance.
* Ensuring SEPA’s procurement practices contribute to the Scottish Government’s objective for sustainable economic growth and contribute to the achievement of relevant National Outcomes.
* Continual review and updates to the suite of procurement documentation.
* Embedding and supporting risk management, with emphasis on supply chain risk, where advice is sought from the appropriate subject matter specialists and captured in key documents such as the Procurement Strategy.

### Capability and capacity

We will enable our people to be the best they can be at work by continuing to build skills, capability, resilience and leadership capacity through;

* Continued review that the correct operating model is in place to deliver business needs.
* Investment in professional training qualifications for procurement team, such as the Chartered Institute of Purchasing and Supply ([CIPS](https://www.cips.org/)), learning and development plans, coaching and mentoring, and creation of career pathway plans.
* Continued review of capacity constraints and diarised reviews of contract portfolio and pipeline planning with business stakeholders.

### Use of technology

We will utilise technology to as full an extent possible to support procurement activity by:

* Ensuring use of the Public Contracts Scotland website, the Scottish Government’s national procurement portal, for issuing all its tender documents and Quick Quotes to potential suppliers. This provides all registered suppliers, including small and medium enterprises (SMEs), contract visibility and the opportunity to tender for all appropriate Scottish public sector procurement requirements.
* Ensuring the use of the Agresso Business World system to enable the electronic processing of purchase orders and payment and the Government e-PC card where appropriate.
* Developing use of data-led management information (MI) for reporting purposes and creation of dashboards for planning and business engagement.

### Sustainable procurement

Our approach to delivering sustainable procurement aligns with the [Public Procurement Strategy for Scotland](https://www.gov.scot/policies/public-sector-procurement/sustainable-procurement-duty/), where;

* All goods, services and works will be procured using the highest ethical standards in a way that achieves value for money (VFM) on a whole life cost basis, generating benefit not only to SEPA, but also with consideration to social, economic and environmental factors.

### Contract and supplier management (CSM)

Procurement will ensure that all parties, in particular key stakeholders, are clear on ownership of CSM activities through:

* The creation of a CSM policy and supporting guidance.
* The development of a standardised approach to CSM.
* The Identification of key strategic suppliers and creation of a supplier risk portfolio for reporting and management purposes.

# Key priorities

Supporting the preceding aims, the following key priorities have been identified and aligned to support our strategic direction:

### Working with suppliers (including SME’s, supported businesses and third sector)

To ensure transparency and to assist prospective suppliers, existing suppliers and other stakeholders, SEPA has a [dedicated procurement webpage](https://beta.sepa.scot/about-sepa/access-to-information/guide-to-information/class-6-procurement/) where SEPA publishes its Strategy, standard terms and conditions and has a link to SEPA’s profile on Public Contracts Scotland for tendering opportunities. This information will help suppliers to forecast when contracts may be procured and assist them in bidding for SEPA work.

SEPA’s procurement strategies will be designed to promote SME participation with tender documentation written in a manner which is easy to understand. SEPA will continue to identify and reserve appropriate contracts for supported businesses where applicable.

Suppliers will be advised to refer to the [Public Procurement Strategy for Scotland](https://www.gov.scot/publications/public-procurement-strategy-scotland-2023-2028/) in order to better understand public bodies’ priorities for their procurement activity. Further information about this and practical information for suppliers on bidding for public sector contracts can be found on the [Scottish Government’s public procurement webpage](https://www.gov.scot/policies/public-sector-procurement/guidance-suppliers/).

Business benefits will be delivered and realised through effective CSM activity. Procurement will put in place the enablers to embed effective contract management through our supporting processes.

### Realising sustainability

In response to the [Sustainable Procurement Duty](https://www.gov.scot/policies/public-sector-procurement/sustainable-procurement-duty/), included in the Procurement Reform (Scotland) Act 2014, SEPA will adopt a best practice approach to securing wider economic, social and environmental benefits; including the use of community benefit clauses and encouraging the procurement of options to support the development of a low carbon economy.

In response to the global climate emergency, as outlined in the Scottish Government’s policy, [‘Taking account of climate and circular economy considerations in public procurement: SPPN1/2021,](https://www.gov.scot/publications/taking-account-of-climate-and-circular-economy-considerations-in-public-procurement-sppn-1-2021/)’ the procurement activity will contribute to SEPA’s commitment to reduce indirect emissions of greenhouse gases by:

* Carrying out a further review of our procurement pipeline to prioritise where to focus resources to reduce emissions, support biodiversity or a circular economy.
* Continuing to assess contracts for sustainability opportunities by completing a sustainability test for all regulated procurements or others with scope to reduce emissions.
* Driving compliance through the use of frameworks which have already considered climate change.
* Reviewing historical consumption patterns to help prioritise where to best focus resources internally to influence demand management, consumption and associated internal policies and ways of working.

We will continue to consider the whole life cost and environmental impact of construction projects as appropriate, encouraging recycling and the reuse of materials through waste management plans in order to minimise waste to landfill, look to the use of low energy equipment and environmentally friendly chemicals, and maximise use of materials from sustainable sources in accordance with government buying standards.

Further, SEPA will procure fairly and ethically traded goods and services in accordance with current legislation.

### Continuous improvement

There are various sources that will help drive continuous improvement and include:

* + 1. **Legislation**
* Our processes will be continuously reviewed to take account of revisions to legislation, Scottish Government Procurement Policy Notes and best practice.
* These include a range of measures aimed at helping reduce the risk of human trafficking and exploitation in the performance of public contracts amongst other measures ([SPPN 09/2016](https://www.gov.scot/publications/ensuring-compliance-with-environmental-social-and-labour-laws-sppn-092016/)).
  + 1. **Internal**
* A Voice of the Customer will be conducted to capture feedback and drive benefits for customers.
* Procurement Officers meet regularly with key business teams including Property, Digital, Human Resources and other Business Managers.
* More regular dialogue with the Chief Executive and Senior Management Team has taken place to raise the profile of Procurement within SEPA.
  + 1. **Government initiatives**

The creation of this strategy is a key component of the Procurement Commercial Improvement Programme ([PCIP](https://www.procurementjourney.scot/pcip/pcip-overview)). SEPA Procurement is scheduled for its first review under the programme in August 2024. An improvement plan for monitoring purposes will be created on the back of the review.

* + 1. **Learning and development**

Achieving professional excellence will be addressed by developing our procurement professionals through a combination of work based learning and professional qualifications. Members of the procurement team will, as required, complete the National Procurement Competency Framework to help identify training and development opportunities and supporting the development of SEPAs Career Classification Framework.

* + 1. **Collaboration**
* SEPA Procurement work closely with the Scottish Public Procurement Group (PPG) [[7]](#footnote-8)and other public sector organisations.
* SEPA collaborate with other public sector organisations through membership of a multi-agency Cluster Group which facilitates the sharing of knowledge, encourages partnership working and assists the group so that the public sector can deliver value for money, pool resources and expertise and better meet the needs of customers.
* SEPA Procurement will continue to support wider government initiatives such as the [Environment and Economy Leaders Group (EELG)[[8]](#footnote-9)](https://www.gov.scot/publications/scotlands-environment-economy-leaders-group-tackling-climate-emergency-sharing-stories/).
* SEPA Procurement will continue to participate in the use of Scottish Procurement collaborative frameworks as a representative of public sector organisations.

### Information governance

We will continue to ensure that all procurements comply with existing information governance legislation and internal policies, including the requirements of the General Data Protection Regulation (GDPR) and [SEPA’s Data Protection Policy](https://beta.sepa.scot/about-sepa/how-we-work/data-protection-policy/).

Following the demise of the Cyber Security Procurement Support Tool (CSPST) we are currently in discussion as part of wider Cluster Group activity and considering other options available. Once agreed these will be embedded into our procurement process, to improve the cyber security and resilience of our suppliers.

# SEPA’s Procurement Policy and procedures

SEPA’s Procurement Policy follows the guidance of and is aligned to the [Scottish Procurement: Policy Manual](https://www.gov.scot/publications/scottish-procurement-policy-manual/). In addition, the Procurement Reform (Scotland) Act 2014, section 15, requires all contracting authorities with a spend greater that £5m annually to include a statement of the authority’s general policy on a range of government initiatives as part of the strategy. As such, section 15 requirements have been built into SEPA’s Procurement Policy (revised in May 2024) to bring it up to date with the Scottish Government Policy.

The Procurement Team promote the highest standard of integrity in all business relationships by rejecting any business practice which might reasonably be deemed improper, never using authority or position for personal financial gain, declaring any personal interest which might affect, or be seen by others to affect, impartiality in decision making and never breaching the confidentiality of information received in a professional capacity.

# Spend/finance

### Expenditure profile

SEPA spends on average circa £16m per annum on a broad range of goods, services and works related requirements. All spend is processed through the Agresso ERP system. Spend analysis is based on the last 3 years of data:

Table 2: Summary of procurement spend

| Financial year | Total spend (million) | Number of transactions | Number of suppliers | Number of SMEs[[9]](#footnote-10) | SME spend |
| --- | --- | --- | --- | --- | --- |
| 2022/23 | £19.7 | 6132 | 693 | 362 | 39.7% |
| 2021/22 | £17.4 | 4570 | 580 | 268 | 37.6% |
| 2020/21 | £12.4 | 1919 | 583 | 266 | 38.5% |

# Monitoring, reviewing and reporting on progress

SEPA has a comprehensive range of procurement performance measures and has published four Annual Procurement Reports (9.1) which detail SME expenditure and value for money savings. These will be further developed with annual savings targets of between three to five percent of influenceable spend set depending on requirement profile. In addition, the procurement team will run annual customer feedback reports focused on capturing information to help us improve:

* Customer Satisfaction
* Understanding Business Need
* Clarity of Communication
* Team Effectiveness

Significant improvements have been put in place within the SEPA Finance Management System in relation to the contracts register module. This has allowed the creation of a series of procurement dashboards to enable and support clearer reviews of procurement pipelines for planning purposes with key internal stakeholders.

This Strategy will be implemented on a day-to-day basis by the team in daily interaction with wider business stakeholders, both internal and external. The priorities set out in the Strategy are translated into specific actions which are included in team objectives and progress reviewed via regular meetings.

The procurement function is subject to periodic internal audit review with any recommendations for improvement considered by the Corporate Leadership Team (CLT). Progress against the Strategy is reviewed annually and the outcome of the reviews are reported to the CLT including information on key contracts awarded in the year, annual spend information and changes in legislation.

Team actions plans are also included in the Corporate and Business Plan process and the actions are monitored regularly. These will be further reviewed and developed to capture commercial theme improvements identified as part of the scheduled PCIP review (6.3 c), scheduled for Aug 2024.

### Annual reporting

In accordance with [Section 18(2) of The Procurement Reform (Scotland) Act 2014](https://www.legislation.gov.uk/asp/2014/12/section/18) an Annual Procurement Report is published annually. The Annual Procurement Report includes:

* A summary of the regulated procurements that have been completed during the period covered by the report.
* A review of whether those procurements complied with SEPA’s Procurement Strategy.
* The extent to which any regulated procurements did not comply, and a statement detailing how SEPA will ensure that future regulated procurements do comply.
* A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period covered by the report.
* A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the report period.
* A summary of regulated procurements expected to commence in the next two financial years.
* Reporting on other matters as contained within this Strategy.

# Strategy ownership and contact details

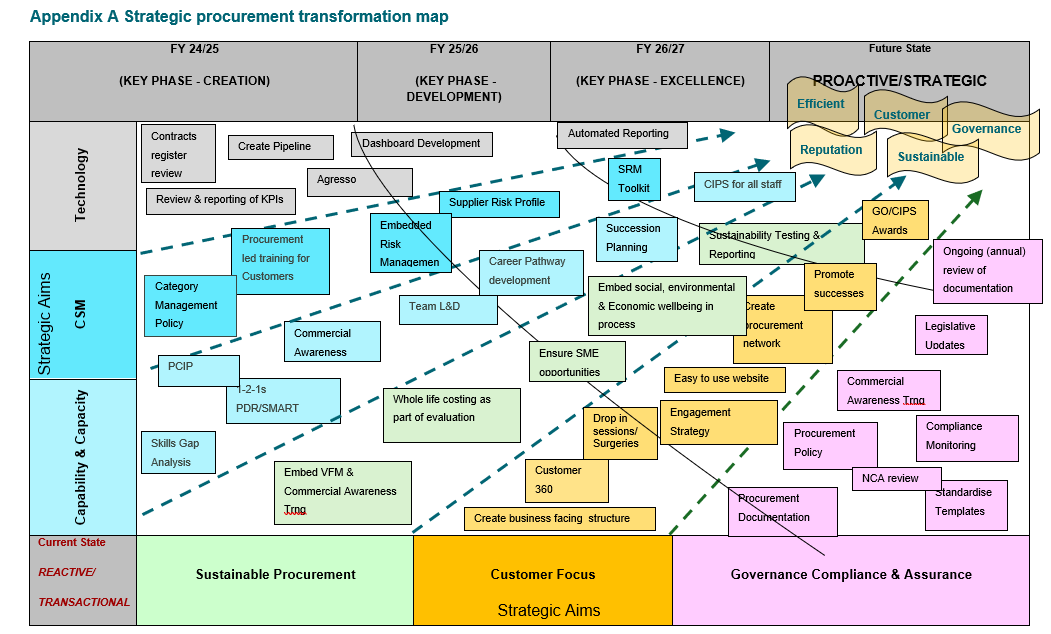
The owner of the Corporate Procurement Strategy is Angela Milloy, Head of Finance, Modernisation and Digital. Email: angela.milloy@sepa.org.uk.

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# Annex A – Scottish model of procurement

A diagram of the Scottish model of procurement.  Although led by the Scottish Government, the Scottish Model of Procurement is owned by all of the Scottish Public Sector with the aim of promoting the power of public spending to delivery genuine public value beyond simply cost and or quality in procurement.  The aims are listed as follows:

Quality, cost and sustainability is embedded in: improving supplier access to public contracts; embedding sustainability in all we do; maximising efficiency and collaboration; and delivering savings and benefits. 



# Glossary

The following glossary is a standard list of vocabulary to be found when reviewing procurement related material. This is for reference purposes only and is not limited to this list:

| **Term** | **Description** |
| --- | --- |
| **Contract management** | The process of monitoring the performance of a supplier on a contract. |
| **Corporate social responsibility** | The idea that a company should be interested in and willing to help society and the environment as well as be concerned about the products and profits it makes. |
| **DPA** | Delegated Purchasing Authority - is the authority given to an individual to sign off contracts. It is not to be confused with Delegated Finance Authority as it is important that there is adequate separation of duties between the individual who has finance authority i.e. the budget holder and the individual with purchasing authority i.e. who places the contract. |
| **DPO** | Delegated Purchaser Officer - a permanent individual with Delegated Purchasing Authority (DPA). |
| **Framework Agreement** | An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies. |
| **Key suppliers** | Those suppliers identified as business critical in terms of risk/value and business continuity. |
| **MEAT** | The most economically advantageous tender (MEAT) criterion enables the contracting authority to take account of criteria that reflect qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision. |
| **Open procedure** | A one-stage procedure whereby all suppliers are invited to tender for the contract or framework agreement. The organisation cannot limit the number of bids it receives. |
| **Procurement exercise** | Full end to end procurement exercise documentation from strategy development to contract and supplier management. |
| **Procurement function** | The business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives. |
| **Procurement journey** | Revised public procurement toolkit with guidance and templates on the procurement process or construction manual when appropriate. The procurement journey will be enhanced on an on-going basis with feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base. |
| **Procurement Officer** | Individual who spends the majority of their time working in a role that adds value to the quality, cost and effectiveness of the procurement or acquisition of goods, works and services; impacting upon procurement relationships during one or more stages of the procurement cycle and contributing towards best practice contract and supplier management. |
| **Procurement Strategy** | Strategy for procurement within an organisation (can be called policy). |
| **Public Contracts Scotland** | The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities. |
| **Small Medium Enterprise (SME)** | The category of micro, small and medium-sized enterprises (SME’s) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro. |
| **Supply chain** | All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer. |
| **Supply chain management** | The coordinated set of techniques to plan and execute all steps used to acquire raw materials from suppliers, transform them into finished goods, and deliver both goods and services to customers. It includes chain-wide information sharing, planning, resources and performance measurements. |
| **Supported business** | Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme. |
| **Value for Money** | An economic assessment by the public sector as to whether a procurement represents value for money; the optimum combination of cost and quality to provide the required service. |
| **Whole life costing** | The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads. |

**Accessibility statement**

For information on accessing this document in an alternative format or language, please contact SEPA by emailing [equalities@SEPA.org.uk](mailto:equalities@sepa.org.uk)

If you are a user of British Sign Language (BSL), the Contact Scotland BSL service gives you access to an online interpreter, enabling you to communicate with us using sign language. [contactscotland-bsl.org](http://contactscotland-bsl.org/)

1. [Public Procurement Strategy: 2023 to 2028](https://www.gov.scot/publications/public-procurement-strategy-scotland-2023-2028/) [↑](#footnote-ref-2)
2. Corporate Plan 2024-27 [↑](#footnote-ref-3)
3. [Public procurement strategy:2023 to 2028](https://www.gov.scot/publications/public-procurement-strategy-scotland-2023-2028/pages/1/) [↑](#footnote-ref-4)
4. DXC Technology Observatory data 2020/21 – 2022/23 [↑](#footnote-ref-5)
5. Corporate Plan 2024-27 [↑](#footnote-ref-6)
6. All contracting authorities with expected annual procurement spend above £5 million [↑](#footnote-ref-7)
7. The PPGis the leadership group for public procurement across Scotland. It is made up of the heads of Procurement Centres of Expertise and senior Scottish Government procurement officials, who work together to set the strategic direction for public procurement in Scotland. [↑](#footnote-ref-8)
8. Scotland’s Environment and Economy Leaders’ Group -tackling the climate emergency and sharing our stories [↑](#footnote-ref-9)
9. Small and medium-sized enterprises [↑](#footnote-ref-10)