Key Information:

<table>
<thead>
<tr>
<th>Title:</th>
<th>Procurement Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type:</td>
<td>Strategy</td>
</tr>
<tr>
<td>Status:</td>
<td>Approved</td>
</tr>
<tr>
<td>Author:</td>
<td>Rosalyn Clancey</td>
</tr>
<tr>
<td>Owner:</td>
<td>Procurement Management Group</td>
</tr>
<tr>
<td>Approved by:</td>
<td>SMT</td>
</tr>
<tr>
<td>Date of publication:</td>
<td>December 2016</td>
</tr>
<tr>
<td>Date of review</td>
<td>September 2019</td>
</tr>
</tbody>
</table>

Revision History:

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Summary of changes</th>
<th>Changes by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>September 2016</td>
<td>Draft for SMT approval</td>
<td>R.Clancey</td>
</tr>
<tr>
<td>2</td>
<td>December 2016</td>
<td>Amendments requested by SMT</td>
<td>R.Clancey</td>
</tr>
</tbody>
</table>
Contents

1. Background and Purpose
2. Ownership and Approval of the Strategy
3. Procurement Policy Statement
4. Our Procurement Priorities
5. Equality and Diversity
6. Health & Safety
7. Continuing Improvement and Ensuring Compliance
8. Delivery of Strategy
9. Supporting Policies
1. **Background and Purpose**

The National Galleries of Scotland Procurement Strategy 2016-19 has been informed by the Procurement Reform (Scotland) Act, the Procurement (Scotland) Regulations 2016 and the Public Contracts (Scotland) Regulations 2015. The Strategy is designed to take a responsible and sustainable approach to procurement.

The purpose of this Strategy is to set out how the National Galleries of Scotland will plan and manage its procurement process to meet its corporate aims and objectives and comply with regulatory and legislative requirements. The Procurement Strategy applies to all procurement conducted by the National Galleries of Scotland and, where appropriate, to the National Galleries of Scotland Trading Company Ltd.

This document sets out the strategy for procurement within National Galleries of Scotland (NGS) over the next 3 years to help us embed a culture of best practice, to maximise benefits to the organisation and above all, to ensure we undertake fair, competitive and transparent procurement. This is especially important in a challenging financial climate. Procurement can generate savings and efficiencies that can be used to re-invest in other activities to support achieving objectives. Effective and robust procurement practices will help us to stay strong and resilient and will allow us to allocate resources as efficiently as possible to deliver our corporate aims. This document is supported by a Procurement Action Plan.

The strategy supports our corporate plan for 2016-20, specifically our aim ‘To develop a sustainable and efficient business model to support our objectives and ensure long-term viability’, and underpins NGS’ Procurement Policy.

In lieu of a central procurement function within the organisation, all staff with the delegated authority to incur expenditure on behalf of NGS must be confident using the procedures and systems in place and SMT must be satisfied that the policy is being enforced. This strategy aims to ensure these requirements are met.

2. **Ownership and Approval of the Strategy**

The Director-General, as Accountable Officer, has specific responsibility to ensure that procurement activity is conducted in accordance with the requirements of the Procurement section of the Scottish Public Finance Manual. This responsibility will be discharged through the implementation of this Strategy.

The Head of Operations acts as the Procurement Champion for the organisation and will be responsible for delivery of this strategy and any action plans which underpin it. Support will be provided by the Estates Operations Manager, the Head of Finance and IT and the Policy and Communications Officer.

The Strategy must be approved by the Board of Trustees of the National Galleries of Scotland and the National Galleries of Scotland Senior Management Team.

3. **Procurement Policy Statement**

Procurement Policy Statement
NGS will provide best value in its expenditure of public funds when procuring goods, works and services from third parties, guided by the principles of:

- Compliance with legislation, directives and obligations
- Corporate Social Responsibility
- Best Value
- Open Competition
- Separation of Duties
- Transparency and Accountability
- Counter-fraud

Procurement Outcomes
By implementing the procurement policy for NGS, we aim to achieve the following outcomes:

1. **Best Value.** All procurement activity undertaken by NGS demonstrates best value for public funds.
2. **Leadership.** Procurement activity and performance are driven and monitored by senior management.
3. **Supplier Relationships.** Potential and existing suppliers are confident about doing business with NGS and support our aims.
4. **Clear processes.** Our policy and procedures for procurement are straightforward, fit for purpose, effective and efficient.
5. **Transparency and Accountability.** Procurement undertaken by NGS is above reproach, demonstrates propriety and clear decision making.
6. **Competent staff.** NGS staff demonstrate the appropriate skills and a high level of competence in the procurement of goods, works and services for NGS. All members of staff or contractors who can incur expenditure on behalf of NGS are required to abide by the Procurement Policy and the responsibilities that it conveys.
7. **Sustainability.** NGS’ procurement methodologies support our commitment to economic, environmental and social sustainability.
8. **Compliance.** NGS has a partnership contract arrangement with the Central Government Procurement Shared Services team (CGPSS) and participates in the relevant Procurement Cluster Group. NGS has been assessed by Scottish Government as part of its programme of Procurement Capability Assessments (PCA) and will be assessed under the Procurement and Commercial Improvement Programme (PCIP-Healthcheck).

4. **Our Procurement Priorities**

Our procurement strategy:

- Sets out our priorities and proposals for procurement over the planning period;
- Identifies those factors that will influence the way in which we manage the procurement process and
- Describes the arrangements for monitoring and evaluating the strategy.

Our Strategy has 7 key priorities as follows:
1. Achieve value for money
2. Deliver sustainable procurement
3. Raise the level of procurement knowledge, skills and expertise
4. Provide timely performance information
5. Participate in the work of and benefits derived from collaboration
6. Strengthen contract and supplier management processes
7. Provide an excellent procurement service appropriate and suitable for the size of our organisation and to prevent fraud.

4.1 Priority One: achieve value for money

We aim to achieve value for money when procuring goods, services and works. This is based on the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user's requirement. Competition promotes efficiency and effectiveness in public expenditure, accordingly goods, services and works should be acquired by effective competition, including adequate publication of the contract unless there are convincing and justifiable reasons to the contrary. We will award contracts on the basis of the most economically advantageous (MEAT) tender which balances value for money and the required quality of the service, goods or works being procured.

We are developing mechanisms to establish efficiency savings targets and to track benefits, with support from Central Government Procurement Shared Services Team,

4.2 Priority Two: deliver sustainable procurement

Sustainable procurement means routinely considering the environmental, social (including equality) and economic opportunities and impacts of purchasing decisions, whilst taking a long term view.

Where appropriate, the procurement activity will follow achievable guidelines regarding sustainable development.

4.2.1 Prompt payment to suppliers and their sub-contractors

We are committed to paying our suppliers promptly and include a clause in our standard terms and conditions stating that we will pay valid invoices within 30 days from receipt. This includes payments due by a contractor to a sub-contractor. We measure and publish our performance in our Annual Accounts.

4.2.2 Paying the living wage through our regulated procurement

Consideration of the Scottish Living Wage will form part of any relevant project. We will incorporate the evaluation of workforce matters for our regulated procurements.

4.2.3 Community Benefits

We will promote the use of community benefit clauses within procurement exercises where relevant and proportionate to the contract.
4.2.4 SMEs, local businesses, supported businesses and the third sector

We will continue to review and update our procurement policies and procedures to ensure that we contribute to improving social, economic and environmental wellbeing where relevant in delivering our contracts. This ongoing review will ensure that we remain an inclusive organisation and where possible and appropriate encourage a diverse range of suppliers including SMEs, the third sector and supported businesses.

We will use the Scottish Government’s Supported Business and Factory Framework where there is a requirement to purchase goods and services covered by this contract.

4.2.5 Fair and ethical trading

We will procure fairly and ethically traded goods and services in accordance with current legislation.

4.2.6 Charging

NGS will not charge a fee for participating in any part of the process relating to a regulated procurement (including a fee to provide any document required to participate in that process).

4.2.7 Publication of Contract Notices and Award Notices

NGS will continue to publish Contract Notices and Award Notices for regulated procurements on the Public Contracts website.

4.2.8 Unsuccessful Bidders

NGS will comply with the requirements of the Procurement Reform (Scotland) Act 2014 in relation to the giving of reasons to unsuccessful participants, requests for further information, and withholding of information.

4.3 Priority three: raise level of procurement knowledge, skills and expertise

We will continue to work with, and support, staff who have a procurement responsibility to ensure staff are equipped with the necessary tools to increase their level of procurement knowledge, skills and expertise. We will complete the Scottish Government Procurement Competency Framework document on an annual basis.

Staff with procurement responsibility for regulated procurements have also undertaken e-learning training and attended face to face seminars which cover changes to Scotland’s public procurement legislation.

All staff with delegated authority to commit or approve expenditure have undertaken procurement fraud training. NGS also has in place a Prevention of Fraud Policy which outlines where fraud may occur, who is responsible for reporting fraudulent
activity and who to report it to. Appropriate preventative and detective controls, such as ‘separation of duties’ and robust systems of control, have been put in place to counter the risk of fraud.

We will develop a training programme and have provided staff with access to Scottish Government online training resources such as the Guide to Quick Quote. Further detailed procurement training is provided to staff depending on post and procurement responsibility. Ongoing training needs will be recorded in individual training and development plans as part of the annual staff appraisal process.

NGS also has in place a Whistleblowing policy which encourages employees to raise concerns about possible improprieties in the conduct of our business, whether in matters of financial reporting or other malpractices, at the earliest opportunity and in an appropriate way.

4.4 Priority Four: Provide timely performance information

We will develop performance measures for Procurement and report against these quarterly to SMT and Trustees. We will also measure benefits and savings realised from collaborative and high value contracts. We will maintain, monitor and publish a Contracts Register.

4.5 Priority Five: participate in work and benefits derived from collaboration

NGS will continue to use Scottish Procurement frameworks and Crown Commercial Services frameworks where appropriate.

We will explore opportunities for further collaboration through our partnership with Central Government Procurement Shared Services (CGPSS) and membership of the Procurement Cluster Group. These relationships facilitate the sharing of knowledge and encourage partnership working to ensure we deliver value for money and pool resources and expertise.

4.6 Priority Six: Strengthen contract and supplier management processes

Effective contract management is essential in the delivery of goods, services and works.

We will develop and implement policy, procedure and training for relevant staff involved in the management of contracts to provide them with the tools and techniques required to better manage our contracts and suppliers.

4.7 Priority seven: provide an excellent procurement service appropriate and suitable for the size of the organisation

We will review our business processes regularly to ensure that delegated authority is appropriate, that there is appropriate separation of duties when procuring goods and services, all valid invoices are paid on time and all purchasing and procurement procedures are followed.
We will review our procurement procedures and guidance across the organisation to take into account feedback from suppliers and users.

We will build into our procurement policy and processes more effective consultation and engagement with those affected by our procurements.

Feedback from the Procurement Health Check will inform the further development and improvement of our procurement service.

5. Equality and Diversity

We consider equality throughout our tender processes and comply with the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. Suppliers are required under our standard terms and conditions to not discriminate unlawfully against any person within the meaning of the Equality Act 2010 in its activities relating to the Contract or any other contract with the Purchaser.

6. Health & Safety

Health & Safety policies and associated information (including RAMS) are requested where relevant from suppliers as part of the procurement process, to ensure compliance with NGS Health & Safety Policy and associated guidance and procedures.

7. Continuing Improvement and Ensuring Compliance

Scottish Government has been undertaking Procurement Capability Assessments (PCA) with public sector organisations since 2010/11 and NGS has developed and improved its processes in response to its assessment. In 2016 Scottish Government introduced the Procurement and Commercial Improvement Programme (PCIP), and as part of this programme NGS will undergo a Procurement Healthcheck. NGS will continue to develop and improve its processes through its action plan building on the outcomes of such assessments.

The procurement function is also subject to periodic review through the delivery of the NGS internal audit plan, where any recommendations for improvement will be considered for implementation by the Senior Management Team.

NGS has in place a Procurement Management Group which meets on a monthly basis. The Group undertakes a review of procurement activity and any non-compliance identified through this review is addressed directly with the relevant officer(s). Reports are made quarterly to SMT and Trustees (Audit &Risk).

8. Delivery of Strategy

8.1 Communication
NGS has a procurement related section on its external website where we outline our procurement processes and publish our Procurement Strategy, Procurement Policy and our standard terms and conditions for suppliers.

To ensure that stakeholders have the opportunity to engage and contribute to the development of the strategy, a consultation on the strategy will be undertaken as follows:

- Consideration by the internal Procurement Management Group
- Consideration by the Senior Management Team

All of our regulated contracts are publicly available on a contract register hosted by Public Contracts Scotland.

The approved Strategy will be communicated to all staff through our Staff intranet.

8.2 Management and Monitoring

The Procurement Management Group is responsible for overseeing the implementation of the Strategy.

NGS will review the Strategy and our action plan annually. The outcome of the annual review will be a new programme of work and identified tasks that will feed into the operational and financial planning processes for the following year.

We will also use the corporate and business planning process to identify any new procurement projects which are likely to require additional support from the Procurement Management Group.

8.3 Reporting

As soon as practicable after the end of the financial year, an annual procurement report will be published to include:

- A summary of regulated procurements completed during the year covered by the report
- A review of whether those procurements complied with the procurement Strategy
- Non compliant regulated procurements and a statement of the intention to ensure future procurements do comply
- Summary of community benefits as part of regulated procurements in the report period
- Summary of steps taken to facilitate involvement of supported businesses in regulated procurements during the report period.
- Summary of regulated procurements expected to commence in the next 2 financial years
- Any other information as required by Scottish Ministers.
An annual procurement performance report will be submitted to the Senior Management Team and the Board of Trustees reporting procurement performance and progress towards achieving the priorities in this strategy.

9. **Supporting Policies**

Our Strategy for procurement is supported by other policies and procedures on:
- Purchasing of goods and services
- Procurement procedures
- Data protection and records management
- Prevention of fraud
- Whistleblowing
- Health & Safety
- Equality and Diversity

**Contacts**
For further information on this strategy please contact:

Brian Doneghan  
Head of Operations  
0131 624 6209  
bdoneghan@nationalgalleries.org

For information on the Procurement Policy and Procedures please contact:

Michael Browne  
Estates Operations Manager  
0131 624 6214  
mbrowne@nationalgalleries.org

Kathryn Farrell  
Policy and Communications Officer  
0131 624 6473  
kfarrell@nationalgalleries.org

Rosalyn Clancey  
Work Stream Leader: Art Collections  
0131 624 6331  
rclancey@nationalgalleries.org

Val Urquhart  
Head of Finance  
0131 624 6230  
vurquhart@nationalgalleries.org

Claire Gibson  
Systems and Project Accountant  
0131 624 6231  
cgibson@nationalgalleries.org