



Royal
Botanic Garden
Edinburgh

Royal Botanic Garden Edinburgh (RBGE) Procurement Policy and Procedures Manual

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1. Introduction and scope

This manual provides guidance on the rules that apply to RBGE staff who are involved in procurement activity. Adherence to the policies set out in this manual is mandatory for RBGE staff appointed by the Regius Keeper as Delegated Purchasing Officers.

The scope of public procurement ranges from the purchase of routine supplies or services to formal tendering and placing contracts for large projects.

This manual should be read in conjunction with the [Scottish Procurement Policy Manual](#) (applicable to the wider public sector, including the RBGE), the [Construction Procurement Manual](#) (managing or delivering construction/works projects), the [Procurement Journey](#) (a toolkit providing practical guidance on procurement procedures) and other guidance issued by [Scottish Procurement](#), including [Scottish Procurement Policy Notes](#) (which provide updates on legal and procurement policy developments).

Account must also be taken of the relevant legal framework and [statutory guidance](#) published under the

- Procurement Reform (Scotland) Act 2014.
- The Public Contracts (Scotland) Regulations 2015
- The Procurement (Scotland) Regulations 2016
- The Concession Contracts (Scotland) Regulations 2016
- The Utilities Contracts (Scotland) Regulations 2016

The rules set out in the [Scottish Procurement Policy Manual](#) and this manual are designed to ensure that procurement activity is:

- focussed on the delivery of Value for Money (VfM);
- conducted to high professional standards and to the relevant legal requirements; and
- overseen by appropriately trained and authorised staff to minimise the risk of legal challenge to RBGE and its employees.

In Addition to help support National Performance Framework, procurement activities can be conduct to achieve.

- good for businesses and their employees
- good for society
- good for place and communities
- open and connected.

2. Definitions of procurement and Contract and Supplier Management(CSM)

Procurement is the process of buying goods, services and works from external suppliers. The public procurement process typically includes:

- understanding customer requirements as set out in a customer specification
- reviewing existence and accessibility of current frameworks and contracts
- understanding current and evolving market capacity and capability to underpin and
- enable effective competition

- developing a commodity / service strategy or brief to maximise sustainable value,
- considering wider economic, social and environmental outcomes as well as cost,
- quality and timelines
- determining the procurement procedure and exclusion, selection and award criteria
- issuing Invitations to Tender or invitations to quote
- evaluating bids or quotes
- awarding, implementing, and managing contracts
- obtaining and paying for purchases / orders

The role of contract manager is usually performed by the business area for whom the contract has been awarded. Information on contract management is available in the RBGE Contract Management Handbook.

3. Key principles of procurement policy

All procurement activity must comply with Public Procurement:

- transparency;
- equal treatment and non-discrimination;
- proportionality; and
- mutual recognition.

Competition

Contracts must be awarded through genuine and effective competition unless there are exceptional reasons to the contrary (see [section 8](#)).

Legal aspects

Contracts for the procurement of goods, services and works must be in writing and awarded by a Delegated Purchasing Officer (DPO) with relevant Delegated Purchasing Authority (DPA). A list of Officers with DPA within RBGE are held in the Findocs systems which is managed by the Finance Section within RBGE.

Separation of duties

The roles of budget holder/customer and DPO should be kept separate (see [section 4.3](#)).

Value for Money

Contracts should be awarded on the basis of VfM (see [section 6](#)).

Buying sustainably

DPOs must consider sustainability in their procurement activity (see [section 7](#)).

Consultancy services

The procurement of consultancy services must adhere to the Consultancy Procedures (see [section 8.7](#)).

Procuring ICT Goods or Services

The procurement of IT Goods or Services must adhere to agreed procedures (see [section 8.8](#)).

Procuring Design, Printing, Publishing, Photography and Reprographics Services

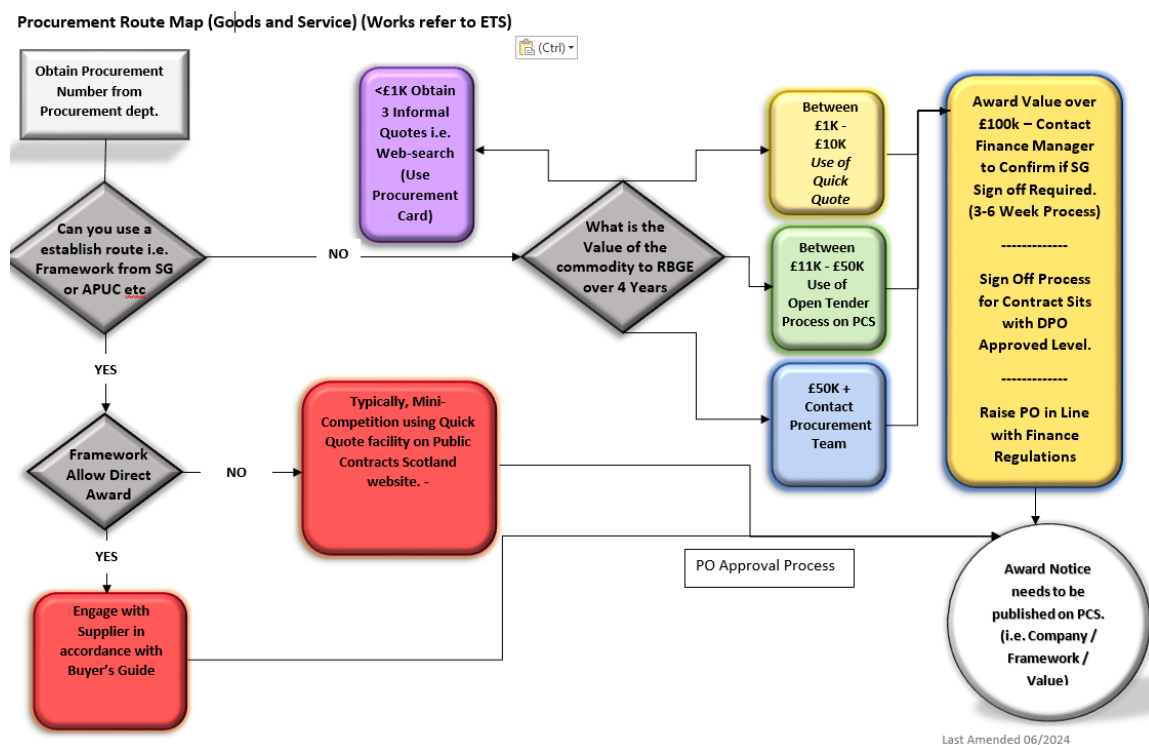
The procurement of publishing, photography and reprographics services must adhere to agreed procedures (see [section 8.9](#) within this document).

Ethical standards

DPOs must adhere to and apply the highest ethical standards in their procurement activity (see [section 10](#)).

4. Procurement roles/responsibilities and compliance

The diagram below sets out the basic steps in the procurement journey.



4.1 Delegated Purchasing Authority (DPA)

The Director of Resources and Planning is responsible for the scheme of Delegated Purchasing Authority (DPA) across RBGE.

DPA within RBGE is awarded to officers who carry out the process leading up to and including the award of a contract and any subsequent contract changes for goods, services and works.

DPA is:

- required for competition of contracts where there is not an existing contract/framework agreement. It is also required for running mini-competitions against an authorised framework agreement or for the modification of an existing contract.
- granted to RBGE individuals by the Director of Resources and Planning or a nominated representative and will be in writing based on the training/experience of staff concerned; and it will specify the value of contracts (excluding VAT) that the individual will be authorised to award; and

- personal to an individual only whilst they occupy their current position unless they are seconded to another post within RBGE to carry out their procurement role in that post. DPA does not automatically transfer to their successor should they leave their current post nor does it transfer with them to another post. If DPA is to be withdrawn by the Director of Resources and Planning for any reason this will be confirmed in writing.

DPA is not:

- to be confused with financial/budgetary authority;
- required to purchase goods, services or works from single supplier framework agreements awarded by RBGE, or single supplier framework agreements where the organisation has approval to utilise agreements; and
- the authority to approve a contract without following a genuine and effective competition - Non Competitive Action (NCA) (see [section 8.6](#))

RBGE individuals with DPA are known as a Delegated Purchasing Officers (DPO). A list of RBGE staff is held within the FindDocs procurement system.

DPOs must attend as a minimum the Commercial Awareness training before DPA is granted.

Procurement training workshops for specification writing, tender evaluation and contract management is also available.

4.2 Scottish Government Approval

If a contract is over £100k per annum, then Scottish Government approval is required. The forms to be completed can be obtained from Procurement or the Finance department. The approval can take up to 6 weeks, depending on the contract value so this should be built into the timescales for completing the procurement exercise.

4.3 Commitment of a contract

A contract is a legally binding agreement between RBGE and one or more suppliers for the supply of specified goods, services or works. The contract sets out the details of what RBGE is buying, from whom and the rights and obligations of the parties.

It is RBGE policy that all contracts, except existing single supplier framework agreements as mentioned above, are awarded by a DPO with the appropriate level of authority using primarily a Purchase Order from the FindDocs system. The RBGE Credit Card or a Bank transfer are also available in exceptional circumstances.

All RBGE contracts valued >£1,001 must be in writing using the template documents from the RBGE Green pages, although legally contracts can be made by word of mouth, or implied by the action of the parties. Therefore in discussions and/or email correspondence with suppliers it is essential that staff take care to ensure that a contract is not unintentionally created.

All purchases made using the RBGE credit card must comply with RBGE finance procedures and the competition thresholds where appropriate listed in [section 8](#) below.

All contracts awarded by RBGE should normally be subject to Scots Law. This is provided in the RBGE Terms and Conditions; these have been designed for straightforward or routine purchases of goods or services. Any proposed change, amendment or alternative form of conditions by the DPO or supplier should in the first instance be referred to [Procurement](#) for advice and approval. In the case of high risk or high value contracts, legal advice should be sought before agreeing to non-standard contract conditions.

4.4 Separation of duties

There should be an appropriate separation of duties within the purchasing cycle between staff who place orders, those who receive goods, services or works and those who authorise payment. Separation of functions should be designed both to provide necessary safeguards against impropriety or unethical practice and to ensure achievement of value for money.

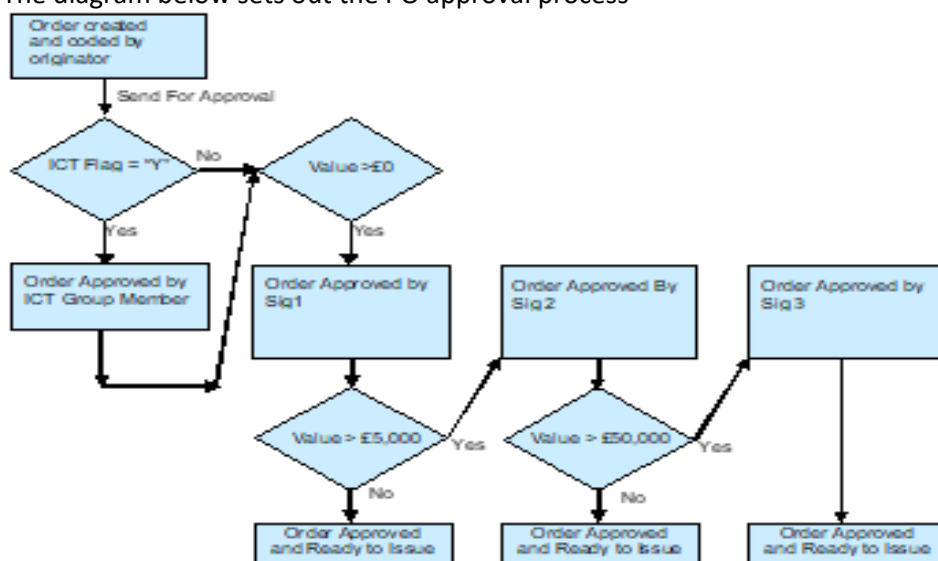
The DPO should ensure:

- that the various delegated authorities cannot be enacted by the same person in relation to one contract; and
- a written record must be kept of all transactions for audit purposes.

In the case of works contracts, roles and responsibilities are set out in the Scottish Public Finance Manual (SPFM).

4.5 Purchase Order Approval

DPOs are responsible for raising Purchase Orders in the Finddocs system. These are then approved by Cost Centre Managers. Orders above £10,000 will require additional approval from a director. The Head of Estates & Technology Services also has authority to approve POs over £10,000. Orders over £50,000 will also require the approval of the Director of Resources & Planning or the Regius Keeper. The diagram below sets out the PO approval process



4.6 Competition and advertising

It is RBGE policy that goods, services and works must be awarded through genuine and effective competition unless there are convincing reasons to the contrary (see [section 8](#)). DPOs are responsible for identifying the most appropriate procurement process that is likely to offer the best VfM.

Before commencing a new competition, the availability of existing contracts and framework agreements awarded or approved by [Scottish Procurement](#), or other public sector organisations should be considered. New competitions should normally only be launched where the requirement

cannot be met through an existing contract. A list of the most popular frameworks that can be used is available on Greenpages.

In addition to the World Trade Organisation publication requirements, the Procurement Reform (Scotland) Act 2014 requires all public bodies who are conducting a regulated procurement to publicise their intention to seek offers (contract notice) and the award of a contract or framework agreement (contract notice) on [Public Contract Scotland \(PCS\)](#). The PCS [info centre](#) contains further information on how public bodies can meet their publication obligation.

This means that all regulated contracts for goods and services with an anticipated value of £50,000 and above (including VAT) and for contracts for construction works with an anticipated value of £2,000,000 and above (including VAT) must be advertised on the [Public Contracts Scotland](#) advertising portal (PCS). The value of the contract is the total amount, net of VAT, which the RBGE expects to pay over the full duration of the contract (including any options to extend).

All contracts with an anticipated value of between £1,001 to £50,000 (excluding VAT) will require [Procurement](#) or a DPO to conduct the procurement process in accordance with the policies and templates relevant to the value of the requirement.

Disaggregation rules mean that the value of contract needs to be considered over a default of 4 years for RBGE. Consideration of future and current needs have to be consider when identifying the value threshold and route to market.

4.7 Contract documentation

It is RBGE policy that documentation covering the key stages of the procurement of goods, services and works is retained on the RBGE filing system. The DPO member of staff is responsible for ensuring that there is a file on the RBGE filing system for each contract and for ensuring that key documents are filed timeously. Files should be kept for the length of contract plus 7 years.

4.8 Contracts register and transparency

The [Procurement Reform \(Scotland\) Act 2014](#) requires all public sector contracting organisations to keep and maintain a contracts register, and to provide an internet-based publicly viewable version of it to include all regulated procurement which commence on or after 18 April 2016.

Information about regulated contracts awarded by RBGE since 18 April 2016 can be obtained from our contract register on Public Contracts Scotland

http://www.publiccontractsscotland.gov.uk/Contracts/Contracts_Search.aspx?AuthID=AA11182

5. Legal framework

Public sector procurement in Scotland takes place within a framework of rules including:

- Procurement Reform (Scotland) Act 2014.
- The Public Contracts (Scotland) Regulations 2015
- The Procurement (Scotland) Regulations 2016
- The Concession Contracts (Scotland) Regulations 2016
- The Utilities Contracts (Scotland) Regulations 2016

Formal challenges and complaints may be brought against RBGE alleging a breach of these rules. The consequences of a successful challenge may, depending on the nature of the breach, result in RBGE

being fined; the duration of a contract being shortened; award of damages against RBGE; and reputational damage to RBGE.

Any challenges must be raised with the Director of Resources and Planning and any correspondence from legal advisors challenging the procurement process or contract award decision must be forwarded to Procurement Team.

6. Value for Money (VfM)

The Scottish Model of Procurement places an emphasis on value for money being a result of an appropriate balance between cost, quality and sustainability. Contracts should never be awarded on the sole basis of lowest price or lowest cost.

VfM is defined as the optimum combination of whole life costs and quality (or fitness for purpose) to meet the customer's requirements. Depending on the nature of the contract, whole life cost may include implementation costs, ongoing operating costs and end-of-life disposal.

It is RBGE policy that contracts must be awarded on the basis of VfM.

7. Sustainable Procurement and Prompt Payment

RBGE is committed to buying goods, services and works in a sustainable manner.

The RBGE will derive the greatest benefits through ensuring that sustainability is embedded and proportionately applied to all its procurement decisions and activities. At the heart of this process will be a [sustainability test](#).

[The Procurement Reform \(Scotland\) Act 2014](#) builds on the work achieved so far in the reform of public procurement in Scotland. It establishes laws about sustainable public procurement to maximise the social, environmental and economic benefits through effective and efficient procurement activity.

The [sustainable procurement duty](#) encompasses these elements.

Smart use of procurement can play a key role in delivery National Performance Framework. These can include promoting jobs and growth, encouraging innovation, boosting training and apprenticeship opportunities and helping small and medium enterprises (SME's) third sector organisations and supported businesses to compete effectively for contracts.

RBGE Sustainability policy will be support where appropriate through procurement and contract management processes.

Prompt payment will be made to contractors and sub-contractors are paid within 30 days of receipt of a valid invoice. RBGE is committed to paying its contractors promptly, targeting to pay valid invoices within 10 days of receipt, going beyond the contractual commitment to pay within 30 days.

8. Competition

It is RBGE policy that goods, services and works must be awarded through genuine and effective competition unless there are convincing reasons to the contrary (see section 8.1 below).

Before commencing a new competition, the availability of existing contracts and framework agreements awarded or approved by RBGE, Scottish Procurement or other public sector organisations must be considered. New competitions should normally only be launched where the requirement cannot be met through an existing contract. A list of the most popular frameworks that can be used is available on Greenpages. Other frameworks may be available and the Procurement manager should be consulted to establish what may be available.

It is RBGE policy that DPOs must use Public Contracts Scotland (PCS), national advertising portal when advertising goods, services and works contracts subject to the guidance below.

Disaggregation rules mean that the value of contract needs to be considered over a default of 4 years for RBGE. Consideration of future and current needs have to be consider when identifying the value threshold and route to market. The following procedures based on the value of the requirement should be adhered to:-

8.1. For Goods, Services and Works £0 and £1,000 (inc. VAT)	
All contracts with an anticipated value of between £0 and £1,000 (inc. VAT) for Goods, Services and Works	Where there is no contract / contracted supplier in place, the aggregated spend for the commodity does not justify the creation of a contract, and the spend does not exceed the thresholds set out below, the DPO should be satisfied that value for money has been achieved. Recommendation is for DPOs to obtain 3 quotes, eg internet search or by phone call.
8.2. Competition for Goods, Services and Works £1,001 and £10,000 (inc. VAT)	
All contracts with an anticipated value of between £1,001 and £10,000 (inc. VAT) for Goods, Services and Works	<p>DPO are able to undertake procurement competition via use of Quick Quote process on Public Contracts Scotland portal.</p> <p>Documentary evidence should be retained to show that Value for Money has been obtained (e.g. through a price and quality comparison of at least 3 quotes i.e. use of Quick Quotes).</p> <p>The RBGE procurement handbook is available on the Green pages, and contains the RBGE templates which must be used by DPOs. Written invitations to quote should be issued to at least three suppliers.</p>

8.3. Competition for Goods and Services £10,001 and £50,000 (inc. VAT) and £10,001 and £2,000,000 (inc. VAT) for Construction Works	
All contracts with an anticipated value of between £10,001 and £50,000 (inc. VAT) for Goods and Services and £10,001 and £2,000,000 (inc. VAT) for works	<p>These contracts should be forwarded to procurement for assistance to ensure the most appropriate route to market is used. These contracts should be advertised by DPOs using the Public Contracts Scotland portal.</p> <p>The RBGE procurement handbook is available on the Green pages, and contains the RBGE templates which must be used.</p> <p>Open tender procurement process should be issued via PCS. Open process then allows for any supplier to bid. No restriction on numbers due to process.</p> <p>Suppliers and contractors can access details of all Scottish public sector contracts for free through the Public Contracts Scotland portal.</p>
8.4. Competition for Goods and Services £50,001 and above (inc. VAT) and £2,000,001 (inc. VAT) and above for Construction Works	
All contracts with an anticipated value of £50,001 and above (inc VAT) for Goods and Services and £2,000,001 and above (inc VAT) for works	<p>These contracts must be forwarded to procurement for action.</p> <p>These contracts should be advertised on PCS. The value of the contract is the total amount, net of VAT, which the RBGE expects to pay over the full duration of the contract (including any options to extend).</p> <p>Decisions not to use PCS should be objectively based and documented in the Procurement Brief.</p>

8.5. Purchases Using the RBGE Credit Cards

All purchases made using the RBGE Credit Cards must comply with the above competition guidance.

8.6 Non Competitive Action (NCA)

It is RBGE policy that goods, services and works must be bought by genuine and effective competition. NCA is only granted in exceptional circumstances. It is strictly limited to situations where competition is not deemed appropriate. Further instructions and templates are detailed in the RBGE Procurement Handbook.

Procurement must be consulted about any proposal to award a contract without competition before using the 'Application for NCA' form. For NCA procurements between £1,001 and £25,000 (excluding VAT), approval must be obtained in advance from the RBGE Regius Keeper. All requests to proceed with NCA for procurements over £25,000 must be endorsed in advance by RBGE Regius Keeper and then issued for approval to SG sponsor. See below at Table 3.

Table 3: Non Departmental Public Bodies Consultancy Approval Controls Projected Expenditure (excluding VAT)	Approval Levels
£1,001 up to £25,000	RBGE Regius Keeper.
£25,001 and above	SG Sponsor - Rural and Environmental Science and Analytical Services Directorate. Submissions for approval must be endorsed by the Regius Keeper.

In all cases the guiding principles are that NCA approval is granted by someone other than the DPO who will undertake the procurement to ensure adequate separation of duties. The NCA justification and approval must be retained by the DPO and a copy should be forwarded to Procurement for inclusion in the contract file log and, where applicable, the Contracts Register held on the Public Contract Scotland portal.

8.7 Consultancy services

It is RBGE policy that robust procedures must be followed for the engagement of consultancy services to ensure that these resources are used sparingly, appropriately and effectively. Before any procurement process takes place a business case must be prepared and approved based on the amount that RBGE expects to pay for the requirement.

8.8 Procuring ICT Goods or Services

Technology Services (as part of the Estates and Technology Services Department) has access to a number of discounted purchasing schemes by virtue of RBGE's position as a Central Government organisation, an educational establishment and a registered charity. For purchasing goods such as consumables you should contact Technology Services (TS) to obtain details of a recommended supplier and pricing. For all computing and general ICT equipment you should contact TS to seek advice and ascertain suitability prior to ordering. TS shall be responsible for raising ICT orders, unless otherwise agreed and a DPO with relevant approval raises the order. TS and DPO must raise the order, ensuring that you mark the ICT flag in the FindDocs order as part of that process.

If you subsequently decide to ask TS to purchase on your department's behalf you should mail the Service Desk with full details of what you wish to buy together with your department code, budget code, project code (if applicable) and activity code, all of which are required to raise an order in FindDocs.

System Maintenance and Support Contracts

If your department has previously purchased a large ICT system or service (usually as a capital item) then you would normally have included an initial support period. Beyond that period you should not automatically renew it with the same supplier, but, in conjunction with TS, should conduct a formal review of options to establish whether other suppliers can provide ongoing support and/or maintenance which provides better value for money. Please contact TS at the earliest opportunity, but not least a minimum of 3 months prior to contract renewal. Your department should maintain evidence of the process.

8.9 Procuring Design, Printing, Publishing, Photography and Reprographics Services

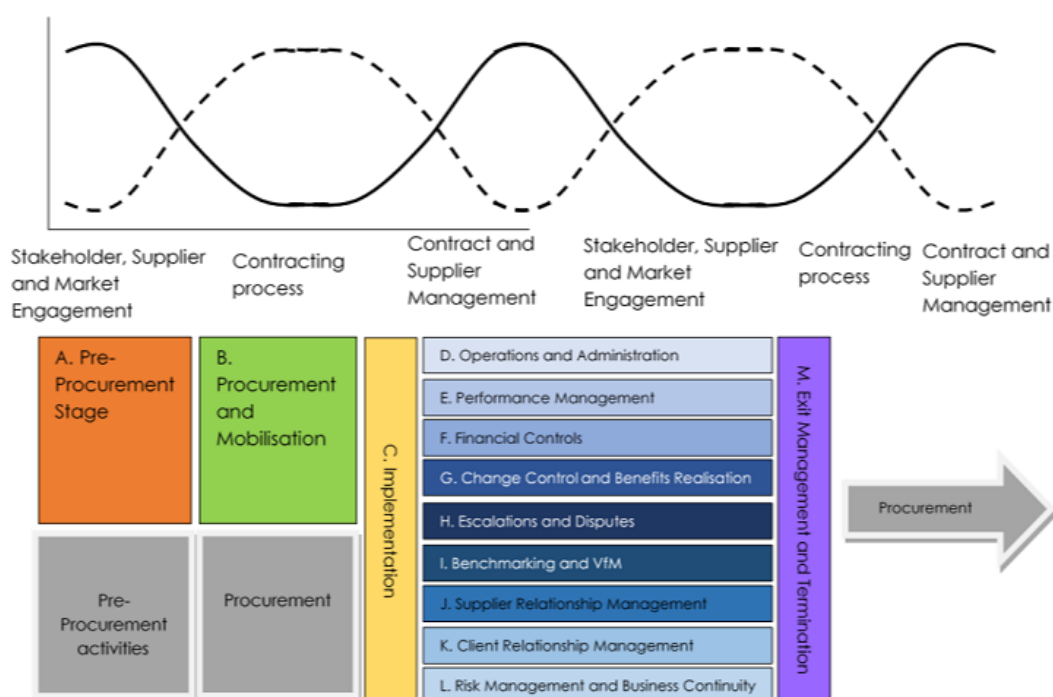
The Publications Manager has access to a number of discounted purchasing schemes as RBGE is a government organisation, an educational establishment and a registered charity. When purchasing publishing photography and reprographics services you should contact the Publications Manager to obtain details of a recommended supplier and indicative costs. The principles of Procurement process still apply.

9. Contract management

An RBGE contract manager should always be appointed to manage any contract for goods, services or works. Contract management guidance is via Central Government Commercial Function – [Contract Management Knowledge Hub](#) – (Login can be arranged for any RBGE Contract Manager)

Contract Management Training is available via [Government Commercial College](#)

The Contract Management Approach is outlined below.



Annex B – Provides further high level information around contract management approach for each element.

10. Ethical standards and gifts and hospitality

It is RBGE policy that staff must preserve the highest standards of honesty, integrity, impartiality and objectivity in all dealings with suppliers and potential suppliers as detailed in the [Scottish Procurement Policy Manual](#) and the RBGE staff handbook on green pages.

RBGE maintains a gift and hospitality register which should be completed when the value of any gift or hospitality is greater than £20 inc VAT.

11. Conflict of interest in procurement

Staff are legally required to act with honesty and integrity, and must not abuse their position for personal gain, to further their own personal interests or the interests of others (e.g. family and friends). Staff also have a duty to ensure that no appearance of bias or misuse of position is given, or can be inferred through their conduct.

Any actual, potential, or perceived conflicts of interest (e.g. owning shares in a supplier, or family / friends being employed by a supplier) which arise in the course of a procurement must be declared.

12. Fraud response procedures: external fraud

The RBGE policy on the detection, reporting and handling of fraud is available in the Scottish Public Finance Manual (SPFM) and will be in accordance with the [Fraud Response Procedures](#) which includes reporting it to the Fraud Response Co-ordinator without delay. All cases of external fraud should also be reported to the Head of Finance and Police Scotland. .

13. Risk Management

Risk Management is a critical and continuous process, and appropriate Risk Assessments should be undertaken, reviewed and managed throughout the procurement journey.

For all procurements valued over £50,001 (excluding VAT), procurement incorporates a commodity Risk and Issues Register. All risk and issues have mitigating actions, appropriate owners and a review date and the register is monitored throughout the tender process.

Annex A: glossary

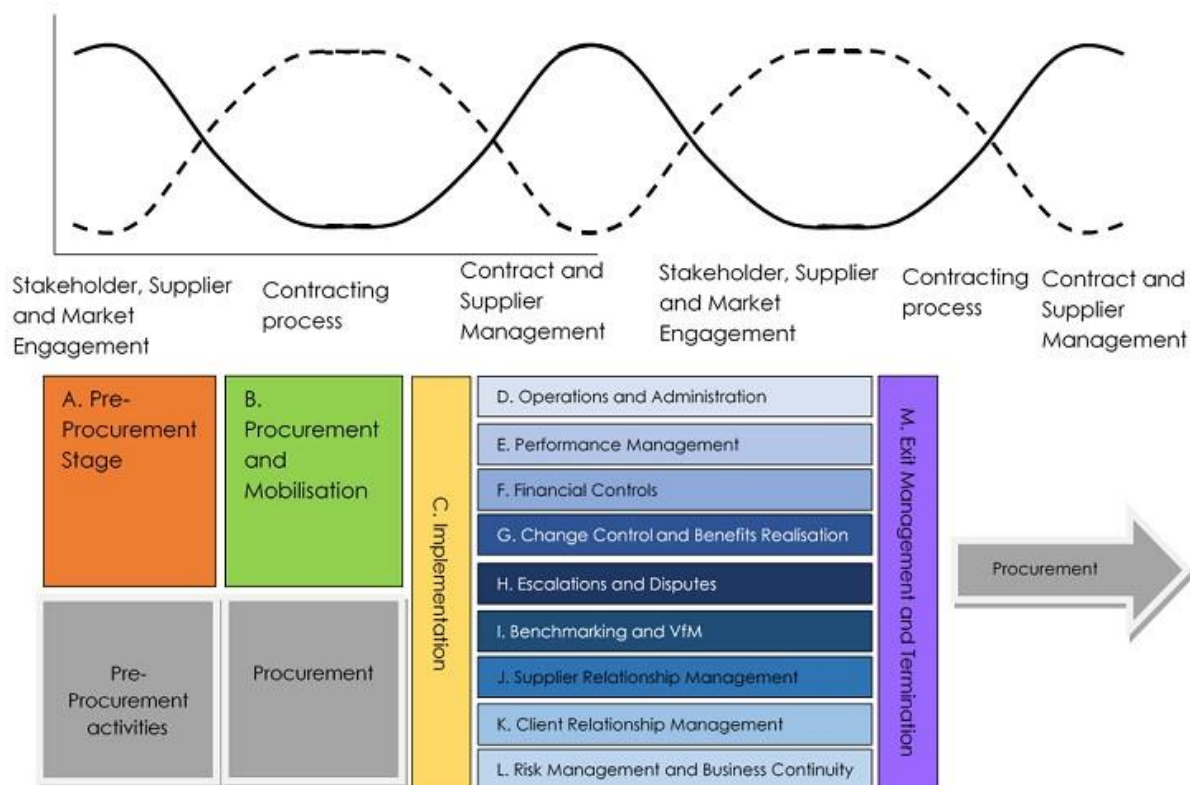
- **Competition**
contracts must be awarded through genuine and effective competition unless there are convincing reasons to the contrary.
- **Contract**
is a legally binding agreement between RBGE and one or more suppliers for the supply of specified goods, services or works. The contract sets out the details of what RBGE is buying and being delivered with and the rights and obligations of both of the parties.
- **Contracts register**
register of all RBGE regulated contracts.
- **Delegated Purchasing Authority (DPA)**
is the authority to enter into a contract for goods, services and works and oversee the process leading up to and including the award of a contract and any subsequent changes.
- **Delegated Purchasing Officer (DPO)**
A permanent RBGE individual with Delegated Purchasing Authority.
- **Electronic Record and Document Management (eRDM)**
RBGE's official electronic record and document management system.
- **Framework agreement**
is an agreement between the Scottish Government and one or more suppliers for the supply of specified goods, services or works over a period of time. The framework agreement has agreed terms and conditions, defined pricing structure and if appropriate the quality requirements. The main difference between a framework agreement and a contract is that a framework does not state the quantity of the goods, services or works, or when they will be bought. Individual contracts specifying the quantity and timescale are awarded under the terms of the framework agreement.
- **Non Competitive Action (NCA)**
is an approval process which permits a contract without competition to be awarded.
- **Procurement**
means the process leading to the award of a public contract or framework agreement or establishment of a dynamic purchasing system for the acquisition of works, supplies or services from an economic operator.
- **Procurement Journey**
a toolkit providing practical guidance on procurement procedures.
- **Public Contracts Scotland (PCS)**
the national advertising portal used to advertise all RBGE goods, services or works contract opportunities.
- **RBGE Credit Card**
is a corporate charge card used for low value, ad-hoc purchases that are not covered by existing contracts or framework agreements for transactions £1,000 (excluding VAT) or less. RBGE credit cards are a highly efficient, low cost and transparent way of making payments for low value, goods and services (transactions £1,000 (excluding VAT) or less). Their use is controlled, monitored and audited by rigorous application of RBGE's policy and process.
- **Scottish Procurement Policy Notes (SPPN)**
guidance issued by Scottish Procurement providing updates on legal and procurement policy developments.
- **Scottish Public Finance Manual (SPFM)**
provides guidance to RBGE and other relevant bodies on the proper handling and reporting of public funds.
- **Sustainability**
a process whereby RBGE meet their needs for goods, services, works in a way that achieves

VfM on a whole life basis and generates benefits not only to RBGE, but also to society, the economy and the environment.

- **Value for Money (VfM)**

the optimum combination of whole life costs and quality to meet the customer's requirement.

Annex B – Contract Management Cycle – GCF UK



The guidance emphasises the need for contract management involvement throughout the commercial lifecycle. This guidance does not provide an indication of the level of importance of the activities to be undertaken, as these should be determined locally on basis of organisation’s contract landscape. Contract managers should always bear in mind that BAU and reactive activities are equally important.

Contract Managers should therefore review the tasks, ensure that they are undertaking all of the activities and review current practises to implement the recommendations included herein.

A. Pre-Procurement

This is the stage prior to contract award during which contract managers should be involved to ensure that the contract which is put in place is fit for purpose and will achieve the desired outcomes. This involves gathering lessons learned from any previous contracts and reviewing the proposed contractual provisions.

B. Procurement and Mobilisation

During this phase the scope of the contract management team will be finalised and resourced ensuring that it is proportionate to the contract’s requirements, risks and opportunities throughout its term.

C. Implementation

This includes the necessary systems and documentations which contract managers should be putting in place in order to enable effective contract management throughout the life of the contract.

D. Operations and Administration

This section provides an overview of the activities which would usually be included with BAU contract management and the tools to do so.

E. Performance Management

An overview of how to set up an appropriate performance management system to effectively monitor internal and external performance throughout its life.

F. Financial Controls

This section provides a robust overview of the financial responsibilities within contract management from setting up a suitable P2P system, to setting budgets and monitoring savings.

G. Change Control and Benefits Realisation

Requirements change and contracts need to be able to facilitate this so this section is designed to enable contract managers to enact changes in a manner which is compliant and drives value for money.

H. Escalations and Disputes

Unfortunately contract management is not always a smooth process, therefore there needs to be effective processes in place for managing problems and concerns as they arise.

I. Benchmarking and Value For Money

To ensure that a contract continues to deliver value throughout its term and to provide the contract manager with the opportunity to drive cost savings throughout its life, this section focuses on how to achieve this.

J. Supplier Relationship Management

This section focuses on how better relationships can be facilitated between suppliers and government departments.

K. Client Relationship Management

This section focuses on how better relationships can be facilitated between contract managers and their clients.

L. Risk Management and Business Continuity

Risks need to be identified in order that mitigating actions and appropriate contingencies can be identified. This section provides advice and templates to make this process easier.

M. Exit Management and Termination

Contracts end for many reasons, some end naturally, others need to be terminated early. In all cases, however, contract managers need to be confident in how to manage this complex process.

Annexes 1-5 provide further information to support the guidance provided in Sections A-H:

Annex1 – Glossary of terms

A list of definitions for widely unknown or misused terms.

Annex 2 – Templates

A consolidated list of the templates included throughout the document for ease of access. These can be used for standardised, good practice contract management. Templates are also hyperlinked through the document in the relevant stages of the contract management life cycle.

Annex 3 - Process Maps

Visual representations of standard CM processes, such as change management and escalations.

Annex 4 – NAO CM Best Practice and Insights Reports Cross Referencing

Enabling users to link the recommendations of the NAO CM Best Practice guidance and CM Insights report with the CM activities covered by this guidance.

Annex 5 – Commercial Operating Standards Cross Referencing

Full cross reference between the recommendations of the GCF Commercial Operating Standards.