

The following lists the main roles and responsibilities of the end user and formal procurement functions in the SPA's and Police Scotland's procurement activities. The following should be read in conjunction with the [Standing Orders Relating to Contracts](#) * and [Procurement Manual](#) *.

The following also principally relates to procurement activities (tendering, contracting, access to public sector framework agreements, etc.) which are undertaken with the involvement of the procurement function i.e. (1) Corporate Procurement Department, (2) ICT Procurement and (3) Estates (Property Procurement) and does not relate to matters such as processing requisitions, purchase orders, invoice payment, etc.

1. Role of the end user¹

The term "end user" is used within this document to describe the individual with responsibility for formulating the requirement, i.e. the goods, services or works required or the budget from which the requirement will be purchased. The end user will tend to be the division, department, etc. who requires the goods, services or works in order for it to undertake its operational duties.

The key elements of the end user's role in the procurement process are to:

- adequately define the user's needs (including determining estimated requirements/quantities, specifications), identifying minimum and desirable elements and ensuring that there is adequate consultation with users and their representative bodies (where necessary);
- ensure that the requirement takes account of the organisation's policy requirements, including its corporate social responsibility/sustainability policies, and is aligned against organisational objectives;
- ensure compliance with relevant legal obligations relating to the goods, services or works to be purchased, e.g. environmental/health and safety legislation;
- where appropriate, prepare a business case;
- ensure that funding is in place;
- contribute to drafting the tender specification;
- contribute to development of the procurement strategy (where required);
- be involved throughout the life cycle of the procurement exercise - implementation, review, ongoing user intelligence groups;
- provide technical expertise and input to support the bid assessment processes;
- prepare the technical recommendation in any bid assessment report (if required); and
- approve key review stages throughout the procurement process.

End users should not deal directly with bidders or potential bidders during the procurement process without the full involvement of and/or approval by the procurement officer.

End users will normally engage with the procurement function by completing and submitting a [Request for Procurement Action](#) * Form (or RPA Form) or a [Non-Competitive Action](#) * Form (or NCA Form).

* **The above referred documents should be capable of being linked to directly or are available from [here](#).**

¹ Extract from the Scottish Government's Public Procurement Policy Handbook (December 2008)

2. Role of the procurement function²

The primary role of the procurement function is to:

- provide professional, qualified procurement expertise, advice and services;
- provide strategic procurement advice;
- ensure that business needs are met through its procurement of goods, services and works;
- contribute to the aims and objectives of the organisation, as detailed in its corporate plan;
- pro-actively manage and develop the supplier base, including small and medium-sized enterprises (SMEs) and third sector and voluntary sector organisations, identifying and managing any supply risks or value add opportunities;
- ensure that value for money is achieved, including through implementation of national contracts;
- advise, guide and support the development of and adherence to procurement policy, best practice and law;
- develop, promote and implement appropriate procurement strategies and procedures;
- establish and address training needs, utilising national/sector specific training opportunities or contracts where appropriate;
- co-ordinate training development and registering of procurement officers across the organisation;
- assess procurement competencies across the organisation, using tools such as the Scottish Procurement Competency Framework;
- promote and engage in collaboration and information sharing with relevant partner organisations;
- support sustainable policies through procurement processes;
- comply with and, where appropriate, promote equalities legislation and policy; and
- promote and engage in the implementation of relevant technology solutions, including e-procurement, to minimise purchase to pay costs.

The Primary responsibilities of the procurement function encompass the following activities:

- act as the interface between the contracting organisation and the external marketplace on commercial matters;
- determine requirements and establish specifications in collaboration with end users;
- challenge the organisation's/end-users' requirements critically for need and cost effectiveness, taking account of whole life costs and corporate social responsibility/sustainability issues;
- conduct market engagement and research;
- manage supplier relationships, including responding to suppliers' enquiries and complaints;
- manage commercial relationships;
- manage procurement competitions;
- manage the award of contracts;
- contract management;
- establish a comprehensive contract register;
- establish arrangements relating to authority to procure;

² Extract from SPA/Police Scotland Standing Orders Relating to Contracts

- measure and report procurement performance, including Best Practice Indicators (BPIs); and
- encourage participation of users/feedback into relevant category advisory groups.

3. **Role of procurement officers**³

The term "procurement officer" is used within this document to describe any member of staff who is formally authorised to procure goods, services and works (i.e. to place contracts on behalf of the organisation) – these officers will tend to sit within the formal procurement function and not the end user division, department, etc.

The key elements of the procurement officer's role in the procurement process are to provide support and guidance to the end user/customer in:

- market analysis and engaging in initial market dialogue, where appropriate;
- challenging end users' requirements for cost-effectiveness and need, taking account of whole life costs and corporate social responsibility/sustainability issues;
- identifying and engaging other subject matter experts as required (e.g. end user, legal, finance etc.);
- developing an appropriate output-based specification which is fashioned to attract market interest and stimulate competition and innovation;
- developing a procurement strategy which requires consideration of existing and/or collaborative contracts;
- ensuring that all procurement processes (tender, order from framework etc.) are compliant with relevant legal and policy obligations, advertising through the national portal where appropriate;
- publicising procurement contact points and making available as much information as suppliers reasonably need to respond to the bidding process;
- understanding and complying with relevant legal obligations relating to the goods, services or works to be purchased, e.g. environmental/health and safety legislation;
- ensuring that procurement decisions take account of wider policy requirements;
- ensuring that procurement decisions are aligned against organisational objectives;
- ensuring that the organisation's policies on corporate social responsibility/sustainability are adhered to;
- managing the procurement procedure;
- supporting partnership working arrangements;
- conducting any procurement clarification required prior to contract award;
- finalising the contractual agreement and formal contract documentation;
- establishing a clear audit trail (including recording the contract on the organisation's contract register);
- notifying the outcome of bids promptly and, within the bounds of commercial confidentiality, debriefing winners and losers on the outcome of the bidding process to facilitate better performance on future occasions;
- ensuring that adequate contract and supplier management arrangements are in place, supporting supplier management as appropriate;
- sharing knowledge to develop best practice: and
- handling Freedom of Information requests on procurement matters in accordance with organisational policy.

³ Extract from the Scottish Government's Public Procurement Policy Handbook (December 2008)