

HIE PROCUREMENT STRATEGY 2018-2022

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Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



EXECUTIVE SUMMARY

This is a joint strategy which sets out the Procurement objectives for Highland and Islands Enterprise (HIE), Wave Energy Scotland (WES) Cairngorm Mountain (Scotland) Limited (CMSL) and Orkney Research and Innovation Campus (ORIC). This strategy has been developed in line with local and national priorities including the HIE Strategy 2019-2022.

PROCUREMENT VISION

Is to achieve the highest standard of professional procurement which directly contributes to the sustainable economic growth of the region.

PROCUREMENT MISSION STATEMENT

Is to conduct our procurement processes in an open, fair, inclusive, and transparent manner ensuring we can demonstrate value for money, innovation and fully embrace the principles of sustainable procurement and support the transition to net zero strategy, implement community benefits and contribute towards reducing inequalities within the region.



STRATEGY RATIONALE/CONTEXT

HIE's role is to lead regional growth and development in line with Scotland's Economic Strategy, improving competitiveness and helping build a fairer society.

This strategy is prepared to support implementation of the HIE Strategy 2019-2022 and continue to work to help deliver Scotland's Economic Strategy in the Highlands and Islands.

HIE will align its future strategic and operational plans with those being developed by the National Strategy for Economic Transformation (NSET) Delivery Board. We will be responsive to emerging themes and priorities of the board and will fully engage in supporting the development of the strategic plan.

HIE will continue to organise its activities around the following three priorities:

- Enable strong, capable and resourceful communities
- Build successful, productive and resilient enterprises
- Create the conditions for growth and a green recovery

The strategy supports the implementation of Scotland's National Strategy for Economic Transformation

Wave Energy Scotland (WES) fund the development of innovative technologies to produce low cost, efficient, reliable components and sub-systems which will form the basis of the cost-effective generation of wave energy in Scotland.

The Orkney Research and Innovation Campus (ORIC) is a joint venture limited liability partnership between HIE and Orkney Islands Council (OIC). The 3.75-acre campus supports the growth of existing research and innovation activity and the expansion of companies in Orkney's world-leading marine

renewables, energy, and low carbon sector. Through both existing activities and future expansion it will also attract additional research activities to Orkney, both from the commercial and academic worlds.

Cairngorm Mountain (Scotland) Limited (CMSL) is a subsidiary of HIE who manage the business and the assets at Cairngorm Mountain. Cairngorm Mountain is, and will remain, a significantly important asset for the economy of the Highlands and Islands and the resort is one of the key draws for tourists and outdoor enthusiasts in the Badenoch and Strathspey area.

The Strategy will also ensure compliance with the Procurement legislation and guidance including:

- [Procurement Reform \(Scotland\) Act 2014](#)
- [Procurement \(Scotland\) Regulations 2016](#)
- [Public Contracts \(Scotland\) Regulations 2015](#)
- [The Public Procurement etc. \(EU Exit\) \(Scotland\) \(Amendment\) Regulations 2020](#)
- [Scottish Public Procurement Policy notes](#)
- Case Law
- [The Procurement Journey](#) and
- HIE Procurement guidance



THE PROCUREMENT PROCESS

Our aim is to deliver procurement across our organisations in an open, fair, inclusive, transparent, and compliant manner.

Our procurement team is responsible for facilitating quotation and tender processes for goods and service contracts above £10k and works contracts over £4 million. Through devolved authority staff can action quotation processes for goods and service contract below £10k and call-off from HIE established framework agreements. HIE have a contract with a property prime consultant who tender on our behalf for construction/property related services and works contracts under the procurement legislation threshold levels and aspects of our IT procurement is undertaken by Skills Development Scotland.

'Regulated' procurements' – valued at over £50,000 for goods and services and over £2 million for works are awarded on a combination of factors which include cost and quality. Scored and non-scored questions may also be included where relevant and proportionate, relating to social (including fair work practices, community benefits/wealth building) and sustainability aspects.

The procurement team enable and support:

- An efficient and effective facilitation service for all contractual spend
- In identifying commercial opportunities and appropriate delivery models – including out-sourcing, partnership working, in-house and hybrid solutions
- Guidance and advice on all aspects of the procurement and contract and supplier management process
- Contracts tendered and awarded in an open, fair, inclusive, transparent, and compliant manner
- The identification and delivery of aggregation and collaboration opportunities
- The implementation of continuous evolution and the improvement of procurement processes and documentation
- Support the HIE strategy to achieve a full transition to net carbon zero by 2045

We will consider our Corporate Social Responsibilities when tendering and, in addition, ensure HIE meets the requirements of the Public Sector Equality Duty (PSED) as set out by the Equality Act 2010.

Our procurement processes consider the social, economic, and environmental wellbeing of the areas affected by our contracts. We will consider our approach to any procurement activity to ensure the process is open and accessible to SME's, supported businesses (a business whose workforce is made up of 30% or more disabled/disadvantaged employees) social enterprises, and the third sector.



To do this we will ensure we use clear language in our tender documents, ensure all our processes are run electronically, financial requirements are set at an appropriate level and we will 'lot' or reserve contracts as appropriate. We will consider whole life costs of contracts, as appropriate, and ensure our contract opportunities are advertised through Public Contracts Scotland.

We will investigate opportunities to up-skill our potential supplier base through "Meet the Buyer" events, the promotion of Supplier Development Programme support and events, the provision of constructive feedback to bidders and processes which are open, fair and transparent for all bidders involved and treats all operators equally. We will seek feedback from internal and external customers to ensure we continually improve our processes to ensure they are efficient, effective, and as lean as possible.

We encourage and welcome small and medium sized local businesses, third sector organisations and supported businesses to bid for our contracts including sub-contracting and consortia opportunities.

We will continually develop our internal procurement and commercial knowledge, skills, and expertise, including training provision and collaboration with other public bodies.

We will consider innovative routes to market and will encourage innovation from the supplier base through the use of output based specifications as appropriate (to ensure suppliers can offer solutions to meet our needs rather than HIE prescribing how the market should meet our needs), pre-market engagement (for example supplier days) and make greater use of Prior Information Notices (PIN) and the publication of a Forward Plan to ensure potential suppliers are aware of future tender opportunities.

We will maximise opportunities to make use of the procurement procedures available under the Regulations where the Regulations permit them to do so.

We will continue to work collaboratively with other public bodies for example through the local Cluster Group which facilitates the sharing of knowledge, best practice, and investigates opportunities for sharing resource, expertise, and experiences. We seek to gain efficiencies through economies of scale and reduction of resources required to undertake procurement exercises whilst delivering our requirements and priorities.

We will implement cyber security provisions into appropriate contracts to ensure we can demonstrate cyber resilience within our contracts.

POLICY STATEMENTS

NET ZERO NATION

In April 2019 Scotland declared a global climate emergency and set a target to become 'Net Zero' by 2045 – balancing the amount of greenhouse gas emissions put into the atmosphere with those we remove. More information on Net Zero can be located at [About Net Zero | Net Zero Nation](#)

The Scottish Government published its Climate Change Plan Update in December 2020 to support Scotland's green recovery and help deliver a just transition to net zero greenhouse gas emissions by 2045.

We will use the Scottish Government sustainability toolkit to identify our priorities and objectives linked to sustainability, Net Zero and circular procurement. Our procurement processes and procedures will help to identify opportunities to contribute to a transition to lower emission supply chains, a low carbon economy, solutions, and circular economy obligations in line with HIE's transition to net zero strategy.

We will challenge ourselves at each stage of the procurement life-cycle – with emphasis on the early planning stage - on whether we need to procure something, if so, how the specification will contribute to our future sustainability priorities, what and how much we should procure and how we will evaluate the products/services/works – and where appropriate taking into account whole life-cycle costs.

Considerations will include:

- demand management
- product longevity
- durability
- disposal and waste reduction
- impacts
- reduction/use for longer/re-use/repair/recycle and recover aspects
- circular procurement
- third sector and supported business opportunities
- sourcing products from sustainable sources and through companies who are also committed to achieve net zero

Where appropriate we may specify:

- whether products/equipment to be installed should be designed for longevity/non-obsolescence
- the supply of refurbished, repaired, or pre-used equipment
- the recycled content within products/equipment/packaging/materials
- the avoidance of single use plastics
- specific sustainability standards and/or eco-label criteria or equivalents that products need to comply with

We will be required to report annually on how we will use procurement to contribute to the global climate emergency and progress towards this.

As more guidance and best practice becomes available from the Scottish Government, we will update and embed our internal processes and procedures.

COMMUNITY BENEFITS

We have a legal obligation to consider including community benefit requirements for contracts valued over £4million. We will include community benefit requirements when they are relevant and proportionate to the nature of the requirements irrespective of the value of the contract.

Community benefit and community wealth building aspects will be included in our procurements – specifications and terms and conditions wherever relevant and proportionate to specific contracts. Our aim is to wherever possible benefit from a direct positive impact on contract delivery, and contribution to HIE and HIE regional priorities. Including contributions towards sustainable economic growth for example - strengthening communities and fragile areas, delivery of wider social benefits, inward growth, and development in an area, or help promote inclusiveness in local areas.

The Scottish Government has published its [Social Enterprise Plan](#), and HIE will seek to identify opportunities for third sector organisations.

The inclusion of community benefits and community wealth building cannot be used to discriminate based on geography of a bidder, but instead identify aspects that can be delivered through the contract in a specific area.

The types of Community Benefits and/or community wealth building we may seek to incorporate in our contracts may include aspects relating to the following themes:

- Recruitment & Training
- Educational
- Environmental
- Supply Chain (community wealth building)
- Community Engagement
- Equality & Diversity

We may evaluate Community Benefits/community wealth building aspects as part of a tender submission or as part of the non-scored questions. Through regular reviews with contractors, we will monitor/track and report on the delivery of contractual community benefits and community wealth building aspects. Our preference is to receive targeted, relevant and proportionate community benefits and community wealth building into the HIE Region to support local priorities.

EQUALITIES REQUIREMENTS

In addition to considering equality and diversity through community benefit clauses HIE is also required, to consider these as award criteria and conditions in relation to regulated public procurements. For example, it is known that women are under-represented in the workforce and leadership of the energy sector and less likely to access training. A contract to deliver a range of events and workshops for the energy sector may include a condition that the contractor demonstrates in their tender how they will encourage women in the sector to attend. This might include promoting events through networks such as Women in Renewable Energy Scotland (WiRES).

They may be required to gather and analyse event participation and feedback by gender to ensure that delivery met the needs of both male and female participants.

Although a requirement only for Regulated Procurements we incorporate this approach for all contracts where it is relevant and proportionate to do so. Relevant procurement clauses can be identified by the Project Manager when completing an internal People Impact Assessment prior to the procurement exercise commencing. This helps to also highlight ways we can address socio-economic disadvantages linked to the Fairer Scotland Duty.

The degree to which equality and diversity requirements are specified and incorporated within procurement documentation will vary according to the goods, services or works being purchased and should be assessed on a case by case basis. This will help to ensure that full consideration is given to the needs of, and the likely impact on, all users and others who will be affected by the contract.

CONSULTATION AND ENGAGEMENT

We will, as appropriate, consult and engage with parties who will potentially be affected by the outcome of a tender process. This may include engagement and/or consultation with:

- The marketplace
- Customers/end users
- Community representatives
- Internal stakeholders
- Collaborative partners and other external stakeholders.

Consultation and engagement will be conducted in an open, equal, and inclusive manner. The decision on when to consult and engage before a tender process will be taken on a contract-by-contract basis and may for example be undertaken when:

- We are tendering for a brand-new requirement
- We are procuring for a replacement contract and need to understand how the contract could operate differently and/or provide better value for money
- The delivery of the contract may affect a local community for example during the construction of a new property which may mean local communities having access issues/noise issues/travel disruption
- Where the contract may have a significant impact on end-users of the contract, and we may want to seek views/comments and opinions from customers or end users of the contract. This would also include ensuring all engagement accommodates the needs of a range of end-users, such as those who have limited mobility
- When we may want to investigate the possibility of including community benefits and community wealth building in a specific contract and need to understand the needs of a specific area/community

We will consider the use of Prior Information Notices to make the market aware of our future tendering plans.

We will engage with the Supplier Development Programme to help raise awareness and promote future tender opportunities.

We may run bidder briefing days to consult potential bidders/those affected by the contract and consider their views when constructing the tender document and we will record the output and outcome of any consultation and engagement which takes place.

We will work towards continually improving our performance and will seek feedback following tender processes to ensure feedback, comments and consultation outcomes are logged and actioned as appropriate.

FAIR WORK PRACTICES

HIE is a Living Wage accredited employer and is committed to the Scottish Government's default position of "Fair Work First" (announced in October 2018) and the principles of the Fair Work Framework 2016 which defines fair work as "work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society". Public bodies are required to apply Fair Work First criteria in regulated procurement processes -seven criteria apply:

1. Appropriate channels for effective voice, such as trade union recognition.
2. Investment in workforce development;
3. No inappropriate use of zero hours contracts;
4. Action to tackle the gender pay gap and create a more diverse and inclusive workplace;
5. Providing fair pay for workers (for example, payment of the real Living Wage);
6. Offer flexible and family-friendly working practices for all workers from day one of employment
7. Oppose the use of fire and rehire practices.

HIE will apply the above in any Regulated Procurement process, where relevant and proportionate to do so and our tender documentation will advise suppliers on how the criteria will be assessed and how we will monitor performance in the contract management process.

Real Living Wage – the Scottish Government have adopted the mandating of the payment of the Real Living Wage to workers on SG contracts, where:

- to do so does not discriminate amongst potential bidders
- the contract will be delivered by workers based in the UK
- it is relevant to how the contract will be delivered; and
- it is proportionate to the contract in question.

We are committed to adopting the same approach and our quotation and tender documentation will be updated during 2022/23 to incorporate this requirement.

The Scottish Government published updated guidance in September 2021 – [Fair Work First: guidance - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/plain-text/fair-work-first-guidance-2021.pdf)

Our processes will contribute towards improving the social wellbeing of local and fragile areas and reducing inequalities within the HIE region.

HEALTH AND SAFETY AT WORK

The degree to which health and safety requirements, risks and necessary measures are specified and are to be evaluated/monitored will be advised within our procurement and contract documentation. This will vary according to the goods, services or works being purchase and any associated risks.

FAIRLY AND ETHICALLY TRADED GOODS AND SERVICES

To ensure proportionate application of ethical trading standards by our suppliers we will ensure we consider the use of lifecycle costing where this is relevant and proportionate to do so.

We will complete a Sustainability Test (Scottish Government sustainability tool) before undertaking any relevant Regulated tender process. The purpose of this is to identify any environmental or socio-economic impacts that may exist relating to a specific product or service. This exercise may identify opportunities to incorporate Fair Work Practices to the tender process or it may identify risks to fair and ethical work practices in the supply chain which we can then consider in the tender documentation.

We will incorporate terms and conditions to ensure suppliers comply with relevant environmental, social and employment law. Our goal is to ensure goods and services are traded fairly and ethically and the supply chain is treated fairly and ethically.

We may request a label certifying that the goods, works, or services being procured meet specific environmental, social, or other characteristics which are directly relevant to the contract. Any label would align with relevant established and recognised standards.

PROVISION OF FOOD

If we are procuring food, we will ensure we aim to be a showcase for regional produce and specify the minimum standards expected. This may include promoting the highest standards of animal welfare, delivery of good nutritional value, the promotion of good health and education, customer dietary and cultural requirements, protection of the environment and avoiding the use of unnecessary natural resources and waste while contributing towards economic development.

PAYMENT OF INVOICES

Prompt payment of suppliers is a key element of the Scottish Government's Economic Recovery Programme. [SPPN 2/2022](#) was released in April 2022 and our templates have been updated accordingly. Payment of valid contractor and sub-contractor invoices within 30 days throughout the supply chain of public contracts is a requirement for HIE. Successful suppliers will be expected to make payments to its supply chain within these maximum timescales. We will monitor supplier performance against this in our annual contractor reporting process.

However, as also required by the Scottish Government, HIE has a policy commitment to pay its own suppliers within 10 working days of receipt of undisputed invoices, or as provided for under the terms of an agreed contract.

Where contractors engage suppliers and/or sub-contractors in connection with our contracts, contractors are required to pay undisputed sums to their suppliers and/or sub-contractors within thirty days of receipt of a valid invoice.

Our payment performance is published within our Annual Report. A link to our Annual Reports can be found: [Procurement | Highlands and Islands Enterprise | HIE](#)

HIE has introduced Project Bank Accounts to large construction projects and will continue to utilise these as required.



STRATEGIC AIMS/OBJECTIVES AND KEY PRIORITIES

In order to meet our local and national priorities we have developed four key procurement objectives which complement our priorities and will contribute to improving competitiveness, helping build a fairer society and ensuring our tender processes are innovative, inclusive and encourage participation from all areas of our region:

- 1.** Sustainable Procurement – We consider sustainability for all our regulated procurement activities and embed it, where relevant, in a proportionate manner. This helps to contribute to the strengthening of local communities and fragile areas.
- 2.** Deliver Value for Money – We will ensure contracts are awarded on a combination of factors including (but not limited to) quality and cost.
- 3.** Leadership and Governance – We will ensure compliance with all relevant legislation and ensuring our procurement related activity is aligned to local and national priorities.
- 4.** Continuous Improvement – We will continually review our approach to procurement, seeking improvements in how we deliver contracts and framework agreements and our contract and supplier management processes and procedures.

Please refer to [Appendix 1](#) for the Procurement Action Plan of how we intend working towards meeting these objectives and monitoring our progress.

SPEND/FINANCE

HIE spend on Regulated contracts in 2018/2019 was around £30 million (excluding VAT). (This figure does not include one off payments for one off projects for example our Building Digital UK costs. This is to ensure that the targets and Action Plan do not take account of one-off projects and are based on "business as usual" spend).

SPEND AREA	SPEND ANALYSIS FOR 2018/2019	TARGET FOR FINANCIAL YEAR 2019/20	SPEND ANALYSIS FOR 2019/20	TARGET FOR FINANCIAL YEAR 2020/21	SPEND ANALYSIS FOR 2020/21	TARGET FOR FINANCIAL YEAR 2021/22	SPEND ANALYSIS FOR 2021/22	TARGET FOR FINANCIAL YEAR 2022/23
Cash Savings for Financial year*	4.7%	We will aim to report a cash saving between 3% and 6%.	2.5% which equates to roughly £630,715	We will aim to report a cash saving between 3% and 6%.	1.67% which equates to approx. £266,970	We will aim to report a cash saving between 1% and 3%	7.53% £1,194,469	We aim to report a cash saving between 3% and 5%
Maverick spend (spend outwith contract)	7.2%	We aim to reduce this figure to 6%	5.9% which equates to just under £1.5million	We aim to reduce this figure to under 5%	3.12% £501,087.70	We aim to keep this below 5%	4.7% £747,459.10	We aim to reduce/keep to below 3%
Total spend through a collaborative contract	25%	We will aim to maintain this figure at 25%	23.7% which equates to roughly £5.9 million	We aim to increase this to 25%	33.16% £5,316,716	We will aim to keep this above 27%	34.75% £5,510,926.76	We aim to keep this above 30%
Total spend with SMEs	55.5%	We will aim to maintain this figure between 55% and 60%	51% which equates to roughly £13 million	We will aim to increase this figure to 55%	61.37% which equates to approx. £7.92m	We will aim to keep this figure above 55%	51.3% £8.12m	We aim to increase this figure to 55%
Award contracts/work to Third Sector Suppliers	NA	We will aim to award contracts/work to five different Third sector suppliers.	7	We will aim to award contracts/work to 10 different Third sector suppliers	6	We will aim to award contracts/work to 5 different third sector and/or supported businesses	5	We will aim to award contracts/work to 5 different third sector and/or supported businesses
Number of Regulated Tenders published with questions included about community benefits, either scored or non-scored.	74%	We will aim to increase this figure to 75%	80%	We will aim to keep this figure between 80% - 85%	66.67%	We will aim to increase this to 80%	81.48%	We aim to keep this above 80%

*These are identified within the Procurement Capability Improvement Programme (PCIP) as 'cash savings' but this figure is derived from a methodology identified within the "[Procurement Benefits Reporting Guidance 2015](#)" document which was produced by the Scottish Government to arrive at the savings figure identified.



MONITORING/REVIEWING AND REPORTING

HIE is subject to the Procurement Capability Improvement Programme (PCIP) which assesses organisational capability and focuses on driving procurement performance through policies and procedures.

Reviews on procurement activity are included as part of HIE's Internal Audit Plan.

The Procurement Team will report progress against HIE's Procurement Action Plan to the HIE Leadership Team on a regular basis.

The PCIP approach has been amended by Scottish Government for assessments to commence in 2023 and will include assessment of competence against key areas of procurement:

- Leadership and governance
- Development and Tender
- Contract

We report back to the Scottish Government on the annual Public Procurement Priorities, which currently include:

- Leadership & Visibility
- Sustainable Economic Recovery
- Supply Chain resilience (Public Sector)
- Maximise Impact of the Sustainable Duty (including post EU-exit implications)
- Climate Emergency (including carbon reduction and a circular economy)
- Achieving professional excellence (against national policy and standards)
- Develop our use of systems to exploit sustainable outcomes and support reporting

Implementation and delivery will be progressed through our Procurement Action Plan which can be viewed in [Appendix 1](#). Our objectives will be reviewed, updated, and reported annually.

POLICIES, TOOLS AND PROCEDURES

LOCAL POLICIES AND PROCEDURES THAT AFFECT OUR PROCUREMENT ACTIVITY:

- HIE Strategy 2019-22
- Procurement Annual Report
- Reference Guide to Procurement and Consultancy
- Reference Guide to Contract and Supplier Management
- Sustainable procurement procedure
- Equality and Diversity policy
- Code of Conduct for Staff/Board Members
- Conflict of Interest policy
- Gifts/Hospitality policy
- Data Protection policy
- Delegated Levels of Authority policy
- Asset Management Plan
- Freedom of Information policy
- Information Security policy
- HIE transition to net zero strategy
- HIE Property Strategy
- HIE FM transition to net zero action plan

NATIONAL AND REGIONAL PROCEDURES AND PROCESSES:

- [Scotland's Economic Strategy](#)
- [Procurement \(Scotland\) Regulations 2016](#)
- [Public Contract \(Scotland\) Regulations 2015](#)
- [The Public Procurement etc. \(EU Exit\) \(Scotland\) \(Amendment\) Regulations 2020](#)
- [Procurement Reform \(Scotland\) Act 2014](#)
- [Sustainable Procurement Duty](#)
- [The Scottish Procurement Journey](#)
- [Scottish Model of Procurement](#)
- [National Outcomes](#)
- Local Outcome Improvement Plans
- [Public Procurement Reform Programme](#)
- [Climate change \(Duties of Public Bodies: Reporting Requirements\) \(Scotland\) Order 2015](#)
- [Climate Change \(Scotland\) Act 2009](#)
- [Climate Change \(Emissions Reduction Targets\) \(Scotland\) Act 2019](#)
- [Scottish Procurement Policy Notes](#)
- Fair Work First : guidance on support implementation <https://www.gov.scot/publications/fair-work-first-guidance-support-implementation/pages/2/>
- [Guidance on Procurement and the Public Sector Equality Duty](#)
- [The Suppliers Charter](#)
- PCIP
- The Information Hub
- The Strategic Board for Enterprise and Skills
- Sustainable Public Procurement Prioritisation Tool

STRATEGY OWNERSHIP/VERSION CONTROL

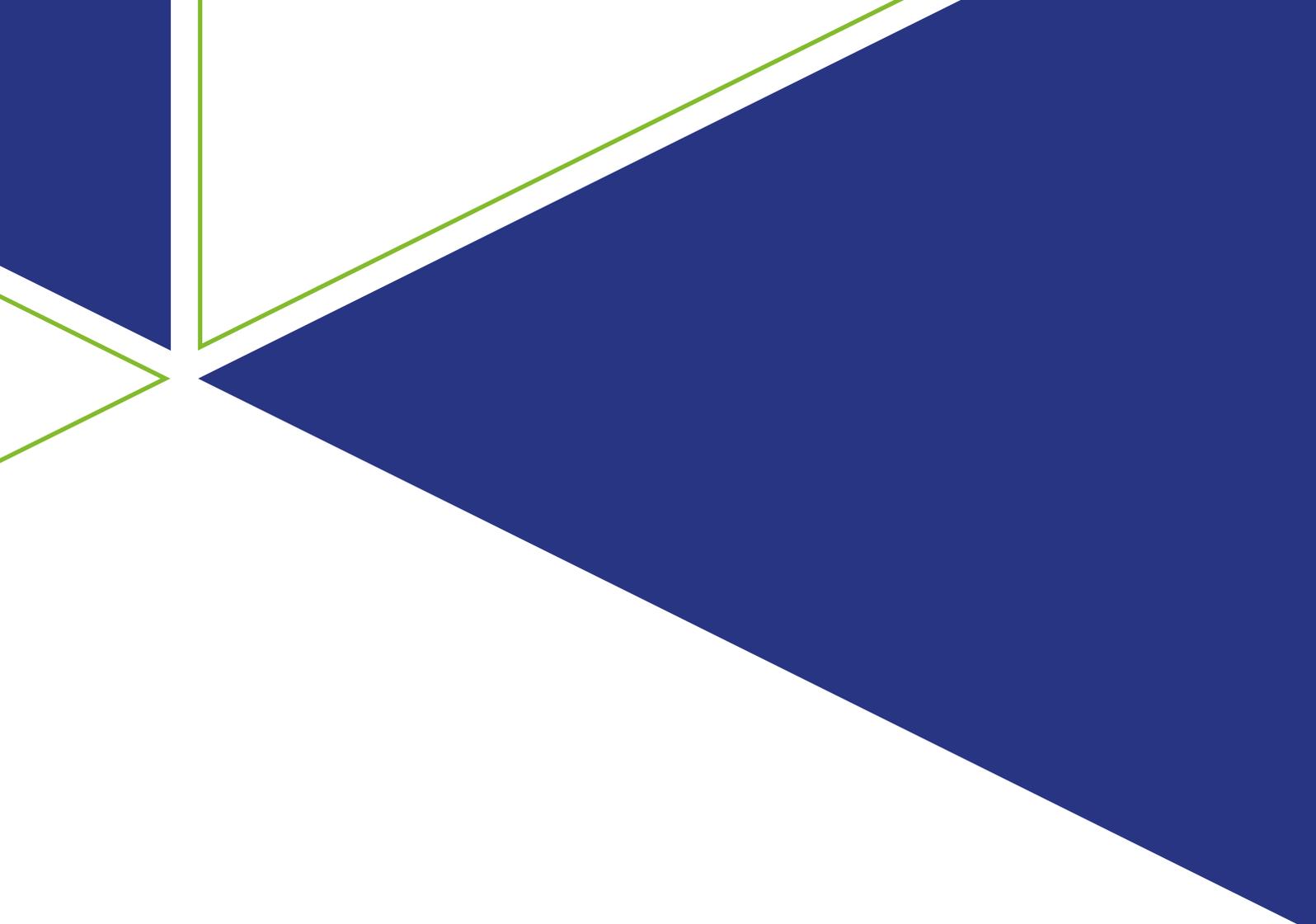
- Strategy signed off by Leadership Team
- Strategy Published – September 2022
- Strategy owner – Head of Procurement
- Version 6.0
- Review Date – September 2023

APPENDIX 1

PROCUREMENT ACTION PLAN

OBJECTIVE	AIMS	ACTIONS
SUSTAINABLE PROCUREMENT	Increase spend with SME's, supported businesses and third sector organisations	<ul style="list-style-type: none"> ■ Where appropriate use Prior Information Notices (PINs) for procurements to raise earlier awareness of future tender opportunities ■ Pre-market engagement opportunities identified and progressed
	Raise business awareness of procurement opportunities – including sub-contracting – and capacity to bid	<ul style="list-style-type: none"> ■ Use the Partnership 4 Procurement and Social Enterprise Scotland registers ■ Continue to work with the Supplier Development Programme (SDP) to hold specific tender webinars, Talking Tenders sessions, encourage PCS registrations and promote sub-contractor opportunities. ■ Consider opportunities in individual tender strategies ■ Incorporate where appropriate main contractor advertisement of sub-contractor opportunities ■ Include supply chain/community wealth building in community benefit options
	Encourage and promote Fair Work Practices (FWP) in our supply chain	<ul style="list-style-type: none"> ■ Update template documents to mandate the payment of the real Living Wage where meeting SG criteria ■ Continue to include in appropriate procurements – including main contractor promotion with sub-contractors ■ Continue to monitor contractor provision of FWP ■ Continue to learn from best practice ■ Consider how to incorporate more FWP into call-offs from collaborative framework agreements that we use
	Contribute to Net Zero Scotland achievement and the global climate emergency through our procurements and supply chain.	<ul style="list-style-type: none"> ■ Await and embed Scottish Government guidance into our internal procurement documentation and templates ■ Identify our priority areas and incorporate circular procurement considerations and emissions reductions goals. Consider at each stage of the Procurement Journey (do we need to buy? demand management, specification, evaluation, and contract management). Reduce, re-use, recycle and recover. ■ Refresh our flexible framework/sustainability prioritisation tool action plan ■ Procurements support HIE's Property Strategy ■ Review and identify (where appropriate) alternative products from existing contracts/framework agreements ■ Encourage our supply chain to implement sustainable procurement action plans
	Increase the delivery of community benefits and community wealth building into the HIE region	<ul style="list-style-type: none"> ■ Continue to identify and embed best practice to maximise the inclusion and delivery of community benefits from our procurement activities ■ Review our internal procurement guidance and contract strategy templates to consider a more targeted approach – including a communities and place approach ■ Work with partner organisations to identify opportunities for the region

DELIVER VALUE FOR MONEY	Reduce costs	<ul style="list-style-type: none"> ■ Regularly review our spend data to identify commercial opportunities to do things differently that deliver savings and non-cashable benefits ■ Promote demand management ■ Monitor and increase our spend on contracts and frameworks ■ Seek opportunities to collaborate and benefit from economies of scale and buying power
LEADERSHIP & GOVERNANCE	Increase the profile of procurement	<ul style="list-style-type: none"> ■ Market and promote the benefits of procurement internally ■ Regularly report on procurement activity and secured outcomes
	Increase the strategic involvement of procurement	<ul style="list-style-type: none"> ■ Review our processes to ensure commercial and procurement considerations are included as early as possible
CONTINUOUS IMPROVEMENT	Maximise efficiencies from the systems we use	<ul style="list-style-type: none"> ■ Seek and implement opportunities to automate purchase to pay processes and access to spend data - migration to the new ERP/finance system ■ Continue to publish quarterly Forward Plans on our website ■ Consider the use of Public Contracts Scotland Tender for appropriate procurements and contract management aspects
	Improve our skills and expertise	<ul style="list-style-type: none"> ■ Identify and access procurement and commercial training and skills development across the procurement team and project/contract managers ■ Identify and deliver internal procurement training as required ■ Review and update our internal procurement guidance documentation ■ Review the reintroduction of the procurement champion role
	Knowledge sharing	<ul style="list-style-type: none"> ■ Make procurement related lessons learned available across the organisation
	Improve our contract management key performance indicators	<ul style="list-style-type: none"> ■ Review our contract management key performance indicators



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