

HIE Procurement Strategy 2018-2021

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Executive summary

This is a joint strategy which sets out the Procurement objectives for Highland and Islands Enterprise (HIE), Wave Energy Scotland (WES), and Cairngorm Mountain (Scotland) Limited, and Orkney Research and Innovation Campus (ORIC). This strategy has been developed in line with local and national priorities including the HIE Operating Plan 2018-2019.

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, 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.

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.

This strategy is prepared to support implementation of the HIE operating plan 2018-2019 which explains that HIE will continue to deepen these relationships to lead the implementation of Scotland's Economic Strategy in the Highlands and Islands.

HIE will align its future strategic and operational plans with those being developed by the Strategic 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 four priorities:

- Supporting businesses and social enterprises to shape and realise their growth aspirations.
- Strengthening communities and fragile areas.
- Developing growth sectors, particularly distinctive regional opportunities.
- Creating the conditions for a competitive and low carbon region

The strategy supports the implementation of Scotland's Economic Strategy which highlights Innovation, Investment, Internationalisation and Inclusive growth as key aspects of a competitive and fair society.

It will also ensure compliance with the Procurement Regulations and guidance including:

- [Procurement Reform \(Scotland\) Act 2014](#)
- [Procurement \(Scotland\) Regulations 2016](#)
- [Public Contracts \(Scotland\) Regulations 2015](#)
- Scottish Public Procurement Policy notes
- Case Law
- The Procurement Journey
- HIE Procurement guidance

The Procurement Process

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

The procurement team is responsible for facilitating the tender process for goods and service contracts valued over £50,000 and works contracts over £2million. These are known as 'Regulated' contracts. Contracts of this value will be awarded on a combination of factors including (but not limited to) cost, quality and sustainability.

The basic aims of the procurement team can be summarised as follows:

- To provide an efficient and effective facilitation service for all Regulated contract spend
- To provide guidance and advice to clients on all aspects of the procurement and contract and supplier management process
- To ensure all contracts awarded are done so in an open, fair, inclusive and transparent and compliant manner
- To investigate and identify aggregation and collaboration opportunities
- To ensure continuous evolution and improvement of Procurement processes and documentation
- To provide support, guidance, training and templates for local Procurement Champions who co-ordinate low value tender processes locally

Procurement activity under £50,000 is co-ordinated by Procurement Champions at a local level.

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.

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 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.

Our procurement processes will 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) and the third sector. In order to do this we will ensure we use clear language in our tender documents, ensure all of our processes are run electronically, and we will 'lot' 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 attending meet the buyer events, providing constructive feedback to bidders and ensuring our process is 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. The procurement team will continually develop knowledge, skills and expertise through Continual Professional Development (CPD). This will involve training, peer to peer reviews and feedback, collaboration with other public bodies and customer feedback.

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) 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. For example, the competitive dialogue procedure, which can only be used for the award of complex contracts, allows scope for early discussion with suppliers to determine how their solution meets the needs expressed. In addition, we may use the innovation partnership route to market and when we have requirements for purely research and development purposes we may use the negotiated and/or other appropriate procedures/routes to market. This allows HIE and WES to test the suitability of new designs and materials for future use.

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 will continue to investigate where we can gain efficiencies through economies of scale and reduction of resources required to undertake procurement exercises whilst delivering our requirements and priorities.

We are reviewing how we implement cyber security provisions into our contracts to ensure we can demonstrate cyber resilience within our contracts.

Policy Statements

Community Benefits Requirements

We have made a Social Impact Pledge to consider the incorporation of Community Benefit Clauses to goods/service contract valued over £50k and works valued over £2million. These will be included at this level when it is relevant and proportionate to do so.

We have a legal obligation to consider including Community Benefit requirements for contracts valued over £4million. Community Benefit requirements will be used when they are relevant and proportionate to the nature of our contract.

Community Benefit Clauses will be considered when we can identify how they can link to HIE priorities and have a direct positive impact on the contract delivery. They cannot be used to discriminate on the basis of geography of a bidder, but they can identify community benefits that can be delivered through the contract being delivered in a specific area for example targeted training and recruitment, local educational support initiatives, community

and environmental initiatives. These types of Community Benefits can be offered and delivered by any bidder in a tender process.

The types of Community Benefits we may seek to incorporate to our contracts include, but are not restricted to:

- Targeted recruitment and training initiatives
- Supporting Educational initiatives e.g. offering work experience placements/local school visit to explain what you do/routes to getting into the profession etc
- Vocational training opportunities
- Supply chain initiatives/development
- Support for Community and/or Environmental initiatives which may be taking place in the local community
- Supported business, third sector and voluntary initiatives e.g. offering this sector sub-contracting opportunities to deliver elements of the contract
- Support for Equality and diversity initiatives to encourage inclusiveness
- Use of Gaelic to achieve both cultural and economic benefits.
- Charitable donations/monetary value of contributions to community activities
- Graduate, apprentice, work placements and/or trainee placements
- Supplier engagement with schools, colleges and/or universities
- Providing funding for new community facilities
- Support and development opportunities delivered to young people as 2018-2020 is the year of young people and we are interested in any community benefits related to young people in our region

The aims and objectives of using these are to build a range of economic, social or environmental conditions into the delivery of our contracts where appropriate to do so and HIE will seek to use Community Benefits help promote inclusiveness in local areas. These may also help HIE contribute towards the Scottish Government's themed Year of Young People 2018.

They should aim to contribute towards sustainable economic growth, which may for example contribute to strengthening communities and fragile areas or seek to deliver wider social benefit for the areas where the contract is being delivered in order to contribute towards inward growth and development within the area.

We continue to promote the benefit of Community Benefits in our contracts by publishing examples of how these can be used to ensure effective delivery of our contracts while benefitting communities. (<http://www.hie.co.uk/about-hie/working-with-hie/delivering-community-benefits.html>)

Where relevant we will incorporate Community Benefit Clauses to our specification and terms and condition of contract, we may also evaluate Community Benefits offered as part of a tender submission or ask bidders to propose Community Benefits as part of the Non-Scored Questions. We will then ensure these form part of regular contract reviews to ensure we can monitor/track and report progress against any identified Community Benefit Requirements in our contracts.

Equalities requirements

In addition to considering equality and diversity through community benefit clauses HIE is also required, under the PSED, to consider award criteria and conditions in relation to public

procurement at OJEU level. 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 demonstrate in the 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 meets the needs of both male and female participants.

Although a requirement at OJEU level we recommend this approach for all public sector contracts where it is relevant and proportionate to do so. Relevant procurement clauses can be identified by completing a People Impact Assessment prior to the procurement exercise.

The People Impact Assessment also highlights ways in which we can address socio-economic disadvantage when considering proposals of a strategic nature (Fairer Scotland Duty).

Consultation and Engagement

We will, as appropriate, consult with parties who will potentially be affected by the outcome of a tender process, and may consider consultation with (for example):

- The marketplace
- Customers/end users
- Community Representatives
- Internal 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
- 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 to 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 may consider running local 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 are 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".

In addition, HIE is a Living Wage accredited employer. We are committed to ensuring contracts, where relevant, address Fair Work Practices. These will be decided on a case by case basis. Like the Scottish Government, we consider payment of the Living Wage (as defined by the [Living Wage Foundation](#)) to be a significant indicator of an employer's commitment to fair work practices. Payment of the Living Wage is one of the clearest ways that an employer can demonstrate that it takes a positive approach to its workforce. However, Living Wage is only one part of wider fair work practices and therefore is not the only factor to consider.

Fair work practices will, for any value, only be considered where pertinent to the subject matter of the requirement with criteria being relevant and proportionate. In addition, compliance with the EU Treaty Principles (transparency, equal treatment, non-discrimination, proportionality and mutual recognition) remains key.

When reviewing whether fair work practices are relevant, the nature, scope, size and place of the performance of the contract will be considered.

We will include a statement in all procurement exercises encouraging this but we cannot insist on it. Where it is felt relevant to the quality of the service/works being delivered we will evaluate this as part of the tender process.

We will build this in to our processes to 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 are specified within procurement documentation will vary according to the goods, services or works being purchased. For example, particular health and safety legislation applies in the context of construction. The potential health and safety risks arising from a contract will be assessed on a case by case basis. We will ask suppliers to provide evidence to demonstrate that their organisation complies with current health and safety legislation and actively promotes and manages good health and safety practice as required.

Where particular health and safety risks are identified, suppliers will be asked as part of the procurement process to provide information on the measures that they would put in place in response to the identified risks. We will monitor contracts to ensure compliance with health and safety requirements.

Fairly and ethically traded goods and services

In order 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 Life Cycle Impact mapping exercise before any Regulated tender process. The purpose of this is to identify any employment, social and environmental impacts that may exist at 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 contract conditions to our 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 intend procuring food we will ensure we aim to be a showcase for regional produce and we will specify the minimum standards expected which will include promoting the highest standards of animal welfare, the food will be required to demonstrate how it can deliver food of good nutritional value, promote good health and education, meet a range of customer dietary and cultural requirements, protect the environment and avoid the use of natural resources while contributing towards economic development.

Payment of Invoices

Prompt payment of suppliers is a key element of the Scottish Government's Economic Recovery Programme. In support of this, 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.

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 agreed and valid invoices, or as provided for under the terms of an agreed contract. Any contract holder must also adopt this approach in terms of payments to its supply chain:

- Payments due by a contractor to a sub-contractor(s),
- Payments due by a sub-contractor to sub-contractor

Payment to sub-contractors within 30 days is a standard term of all HIE contracts and HIE aim to pay all undisputed invoices within 10 days.

Our payment performance is published within our Annual Report. In 2017/2018 HIE paid 86% of invoices within 10 days of receipt.

We are upgrading our Finance system to adopt the use of CODA Purchasing which will improve performance via increased electronic certification, purchase order processing, spend tracking.

HIE have 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 of our regulated procurement activities and embed it, where relevant, in a proportionate manner. This will contribute, amongst others, to strengthening 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, sustainability and cost.

3 – Leadership and Governance – We will ensure compliance with all relevant legislation and ensuring our Procurement activity is aligned to local and national priorities.

4 – Continuous Improvement – We will continually review our approach to Procurement to ensure we are improving what, and how, we deliver contracts and framework agreements and improving our contract and supplier management processes and procedures.

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 2017/2018 was around £17.6 million. (This figure does not include one off payments for one off projects for example our BDUK 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). WES spend on Regulated contracts in 2017/2018 was around £1 million.

Spend Area	Spend Analysis for Financial Year 2015/16	Spend Analysis for Financial Year 2016/17	Spend Analysis for Financial Year 2017/18	Forecast for Financial Year 2018/19	Forecast for Financial Year 2019/20
Cash Savings for Financial year*	0.5%	3.2%	5.7% (this equates to around £1million)	We will aim to report a cash saving between 3% and 6%.	We will aim to report a cash saving between 3% and 6%.
Maverick spend (spend outwith contract)	9.5%	11.9%	9.3% (this equates to around £1.6 million)	We aim to reduce this figure to 7.5%	We aim to reduce this figure to 6%
Total spend through a collaborative contract	12.5%	15.4%	20% (this is around £3.5million)	We aim to increase this figure to between 20% and 22%	We will aim to increase this figure to 25%
Total spend with SMEs	46%	48%	56% (this is around £9.8million)	We will aim to increase this figure to between 56% and 58%	We will aim to maintain this figure between 55% and 60%

Award contracts/work to Third Sector Suppliers	NA	NA	NA	NA	We will aim to award contracts/work to five different Third sector suppliers.
Number of Regulated Tenders published with questions included about community benefits, either scored or non-scored.	10%	10%	45%	Aim to increase this figure to 70%	We will aim to increase this figure to 75%

**These are identified within the 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.*

HIE currently use Spikes Cavell to provide spend analysis but we are looking at options of using alternative Spend Analysis tools which may provide more comprehensive spend data in the future.

Monitoring/reviewing and reporting

HIE is subject to the Procurement Capability Improvement Programme (PCIP).

The Procurement Team will Audit low value Procurement activity within HIE. Internal Audit will review high value Procurement activity as part of their Audit Plan.

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

The Procurement Team will seek feedback from bidders/clients and internal staff before/during and/or after the tender process is complete to continually review processes. Key performance attainment benchmarks are embedded into the PCIP process which assesses competence against key areas of the Procurement process:

- Leadership and governance
- Development and Tender
- Contract
- Key Purchasing Processes

Implementation and delivery will be progressed through our Procurement Action Plan which can be viewed in [Appendix 1](#). Our objectives will be reviewed and reported annually and new targets set for the coming year.

Policies, Tools and Procedures

Local policies and procedures that affect our procurement activity:

- Operating plan 2019-2020
- Reference guide to Procurement
- Reference guide to Consultancy Procurement
- Reference guide to Contract and Supplier Management
- 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
- Sustainable Construction policy
- Asset Management Plan
- Freedom of Information policy
- Information Security policy

National and Regional procedures and processes:

- Scotland's Economic Strategy
- Procurement (Scotland) Regulations 2016
- Public Contract (Scotland) Regulations 2015
- The Scottish Procurement Journey
- Scottish Model of Procurement
- National Outcomes
- Local Outcome Improvement Plans
- Public Procurement Reform Programme
- The Changes to the EU Procurement Directives
- Scottish Business Pledge
- 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

Public Contracts Scotland

HIE do not hold any lists of approved suppliers. Suppliers who wish to bid for HIE contracts and/or find out about our procurement activity, can register with [Public Contract Scotland](#) (for free) as all of our tendering activity is conducted through this portal. The website contains a variety of information including guidance for suppliers and details on HIEs (and other public sector bodies) current contracts and opportunities.

Strategy Ownership/version control

Strategy Published – March 2019

Strategy owner – Head of Procurement

Version 3.0

Review Date – September 2019

APPENDIX 1

Objective 1	AIM	What we will do	Outcome	Target Date	Review Date
Embed sustainable procurement practices into our regulated (>50k good and services and £2million for works) procurement activity	Compliance with the Sustainable Procurement Duty	Annually complete and update the Scottish Public Procurement Prioritisation Tool Complete a Sustainability Test prior to every regulated tender process	Sustainable opportunities are realised in all appropriate tender processes	March 2020	Sep 2019
	Improve our Sustainable procurement practices	Complete the Flexible Framework annually and compile an annual Action Plan. We are currently at Level 1 and will continue to demonstrate progress through the Framework Levels where possible	The Procurement Team can demonstrate embedding of sustainable practices into our activity by progressing through the differing levels of the Flexible Framework	March 2020	Sep 2019
	Increase spend with SME's supported business and third sector bodies	Pre-market engagement and consultation as appropriate. Identify relevant opportunities to award a contract to a supported business. Split contracts into smaller Lots where appropriate and investigate any barriers to participation. Encouraging prime bidders to include third sector suppliers in their supply chain e.g. by liaising with P4P to identify suitable organisations, through private/social networking events Increasing low value/non regulated spend with third sector suppliers by sharing requirements with P4P to identify suitable organisations Commit to consider reserving contracts where appropriate for supported businesses (identifying potential opportunities through forward purchasing plan) and monitor spend Encourage co-production approaches, collaborative bids/delivery	Potential to Increase spend with SME's reported annually	March 2020	Quarterly review
	Build in Fair Work Practices such as the promotion of the Living Wage to all relevant contracts	Consider whether this is relevant to the contract and evaluate Fair Work Practices as part of the evaluation process.	HIE is re-assured that fair work practices are adopted by the successful bidder where appropriate.	March 2020	6 monthly review
	Investigate and consider Innovative routes to market and encourage innovative solutions	We will use mechanisms such as Output based specifications, Pre market engagement, Market intelligence and benchmarking against other public bodies to determine the best route to market and demonstrate value for money, make	Investigate possible innovative routes to market and potentially receive innovative solutions to tender requests.	March 2020	6 monthly review

		greater use of Prior Information Notices.			
	Increase the number of contracts with Community Benefits clauses (CBC)	Consider CBC for every regulated tender process we run.	Potentially increased number of regulated tenders with Community Benefits criteria within them.	March 2020	Quarterly review
Objective 2	AIM	What we will do	Outcome	Target Date	Review Date
Deliver value for money	Cost savings identified annually	Continue to report savings using the Procurement Benefits savings tracker methodology provided by the Scottish Government.	Report cost savings	April 2020	quarterly
	Maintain our collaborative spend figure	Utilise government and other public body frameworks that are available for us to use as appropriate. We will also work to identify opportunities to collaborate with other public bodies where possible.	Maintain collaborative spend at the current figure and aim to increase this figure where possible	April 2020	quarterly
	Understanding organisational spend and spend profiles	Investigate, develop and improve the budget, spend & commitment data we get to allow more effective planning and monitoring of spend internal spend analysis capability through liaison with internal teams and the Scottish Government Digital Transformation Service. Continue to work to try and create a full contracts register/database as part of our digital transformation.	The Procurement Team receive accurate, regular and easy to extrapolate spend and management information. This will allow HIE to identify cost efficiencies through aggregation and collaboration opportunities. It will also allow us to publish our proposed spend two years in advance.	April 2020	quarterly

	Reduce our maverick spend	<p>We will raise awareness of frameworks and contracts which exist already internally and conduct more low value Audits to try and identify maverick spend.</p> <p>We will review our spend analysis quarterly and check the highest value maverick spend figures every quarter to start reducing this figure.</p> <p>We have introduced a Non-Competitive Action document to allow us to track any new potential maverick spend more effectively.</p>	Report a reduction in maverick spend	April 2020	quarterly
Objective3	AIM	What we will do	Outcome	Target Date	Review Date
Leadership and Governance	Procurement Strategy published which aligns to our local and national priorities	Consultation with relevant stakeholders to ensure the strategy aligns with HIE objectives and contributes to delivery of our core functions while ensuring value for money	Strategy published and reviewed annually to reflect the changing local and national priorities	March 2020	September 2019
	Procurement templates and guidance documents are updated to ensure they reflect, case law, best practice, Policy notes	Ensure our procurement documentation reflect all new policy notes, case law updates and best practice on a continual basis. Review how to incorporate cyber security requirements into all new contracts awarded and our templates and guidance documents.	Compliance with our legal obligations/internal policies and procedures and Procurement best practice.	April 2020	Quarterly action plan review
	Provide clients with Procurement updates/information through our website	We are members of the Supplier Development Programme and will continue to work to develop training and opportunities for suppliers to receive training and access to advice and support. We will engage more with internal teams to signpost/promote where clients can obtain information and guidance about the procurement process. We will continue to work with customers externally through open days and webinars as appropriate.	Better informed clients and suppliers which may result in more competitive tender responses	April 2020	Quarterly action plan review

	Procurement staff have relevant training and continually develop skills and expertise	Offer relevant training and Continuing Professional Development (CPD) to all Procurement staff to ensure they have the necessary tools to complete their jobs. Also extend training to Procurement Champions internally to ensure they are confident running these processes. Some opportunities for development exist using tools such as mentoring, coaching, continuing professional development and secondments. We will also review the best way to deliver lower value procurement activity in future years to ensure all staff involved in procurement at any level have adequate training.	Fully trained team who can demonstrate how the training and CPD have contributed to improvements in our processes	April 2020	6 monthly review meetings
Objective 4	AIM	What we will do	Outcome	Target Date	Review Date
Continuous Improvement	Request feedback and collate lessons learned from internal and external parties to improve our processes and performance	We will continue to request feedback and capture lessons learned about our tender processes from internal and external parties involved in tendering with HIE to continually improve our performance.	More efficient tender processes, improved contract performance and wider benefits being delivered as part of contract delivery	April 2020	Quarterly review meeting
	Contract and Supplier Management (CSM) guidance and processes to ensure accurate annual reporting	CSM Guidance – review and facilitate formal contract review processes and documentation to capture relevant contract data for reporting purposes.	Annual reports received from all regulated contracts awarded with all relevant details and information provided by contract managers	February 2020	6 monthly review meetings