

Procurement Strategy and Action Plan



In accordance with the Procurement Reform (Scotland) Act 2014 (the Act), Sections 8 and 15, this strategy aligns with SRUC's Strategic Plan 2018-2023 and describes SRUC's approach to procuring the goods and services that support its Education, Research and Consultancy activities.

In addition, this strategy supports and guides SRUC budget holders, and staff with purchasing authority, to spend SRUC's funds in a manner that ensures value for money, sustainability, and compliance with the European Union and Scottish Government's legislation governing Public Procurement.

STRATEGY APPROVAL

A handwritten signature in black ink that reads 'Wayne Powell'.

Professor Wayne Powell
Principal and Chief Executive
25 April 2019

Advice and guidance on the operation of this strategy is available. For further information and advice on implementation, please contact the Senior Procurement Manager, Finance Department, Telephone 0131 535 4000 or e-mail: andrew.tennant@sruc.ac.uk or procurement@sruc.ac.uk

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1. Introduction

- 1.1 This Procurement Strategy aligns with SRUC's corporate aims and objectives, established collaborative initiatives and necessary regulatory compliance. The strategy is developed and managed by the Procurement Team within SRUC's Finance Group, and represents the culmination of consultation and engagement with different stakeholder groups affected by the SRUC's approach to procurement. This has included discussion with internal stakeholders, suppliers, and external stakeholders including [Advanced Procurement for Universities and Colleges](#) (APUC). The strategy therefore benefits from exposure to both internal and external scrutiny. This strengthens the understanding of the strategy and the prospect of achievement of its policies, aims and objectives.

2. SRUC's Procurement Strategy

- 2.1 This Procurement Strategy, used in conjunction with [SRUC's Procurement Policies](#), sets out the strategic institutional approach to procurement within the prevailing regulatory environment. The Action Plan element of the Strategy translates the strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective, sustainable and legally compliant institutional procurement operation. Its focus is all staff involved in buying goods and services on behalf of SRUC, including management staff responsible for authorising and monitoring transactions.

3. SRUC's Procurement Mission

- 3.1 SRUC is committed to obtaining value for money in all of its transactions, and in conducting its daily business, staff must always consider SRUC's wider responsibilities in terms of its legal, moral, social, economic and environmental impact. Effective procurement will support the key institutional objectives across the important operational dimensions, which are set out in [SRUC's Strategic Plan](#).
- 3.2 SRUC's Strategic Plan articulates the key drivers for SRUC, now and in the future. It sets out SRUC's mission, vision and global aims as it seeks to become recognised a new and unique university for the 21st century that is regional, accessible, market-focused and responsive to a diverse range of rural challenges. SRUC's faculties in North, Central and South West Scotland will offer world leading, integrated research, education and consultancy with local, national and global reach, and impact.
- 3.3 Procurement has a significant role to play in supporting SRUC's Strategic Plan. The Procurement function will utilise the [Scottish Government's Procurement Journey](#) to plan and manage procurement activities. Driven by value for money, this will help SRUC achieve:
- Compliance with the annual SFC Outcome agreement;
 - Growth in revenue to £100 million by 2023;
 - Reduction in overhead costs across the organisation by 10% by the end of Financial Year 2019/20;
 - Leverage of investment to support core activities;
 - Investment in innovative diagnostics research and associated laboratory technologies;
 - Delivery of a strategically focused infrastructure programme to improve quality of staff and student accommodation and facilities, and to facilitate regional delivery through the North, Central and South West Scotland faculties;

- Delivery of a total organisation underlying operating surplus of 5% of turnover by 2020/21;
- Curriculum and funding reviews that ensure financial sustainability;
- A 6% reduction in CO₂ emissions in support of the Scottish Government's [Climate Change Plan](#).

4. SRUC's Strategic Procurement Objectives

The broad procurement objectives are as follows.

- 4.1 To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.
- 4.2 To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will deliver innovation and value to users of procurement services.
- 4.3 To work with internal budget holders, and staff at all levels within SRUC to encourage and deliver innovation and best value to the organisation through the development of effective, co-ordinated and consistent purchasing processes.
- 4.4 To select suppliers that are reputable, reliable and financially stable, and who can deliver innovative, quality goods and services at a competitive price. SRUC will seek to develop open, strong, innovative, and sustainable partnership relationships with its suppliers.
- 4.5 To provide professional development opportunities which enhance the experience and capability of procurement practitioners across SRUC.
- 4.6 To work with supply chain partners to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of all customers, including our students.
- 4.7 To develop sound and useful procurement management information in order to measure and improve procurement processes, and supplier performance over the life of contracts.
- 4.8 To embed sound ethical, social, sustainable and environmental policies within SRUC's procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty.

5. Compliance with the Procurement Reform (Scotland) Act 2014

5.1 Community Benefits

For every procurement over £4m, SRUC will consider how it can improve the economic social or environmental wellbeing through inclusion of community benefit clauses, to assist with its strategic objective of being an exemplary, socially responsible employer, successful in recruiting, developing and retaining outstanding people within an environment that nurtures equality, inclusion and diversity and supports communities locally, nationally and internationally.

It is expected that such community benefits will come through SRUC's capital investment projects and through the mandated delivery by suppliers of training

opportunities or subcontracting opportunities within such projects. Where possible and proportionate, such requirements may be included in procurements below £4m.

5.2 Project Bank Accounts

In accordance with the Scottish Government's [Construction Policy Note CPN1/2019](#), from 19 March 2019, SRUC shall operate a Project Bank Account (PBA) for all relevant contracts. It is anticipated that for SRUC this will be restricted to building works and/or capital investment projects of £2m and over.

5.3 Consultation

For each regulated procurement, SRUC will develop a strategy that will include consideration of the stakeholder groups affected by the resultant contract and will ensure that any affected organisations/persons are consulted (e.g. impact on service for students, impact on small or medium sized enterprises as a result of combining requirements under one contract).

Where necessary, SRUC will meet with stakeholder groups to discuss its requirements and refine its approach. Such consultations will always be on a scale and approach commensurate to the procurement in question. Approval of strategies will come through SRUC's established routes, and will be sought before the commencement of any regulated procurement action.

5.4 Living Wage

SRUC has been a Living Wage employer since November 2014. As such, SRUC continues to recognise the positive impact that the payment of a living wage has on employees, their families, and the communities in which they live. Where relevant and proportionate, SRUC will consider the fair work practices of suppliers in its procurements, including application of the Living Wage and by extension, the dignity at work that a living wage provides.

SRUC recognises that payment of a living wage may place pressure on the finances and sustainability of some of its suppliers, particularly those classified as small or medium sized. SRUC's regulated procurement strategies will therefore seek to balance how suppliers can support its living wage policy, while ensuring an appropriate balance between quality and cost. Engagement with potential suppliers as early as possible in the procurement journey will therefore be vital.

To the extent permitted by law, SRUC will encourage all of its suppliers to pay, or work towards paying, their employees a living wage, and to adopt fair working practices. This approach will be applied to contracts for goods, as well as those for labour intensive services.

5.5 The Health and Safety at Work Act 1974

SRUC is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health & Safety legislation. Where appropriate, and on a contract by contract basis, SRUC will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. Where proportionate, the institution may also assess the compliance of subcontractors and other tiers of the supply chain. This will be reflected in the strategy for each regulated procurement (see 5.3).

Prior to initiating a procurement project, consideration of Health & Safety will be included in the project's general risk assessment. Supplier Health & Safety policies and safety record shall be subject to review at tender evaluation stage and where required, guidance and support shall be sought from SRUC's Head of Environment, Health & Safety.

5.6 Ethical Trading

SRUC supports the sourcing and use of goods that are ethically and fairly traded. Where relevant SRUC shall make use of appropriate standards and labels as benchmarks against which the fair and ethical trading practices of its suppliers can be assessed.

SRUC will always invite and consider equivalent fairly and ethically traded offerings in its tenders. It will also consider the whole life cost of its procurements, including the opportunity to donate its end of life assets to support less favoured areas, both domestically and internationally. SRUC will also consider use of contract conditions that provide assurances on fair and ethical practices through all tiers of its supply chains.

5.7 Contracts for the provision of Food

As a leading global provider of research, innovation, education, training and consulting, in support of global food and environmental security, sustainable rural development, and animal and human well being, SRUC is uniquely placed to find practical ways to source healthy, fresh, seasonal, and sustainably, locally grown food which represents value for money, and improves the health, wellbeing and education of our stakeholders.

SRUC will therefore work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services. In addition, SRUC will seek to support procurement activities across the education and wider public sectors as they work to meet the Scottish Government's targets on food and health.

5.8 Payment of Suppliers

Section 15(5d) of the Act requires, so far as is reasonably practicable, that payments to contractors and subcontractors are made within 30 days of a valid invoice, or similar claim, being received.

SRUC is committed to paying suppliers within the terms agreed at the outset of each contract. For contracts let under SRUC's Terms and Conditions, SRUC commits to pay within 30 days of receipt of a valid invoice, bearing a valid purchase order number. Where contracts include sub-contractors, SRUC's standard Terms and Conditions are varied to include payment to those sub-contractors within 30 days. To further support prompt payment, SRUC operates weekly BACS payment runs to suppliers and supplements these with daily direct payments via CHAPS / Faster Payment.

Under the direction of the Head of Finance, SRUC monitors its payment performance and adjusts the timescales embedded in its system to ensure that where reasonably practicable, payment terms are achieved.

Further, as noted in 5.2, for each building and/or capital investment project over £2m in value, SRUC in partnership with its main contractor(s) shall operate a PBA. Use of a PBA will ensure that main contractors' and subcontractors' cash flows are consistent and helps prevent business insolvency, and the associated negative impacts on individuals and communities.

5.9 The Sustainable Procurement Duty

SRUC will undertake regulated procurements in compliance with the sustainable procurement duty. Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement will be made, where appropriate and on a contract-by-contract basis.

SRUC has benchmarked its approach to sustainability against the Scottish Government's [Flexible Framework Assessment Tool](#). An improvement plan has been developed and this will be reviewed and updated on an annual basis.

SRUC shall also seek to utilise other available tools and systems such as [Sustainable Procurement Tools](#) (including Government Buying Standards, Prioritisation), [Life Cycle Impact Mapping](#), [Sustainability Test](#), APUC's [Supply Chain Code of Conduct](#), APUC's [Sustain](#), and [Electronics Watch](#), where relevant and proportionate to the scope of the procurement.

With the publication of its [Modern Slavery Act Statement](#), SRUC recognises its responsibilities, and affirms its commitment to understanding potential Modern Slavery risks related to its activities, and to minimising the risk of slavery and human trafficking in relation to its procurement activities and associated supply chains.

5.10 Approach to Regulated Procurement

SRUC will conduct all regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition. To meet this commitment, SRUC will analyse third party expenditure, identify 'EU regulated procurements' (goods and services worth more than £181,302 works worth more than £4,551,453) and 'lower value regulated procurements' (goods and services worth more than £50,000, works worth more than £2 million).

SRUC will analyse its regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing (including collaboration with similar organisations), use of local, regional and national framework agreements, consolidated contracting – will be subject to regular review with APUC and through user consultation, development of category strategies, aggregation of opportunities to exploit benefits of scale, and the most appropriate procurement routes to market chosen.

SRUC shall utilise portals including [Public Contracts Scotland](#) (PCS) and [PCS-Tender](#) (PCS-T) to publish its procurement opportunities and shall use lotting, output based specifications and transparent evaluation criteria to ensure that procurement opportunities are accessible to as many bidders as possible. This will underpin SRUC's commitment to making it easier for smaller businesses to bid for contracts. While legislative constraints prohibit discrimination in favour of local suppliers, the local dimension can be addressed through the structure of tenders, and the use of PCS and Quick Quotes. Further, the publishing of SRUC's [Contracts Register](#) will highlight and give advanced warning of contracts for which local organisations may be interested in bidding.

Adoption of the European Single Procurement Document ([ESPD Scotland](#)) shall ensure that SRUC awards regulated procurements only to businesses (and by extension any sub-contractors) that are capable, reputable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.

In making regulated procurement contract awards, tenders shall be evaluated on the basis of quality, risk, sustainability factors and cost, according to declared score weightings on a contract-by-contract basis.

SRUC will make appropriate use of collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money.

6. Key Performance Indicators

To assess the robustness of SRUC's procurement activities and ensure continuous improvement, the following KPIs will be used as the basis of performance and compliance reports:

- Procurement and Commercial Improvement Plan (PCIP) assessment score;
- Procurement Return on Investment – the savings and efficiencies generated by contracting with suppliers divided by the cost of the professional procurement function;
- Annual summary of cost savings and efficiencies generated by bespoke contracting and use of framework agreements;
- Percentage of spend under contract;
- Number of invoices settled within 30 days of receipt;
- Number of staff across SRUC that have completed procurement related training.

As the procurement function matures across SRUC, further performance indicators will be developed in line with the benchmarks noted in the Action Plan below.

During 2019, we shall work with key suppliers to ensure that where a supplier has made a commitment to follow ethical and sustainable business practices in direct support of an SRUC contract, such activities shall be monitored and reported to SRUC. In parallel, new and existing suppliers shall be encouraged to register with APUC's [Sustain](#).

7. Annual Report

7.1 In line with Section 18 of the Procurement Reform (Scotland) Act 2014, SRUC produces and publishes on its website, an annual report on progress against the objectives noted above. This report, produced as soon as practicable after the end of the financial year, describes how SRUC has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

7.2 The Annual Report includes:

- a summary of the regulated procurements that have been completed during the year covered by the report;
- a review of whether those procurements complied with SRUC's procurement strategy;
- a summary of any regulated procurements that did not comply, along with a statement of how SRUC will ensure that future regulated procurements do comply;
- a summary of any community benefit requirements that were included as part of a regulated procurement, and how they were fulfilled during the year covered by the report;

- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report;
- a summary of the regulated procurements SRUC expects to commence in the next two financial years.

Action Plan

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.	Optimised use of Cat A, B and C1 collaborative contracts and extension of early procurement contributions of value to all areas of influenceable expenditure.	Review quarterly / annual organisational expenditure to identify potential collaborative and regulated procurement opportunities. Maintain and update contracts register. Analysis of organisational spend at General Ledger Nominal Account level.	Numbers and values for A B and C1 business as % of totals. Number and value of contracts covered by register.	Annual	Senior Procurement Manager (SPM) & APUC Account Manager	HIGH	Dashboard Qu 1.2 Qu 2.1 Qu 2.2 Qu 3.3	G
	Established network with APUC, other sector consortia, sector representative bodies for collaborative and professional development	Benchmarking of good practice standards and procurement performance standards	Use of BPIs	Ongoing	SPM & APUC Account Manager	MEDIUM	Qu 1.10	A
	Extension of best practice methods and ethical values to all phases of the procurement process.	Processes mapped to the Procurement Journey using internal and external training resources	Details of training delivered and numbers involved.	Annual	SPM & APUC Account Manager	MEDIUM	Qu 1.5	G
	Development of a shared, integrated procurement strategy development process	Develop forward contracting plan and strategies and relate these to sectoral, regional and national contracting plans	Number and value of contracts covered by contracting strategies expressed as % of totals.	On-going	SPM & APUC Account Manager	MEDIUM	Qu 1.3 Qu 2.1	A
	Effective supplier management, development and performance measurement processes	Apply Kraljic segmentation analysis to the supplier base and develop supplier relationship management processes accordingly	Number of suppliers and associated value of business subject to segmentation analysis	On-going	SPM & APUC Account Manager	MEDIUM	Qu 3.1	A
	Development of understanding of supplier capability and strategy	Conduct regular market analysis Put implementation plans and exit strategies in place as appropriate	Utilise Spikes data to identify suppliers and value of business done locally, regionally and nationally. Use of invoice postcode analysis. Analysis on General Ledger nominal accounts.	On-going	SPM & APUC Account Manager	MEDIUM	Qu 2.4	A

Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To work with internal budget holders across SRUC, and suppliers to deliver innovation and best value to the organisation through the development of an effective and co-ordinated purchasing effort within the Institution.	Procurement information routinely communicated to people who need to know	Co-ordinate procurement initiatives and disseminate procurement information from external sources e.g. APUC contract and advisory information.	Record of number, frequency and forms of communications	Quarterly review Include in Annual Report	SPM	MEDIUM	Qu 1.9 Qu 1.10	A
	Procurement training and/or guidance systematically applied to points of need	Ensure all staff involved in procurement process can receive appropriate training	Record of staff attending individual training events, also to Include legal compliance including bribery, counter fraud and conflict of interest issues	Ongoing	SPM + HR + APUC	LOW	Qu 1.5 Qu1.8	G
	Implementation of efficient procurement processes e.g. tendering, requisitions, approvals, order and invoicing processes.	Review processes and optimise use of e-tools Including PCS for all regulated procurements & PCS-T Robust internal control systems for procurement processes and systems	Record number and types of e-transactions quarterly/annually and as % of total transaction type and total value of transaction type e.g. bids* orders, invoices and monitor over time Clean audit report	Quarterly, Annual reports Periodic	SPM + Finance + Internal Audit	MEDIUM	Qu 4.1 Qu 4.3 Qu 1.6	A
	Suppliers and potential suppliers provided with guidelines and advice on doing business with Institution and with APUC	Clear communication on procurement issues and links on website. Supplier engagement including "meet the buyer" events	Outputs of stakeholder and supplier satisfaction surveys	Ongoing	SPM + ICT	HIGH	Qu 3.1 Qu 3.2	G
	Strengthened senior management appreciation of role purpose and value contribution of procurement	Provision of periodic reports plus annual report on procurement activity	Reporting of trends and key projects	Quarterly + Annual	SPM + HoF + APUC Manager	HIGH	Qu 1.1	G
	Wider stakeholder buy-in	Review communications and methods	Stakeholder engagement record	Annual & Ongoing	SPM	MEDIUM	Qu 3.4	A

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Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students	A high calibre procurement team with competency based training and skills development programmes. Structured recruitment, career development and retention programmes	Conduct high level analysis of procurement competencies and skills profiles required at different levels of procurement engagement and conduct gap analysis	Number of people in the procurement team Number of procurement officers with MCIPS, MSc or equivalent per £m of influenceable expenditure	Ongoing	SPM	MEDIUM	Dashboard Qu 1.4	G
	Devolved procurement competencies assessed across the institution Procurement induction programmes for all new appointees	Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of authorised or delegated purchasing staff outside Procurement per £m of influenceable expenditure Number of delegated purchasing staff to have undertaken formal training & development in the past year	Ongoing Annual	SPM, HoF, HR, Budget holders, APUC	MEDIUM	Dashboard Qu 1.5	A
	Supplier/customer positioning, development and leveraging to assure optimum value delivery while managing supply side risks and opportunities.	Obtain regular customer input/feedback Obtain regular supplier input /feedback	Survey trend analysis Include in annual reports	Periodic and after regulated procurement projects	SPM	MEDIUM	Qu 1.10 Qu 3.5	A
	A robust procurement risk register	Develop weighted impact-and-probability procurement risk assessment methodology	Data drawn from risk criticality rating matrix	On-going with regular reviews	SPM + EMT	HIGH	Qu 1.7	G
	Robust systems analysis and development with optimal exploitation of "e" procurement tools in place	Produce a procurement ICT strategy	Benefits reports on - • time saved • faster order-to-delivery • Purchasers directed to approved suppliers, improving compliance and reducing time sourcing items. • price leverage. • reduced costs of stationery, postage, copying and associated admin. • high quality, detailed management information.	Immediate then periodic review	SPM, HoF, ICT	HIGH	Qu 4.3	R
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process	Use of benefits measurement to record efficiencies generated by procurement activity.	Adopt efficiency measurement model	Measures of • Price reduction. • Added value. • Risk reduction. • Process re-engineering. • Sustainability.	Annual	SPM + APUC	HIGH	Qu 3.5	A
	Annual customer satisfaction questionnaire	Established a procurement network to gather and disseminate information	Periodic surveys analysed to show satisfaction trend analysis	Periodic but important to avoid the process becoming burdensome	SPM	MEDIUM	Qu 1.10	A
	Annual report records achievement against strategic objectives.	Prepare periodic reports that address both management needs and the requirements of the PR(S)A. Prepare annual report on performance against procurement strategy.	Benchmark report content and scope with peer organisations	Annual – as soon as practicable after each FY	SPM + SRUC Contract Manager	HIGH	Qu 1.3	A
	Improved management of suppliers by means of performance review with key suppliers.	Gather data on supplier performance. Compare supplier performance using data from internal audits and benchmarking information from other organisations of a similar size	Cost reduction and service improvements reports	Quarterly and Annual	SPM + SRUC Contract Manager	MEDIUM	Qu 3.1 Qu 3.2	A

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty	Appropriate use of tools to embed relevant and proportionate requirements into contracts, encourage good practice and analyse opportunities to maximise social, economic and environmental outcomes through procurement action	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. to develop action plans, contracting strategies and to focus resources	Number and value of relevant contracts as % of total regulated contracts Achievement of Level 3 Flexible Framework	Annual Reporting End 2020	SPM + Budget holders + EMT	HIGH MEDIUM	Qu 1.3 Qu 2.3 Qu 2.6 Qu 1.4	A A
	Consideration of whole life costs, environmental and social impacts in assessment of value for money	Embed sustainable procurement duty processes in commodity and category strategies, tender docs & evaluation criteria	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	On-going	SPM + SRUC Contract Manager	HIGH	Qu 2.5 Qu 2.6	A
	Reduced demand for goods and services by cutting down on waste, and encouraging re-use and recycling and use of the least environmentally damaging goods and services	Develop internal training and guidance. Consolidation of all current waste contracts into one service.	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	End 2020	SPM + SRUC Environment Manager + HR	MEDIUM	Qu 1.5	R
	Suppliers led to: • promote awareness of sustainability objectives • adopt sustainable approaches in production of goods/services within their own supply chains • improve their performance in relation to sustainability objectives • address barriers to entry of SMEs and local suppliers	Organise supplier engagement and supplier 'conditioning' sessions to advise on organisational objectives under the sustainable procurement duty	Number of suppliers engaged. Improved outcomes recorded and reported Forward targets and strategies in place	Ongoing	SPM + SRUC Contract Manager	MEDIUM	Qu 3.1	A

