

JOINT FINANCE & EFFICIENCY AND REGENERATION & LIVEABILITY PORTFOLIO DECISION SCHEDULE



Tuesday 1st April 2008

at 2.00pm

**at Belle Vue Community Sports and Youth Centre,
Kendal Road, Hartlepool**

The Mayor Stuart Drummond, Cabinet Member responsible for Regeneration and Liveability and Councillor Robbie Payne, Cabinet Member responsible for Finance and Efficiency will consider the following item.

1. KEY DECISIONS

No items

2. OTHER ITEMS REQUIRING DECISION

2.1 Sustainable Procurement Strategy – *Head of Procurement and Property Services and Assistant Director (Planning and Economic Development)*

3. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

JOINT FINANCE & EFFICIENCY AND REGENERATION & LIVEABILITY PORTFOLIOS

Report to Portfolio Holders

1st April 2008



Report of: Head of Procurement & Property Services and
Assistant Director (Planning & Economic
Development)

Subject: SUSTAINABLE PROCUREMENT STRATEGY

SUMMARY

1. PURPOSE OF REPORT

To provide an update on the progress made with the development of, and to seek endorsement of the Draft Sustainable Procurement Strategy.

2. SUMMARY OF CONTENTS

The report highlights the background and significance of the new strategy and its key objectives.

3. RELEVANCE TO PORTFOLIO HOLDERS

Portfolio Holder for Finance & Efficiency is the Procurement Champion. Portfolio Holder for Regeneration & Liveability is responsible for Sustainability, including Economic Development.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holders only.

6. DECISION(S) REQUIRED

- The Portfolio Holders note and endorse the Draft Sustainable Procurement Strategy.
- The Portfolio Holder for Finance & Efficiency accepts the role of Sustainable Procurement Champion.

Report of: Head of Procurement & Property Services and
Assistant Director (Planning & Economic
Development)

Subject: SUSTAINABLE PROCUREMENT STRATEGY

1. PURPOSE OF REPORT

- 1.1 To provide an update on the progress made with the development of, and to seek endorsement of, the Draft Sustainable Procurement Strategy.

2. BACKGROUND

- 2.1 On 27th February 2008 the Portfolio Holder for Finance & Efficiency endorsed the revised Procurement Strategy for the Council for 2007 - 2010.
- 2.2 The Procurement Strategy is significant in bringing together several national agendas and setting them in a local context.
- 2.3 The main drivers are:
- The Local Government White Paper – Strong and Prosperous Communities
 - The Comprehensive Spending Review 2007 (CSR07)
 - The Council's Efficiency Strategy and Business Improvement Programme
 - The Community Strategy
- 2.4 Previously the National Procurement Strategy set out how Councils can improve both delivery and cost effectiveness of high quality services through more efficient and innovative procurement practices. It underlined the need for all local authorities to raise the profile of procurement as a strategic tool and to demonstrate both political and officer leadership.
- 2.5 The key areas highlighted in the NPS were:
- Providing leadership and building capacity
 - Partnering and collaboration
 - Doing business electronically
 - Stimulating markets and achieving community benefits
- 2.6 In March 2005 the Government published its Sustainable Development Strategy – 'Securing the Future', which initiated the establishment of a cross-Government Sustainable Procurement Task force. In April 2006 this task force published the Local Government Sustainable Procurement Action Plan for the adoption of Sustainable Procurement practices by Local Authorities.

2.7 During the preparation of the Procurement Strategy 2007-2010 it was identified that the sustainability considerations in procurement were significant enough to suggest that the Council should have a separate but linked Sustainable Procurement Strategy.

2.8 The relevance of sustainable procurement to Hartlepool is enhanced because of Hartlepool's:

- self-contained, peripheral nature,
- historic pattern of disadvantage,
- on going physical and economic transformation and
- expanding small business sector

All of which create a strong need and opportunity to identify effective means of procurement that allow opportunities for local enterprise and utilise measures which do not put further pressure on the Borough's environment and infrastructure.

2.9 The Portfolio Holder for Finance & Efficiency received a report outlining the need for a specific Sustainable Procurement Strategy on 27th February 2008 and agreed to receive a further report and draft strategy, jointly with the Portfolio Holder for Regeneration & Liveability.

2.10 Additionally, and in order to examine and seek to promote expenditure with local companies, the Council has taken part in the North East Centre of Excellence LM (Local Multiplier) 3 Project. The project measures the value of Council spend in the local area. This has been shared with the Hartlepool Partnership. A project with Hartlepool PCT and Housing Hartlepool is underway to expand the visibility of spend.

3. SUSTAINABLE PROCUREMENT STRATEGY

3.1 A Draft of the Sustainable Procurement Strategy is attached to this report as **Appendix 1**. The Sustainable Procurement Strategy takes account of both, guidance nationally, and the key principles identified in the Council's Procurement Strategy. Consultation with the Corporate Procurement Group has taken place in the development of the Strategy.

3.2 The Sustainable Procurement Strategy has the following key strategic objectives:

Engagement Objectives:

- Provide support across the authority to ensure awareness raising, understanding and competency in relation to sustainable procurement.
- Determine the need for procurement through the development of business cases and, as part of that process, consider alternative solutions to deliver the required outcomes

- Account for the impact and benefits of products and services using a 'Whole life' approach to establish the true costs of the works, goods and services to be procured.
- Maintain transparency and openness with the whole of the supplier community.
- Measure the sustainable procurement process, practice and performance against government targets.
- Make this Strategy & Policy publicly available and communicate it:
 - within the Council
 - to relevant National & Regional bodies
 - to providers, suppliers and contractors (current & potential) and other key stakeholders.

Environmental Objectives:

- Include in the procurement process, and encourage suppliers & users to adopt, good environment practices which:
- Conserve resources, particularly those which are scarce or non renewable.
- Minimise waste and maximise the reduction, reuse and recycling of materials.
- Reduce the authorities' carbon footprint and support climate change initiatives.
- Seek to reduce the environmental impacts of transport.
- Seek to protect and enhance the natural and built environment and to reduce pollution to levels to which the environment can cope.
- Source low carbon, renewable energy where possible and adopt appropriate energy saving measures across all Hartlepool Borough Council sites.
- Stimulate and support innovation which provides more sustainable solutions.

Socio-economic Objectives:

- Support the adoption of equitable and legitimate employment practices and promote the welfare of the workforce throughout the supply chain.
- Create equality of opportunity for all sectors of society through the adoption of appropriate practice and process.
- Minimise adverse impacts on individuals, communities and cultures resulting directly or indirectly from procurement decisions.
- Within the constraints of EU & UK procurement legislation encourage, support & promote:
 - the use of local goods, skills, materials and services to sustain the local economy,
 - fair and ethical trade, which addresses global poverty and aids the continuation of Hartlepool's 'Fairtrade town' status, by purchasing fair trade products, where practicable:
- Encourage contracts which result in positive, community benefits.

- Communicate, where appropriate, employment opportunities arising from contracts to local communities.
- Link sustainable procurement approaches to major regeneration initiatives to maximise their positive impact on local residents and businesses

3.3 These key objectives are supported by a series of Sustainable Procurement Aims based on the 'Flexible Framework' published in the Local Government Sustainable Procurement Action Plan. These can be seen in the Sustainable Procurement Strategy at **Appendix 1**.

4. CONSIDERATIONS

- 4.1 The Council and procurers within departments will need to build on sustainable procurement practices and the Draft Strategy has been prepared to include strategic improvement.
- 4.2 The Corporate Procurement Group made up of Senior Officers from all departments is now well established and will ensure that the strategy and its delivery is embedded in departments.
- 4.3 The Corporate Procurement Unit and the Economic Development Team will work along side the Corporate Procurement Group to ensure the Key Aims and Objectives identified in the Strategy are achieved.
- 4.4 The Sustainable Procurement Strategy will contribute to the Council's Climate Change Strategy and will be significant in some of our larger scale projects such as Building Schools for the Future and Tall Ships.
- 4.5 An example of the use of sustainable issues in procurement include the use of targeted training requirements in the procurement of the developer for the North Central Hartlepool Regeneration programme and the work done to engage local suppliers in the development of the Hartfields Retirement Village.
- 4.6 The adoption of harmonised contract documents across the region will also assist suppliers in doing business with the Council.
- 4.7 Recent discussions with the North East Chamber of Commerce will result in a joint "Meet the Buyer" event. This presents further opportunity to engage with suppliers and launch this strategy.

5. RECOMMENDATIONS

- The Portfolio Holders note and endorse the Draft Sustainable Procurement Strategy.
- The Portfolio Holder for Finance & Efficiency accepts the role of Sustainable Procurement Champion.



A Sustainable Procurement Strategy for Hartlepool Borough Council

Foreword by Councillor Robbie Payne, Finance & Efficiency Portfolio Holder and the Council's procurement champion.

Improving the way in which Councils across the country buy goods and services is a key factor in modernising local government. Our procurement activities, and those of our suppliers, affect the local economy, environment & society and have an influence on whether we achieve our sustainability & regeneration aims.

By working with:

- ❖ Small & Medium-sized Enterprises (SMEs),
- ❖ Social Enterprises (SEs),
- ❖ Voluntary & Community Sector Organisations (V&CS),
- ❖ Black, Minority & Ethnic Enterprises (BMEs), and
- ❖ Local Suppliers

in the procurement process, Hartlepool Borough Council will encourage a varied supply market, support its local regeneration strategy, benefit the community and contribute towards economic development.

To reduce the negative effect of the products & services that we buy, we will consider the economic, environmental and social effect of our procurement decisions, and we will work with all supplies to the Council to ensure that they have a similar commitment.

This strategy seeks to rise to the challenge of a genuinely sustainable approach to Procurement and we fully support the strategy on behalf of our staff, our citizens, and our local businesses.

Councillor Robbie Payne

Introduction & background

Definitions

- ❖ **Sustainability** – “able to be sustained” or “avoiding depletion of natural resources”
Compact Oxford English Dictionary
- ❖ **Sustainable Development** - “development which meets the need of the present without compromising the ability of future generations to meet their own needs”.
www.sustainable-development.gov.uk
- ❖ **Sustainable Procurement** – “a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment”.
Sustainable Procurement Information Network (SPIN)
- ❖ **Best Value for Money** - “the optimum combination of whole life costs and benefits to meet the customer’s requirement”.
Sustainable Procurement Information Network (SPIN)

Why consider Sustainable Procurement?

❖ Global Context

Sustainable Procurement needs to be viewed in the wider context of the Sustainable Development agenda. At the 2002 World Summit on Sustainable Development it was stated that relevant authorities at all levels should “promote public procurement policies that encourage development and diffusion of environmentally sound goods and services”.

❖ National Context

- The Local Government Act 2000 places a duty on local authorities to prepare a community strategy for promoting economic, social and environmental well-being of their area and to contribute to the achievement of Sustainable Development in the UK. Section 2(1) of this Act effectively gave powers to authorities to do anything that they consider is likely to achieve the promotion or improvement of the economic, social and/or environmental well-being of their area. This power can be exercised in relation to or for the benefit of: the whole or part of a local authority’s area; or all or any persons resident or present in their area.
- The National Procurement Strategy states that authorities will realise economic, social and environmental benefits for their communities through their procurement activities. And will stimulate markets and use their buying power creatively to drive innovation in the design, construction and delivery of services.

- In March 2005 the Government published its Sustainable Development Strategy – ‘Securing the Future’ which initiated the establishment of a cross-Government Sustainable Procurement Task force. In April 2006 this task force published the Local Government Sustainable Procurement Action Plan that contained a ‘Flexible Framework’ for the adoption of Sustainable Procurement which has been used as the basis for the ‘Objectives and Aims’ set in this Sustainable Procurement Strategy.
- EU Procurement Directives & the UK’s Public Contract Regulations stipulate that sustainability (social & environmental) issues and community benefits can be taken into account in the procurement process so long as they are:
 - relevant to the subject matter of the contract;
 - non-discriminatory and transparent;
 - consistent with the criteria allowed at each stage of the procurement process and,
 - have been critically tested for cost effectiveness, efficiency and affordability in using public expenditure

❖ Hartlepool (Local) Context

The relevance of sustainable procurement to Hartlepool is enhanced because of Hartlepool's:

- self-contained, peripheral nature,
- historic pattern of disadvantage,
- on going physical and economic transformation and
- expanding small business sector

All of which create a strong need and opportunity to identify effective means of procurement that allow opportunities for local enterprise and utilise measures which do not put further pressure on the Borough's environment and infrastructure.

❖ Hartlepool Council Context

The driving forces behind this Sustainable Procurement Strategy are the Community Strategy and the Corporate Plan. These documents map out the way forward for Hartlepool Borough Council.

The Community Strategy provides “the planning framework for all services in Hartlepool including regeneration & neighbourhood renewal. It describes a long-term vision for Hartlepool and sets a course for achieving this and improving services”, including a ‘goal’ to “promote and improve the economic, social & environmental well-being of the town, taking into account the needs of future generations”.

It states that one of the main principles of the Hartlepool Partnership Board is “Sustainability - securing the prudent use of resources and the protection and enhancement of the environment and its biodiversity, to ensure a better quality of life for everyone now and for future generations. This means a commitment to ensuring that the environment is put at the heart of all policies, plans, and actions that affect the Borough and that it is taken into account in their appraisal and approval. It implies social progress and maintenance of high and stable levels of

economic growth and employment. It also requires that practical actions are taken towards sustainable development". This principle is reflected in the all of the 'Priority Aims' and subsequent 'Objectives' of the Community Strategy.

The Corporate Plan is the Council's strategic planning document. It explains the Council's overall aims and objectives for the next 3 years and sets priorities and targets for the 1st of these years. It takes account of and is linked to:

- The Community Strategy and its Priority Aims,
- The Local Area Agreement and the Council's overall aim,
- The shared priorities between local & national government, and
- Consultation with stakeholders, partners and the community of Hartlepool.

What is a Sustainable Procurement Strategy?

Procurement is the process that determines how to deliver or arrange for the delivery of services. Procurement activity also determines how to acquire or arrange for the acquisition of supplies and works.

The sustainable procurement strategy therefore will be used as part of the framework that will guide procurement processes and decisions in Hartlepool Borough Council in order to obtain supplies, works and services in a way that takes account of the sustainability aims described above.

Why do we need a Sustainable Procurement Strategy?

- ❖ To formalise the key messages on sustainable procurement for staff and members.
- ❖ To provide consistency and ensure best practice on sustainability in the procurement process.
- ❖ To assist the Council in meeting its duty to achieve best value and meet its sustainability aims and objectives.
- ❖ To provide a source of information regarding our approach to sustainable procurement for internal and external use.
- ❖ To create a climate in which all parties, internal and external, can contribute to achieving best value and a sustainable community.
- ❖ To comply with government guidance and external audit requirements.

How will it be used, monitored, reviewed and amended?

The sustainable procurement strategy will be:

❖ Used within the process of:

- Identifying and delivering effective sustainable procurement solutions and efficiencies.
- Best Value and efficiency reviews.
- Other service review mechanisms.
- Reviewing existing contractual arrangements when they expire.

❖ Embedded in Departments' day-to-day procurement activities by:

- Information gathering.
- Identifying and sharing good practice.
- Sustainable Procurement Action Plans and performance indicators as part of Service Planning.
- Training and support.

❖ Reviewed, amended and monitored by the Corporate Procurement Group in conjunction with Corporate Management Team. The Procurement Champion (the Cabinet Member with responsibility for Finance & Efficiency) is the political champion for this matter.

Sustainable Procurement Policy

The 'Business Case' for Sustainable Procurement

The business case for sustainable procurement is built out of the following foundations: -

- ❖ **Achieving strategic objectives** – incorporating sustainability into the procurement process will play a key role in achieving strategic objectives set out in the Community Strategy and Corporate Plan.
- ❖ **Complying with the law** – the Council must comply with key pieces of legislation around sustainability such as the Environmental Protection Act 1990 and the Race Relations (Amendment) Act 2000. Incorporating sustainability in the procurement process will aid compliance with this legislation.
- ❖ **Controlling costs** – successful sustainable procurement demands the use of “Whole-life” costing techniques, which in turn ensures that we are achieving ‘Best Value’.
- ❖ **Managing risk and reputation** – in order to embed sustainability into the procurement process it is vital to carry out a robust risk and impact assessment early in the procurement process as sustainability issues will have a greater risk and impact on some procurement activities than others. This task will help to:
 - construct a strategy for that particular procurement activity,
 - aid the management of risks associated with that particular procurement, and
 - avoid the risks of any supply failure that would adversely affect the reputation of the Council.
- ❖ **Creating Markets** – The spending power of the Council means that it can have a significant effect on the creation of markets for goods and services. This can have a positive impact on the use of innovative technologies, which can make products more sustainable.

The Policy & Guiding Principles

The Council is committed to maintaining high quality standards and having an efficient procurement and monitoring procedure. This allows us to continue to provide best value and meet the aims of the Community Strategy. Using best practice procurement techniques, we are committed to making sure that every pound we spend provides value for money and benefits the community, and that every pound we save is directed back into service priority areas. All departments must keep to and promote the following principles:

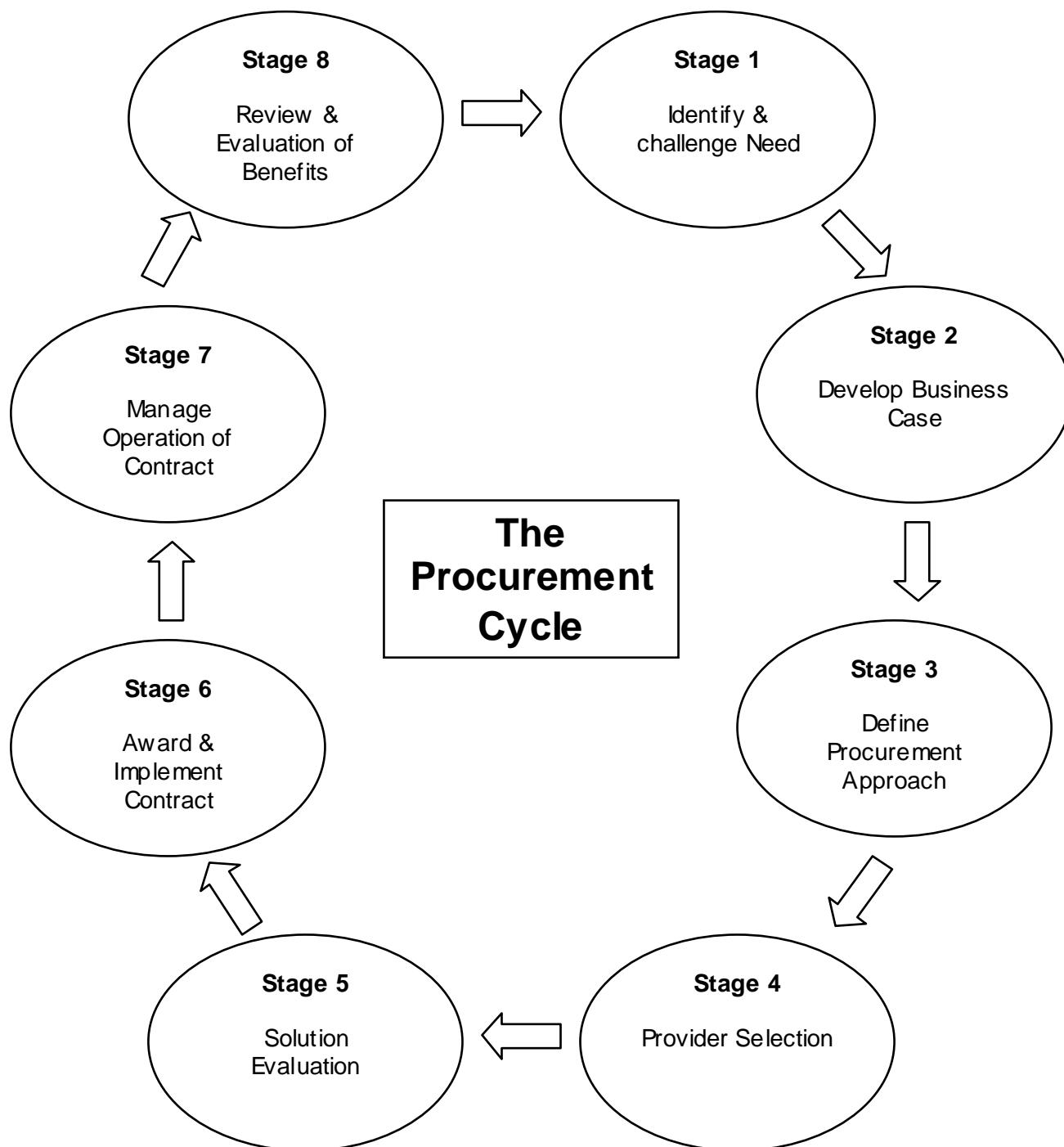
- ❖ To raise awareness of sustainable procurement.

2.1 APPENDIX 1

- ❖ To ensure a customer-focussed and customer-led approach to the delivery of services.
- ❖ To ensure that the best service is available to the community regardless of who provides it.
- ❖ Commitment to a mixed economy of service provision where this will generate improvements in service.
- ❖ To ensure that sustainable procurement decisions comply with European, National and corporate policies, including:
 - EC Directives.
 - Community Strategy & Environment Policy
 - Economic Development and Regeneration Policies
 - Policies that promote social and economic well-being
 - Equality – ensuring that potential suppliers and service providers have appropriate employment policies and practices, and are able to meet the Council's commitment to equality in terms of access to services, and the duty to promote equality at all stages of the procurement process.
 - Contract Procedure Rules
- ❖ To ensure that there is an appropriate balance between cost and quality.
- ❖ To work in close partnership with all local stakeholders.
- ❖ To share good practice.
- ❖ To monitor and review on a regular basis.

Embedding Sustainability in the Procurement Process

Sustainability issues should be embedded into every procurement process (also known as procurement cycle). The most effective way of doing this is to assess risk and impact at the beginning of the cycle.



Officers should be clear that if sustainability issues are to be incorporated into the procurement cycle successfully, they must consider them at each stage of the cycle. However it is essential to consider them all at the beginning stage of the cycle –

when the “need is identified”. In the first instance this ‘need’ should be challenged to ensure that repeat purchase does not become routine, and that alternative options are being considered.

Sustainability issues must not be forgotten once the contract is let. Once they are part of a contract it is the job of the contract manager to ensure that they are being adhered to during the life of the contract, to make certain that what was required is being delivered.

The 3 Pillars of Sustainability

Sustainability issues can be considered as having 3 pillars. These are economic, environmental and social. The table below indicates some of the type of risks and impacts that need to be considered for each.

Economic	Environmental	Social
Value for Money Whole-life costs Affordability Supplier Profitability Fair Payment Energy efficient Regeneration Small & Medium-sized Enterprises Planning Waste Growth Competitiveness	Pollution Biodiversity Climate change CO2 emissions Recycled materials Water use Waste Energy efficiency Land use (green/brown field) Materials source	Health & safety Small & Medium-sized Enterprises 3rd Sector suppliers Localism Stakeholders Culture/heritage Respect for people Planning Waste Transport Regeneration Education.

Based on the above policy and guiding principles and the Local Government Sustainable Procurement Action Plan, the Council has developed a series of key strategic and policy objectives that reflect the Council’s aspirations with regard to Sustainable Procurement. These provide a framework for guiding future service planning and performance improvement during the medium (2008/2010) & long term.

Key Strategic Objectives

Engagement Objectives

- ❖ Provide support across the authority to ensure awareness raising, understanding and competency in relation to sustainable procurement.
- ❖ Determine the need for procurement through the development of business cases and, as part of that process, consider alternative solutions to deliver the required outcomes
- ❖ Account for the impact and benefits of products and services using a 'Whole life' approach to establish the true costs of the works, goods and services to be procured.
- ❖ Maintain transparency and openness with the whole of the supplier community.
- ❖ Measure the sustainable procurement process, practice and performance against government targets.
- ❖ Make this Strategy & Policy publicly available and communicate it:
 - within the Council,
 - to relevant National & Regional bodies
 - to providers, suppliers and contractors (current & potential) and
 - other key stakeholders.

Environmental Objectives

- ❖ Include in the procurement process, and encourage suppliers & users to adopt, good environment practices which:
 - Conserve resources, particularly those which are scarce or non renewable.
 - Minimise waste and maximise the reduction, reuse and recycling of materials.
 - Reduce the authorities' carbon footprint and support climate change initiatives.
 - Seek to reduce the environmental impacts of transport.
 - Seek to protect and enhance the natural and built environment and to reduce pollution to levels to which the environment can cope.
- ❖ Source low carbon, renewable energy where possible and adopt appropriate energy saving measures across all Hartlepool Borough Council sites.
- ❖ Stimulate and support innovation which provides more sustainable solutions.

Socio-economic Objectives

- ❖ Support the adoption of equitable and legitimate employment practices and promote the welfare of the workforce throughout the supply chain.
- ❖ Create equality of opportunity for all sectors of society through the adoption of appropriate practice and process.
- ❖ Minimise adverse impacts on individuals, communities and cultures resulting directly or indirectly from procurement decisions.
- ❖ Within the constraints of EU & UK procurement legislation encourage, support & promote:
 - the use of local goods, skills, materials and services to sustain the local economy.
 - fair and ethical trade, which addresses global poverty and aids the continuation of Hartlepool's 'Fairtrade town' status, by purchasing fair trade products where practicable.
- ❖ Encourage contracts which result in positive, community benefits.
- ❖ Communicate, where appropriate, employment opportunities arising from contracts to local communities.
- ❖ Link sustainable procurement approaches to major regeneration initiatives to maximise their positive impact on local residents and businesses

Sustainable Procurement Aims

As previously indicated the Local Government Sustainable Procurement Action Plan contained a 'Flexible Framework' for the adoption of Sustainable Procurement which has been used as the basis for 'Objectives and Aims' set in this Sustainable Procurement Strategy. The key aims to be delivered by this strategy are therefore the achievement of the highest level of each of the 5 elements of the 'Flexible Framework' as follows:

Element / Level	Foundation	Embed	Practice	Enhance	Lead
People	Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.	Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.
Policy, Strategy & Communications	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO.	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.

2.1 APPENDIX 1

Procurement Process	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied.	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.
Engaging Suppliers	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognize they must continually improve their sustainability profile to keep the clients business.
Measurements & Results	Key sustainability impacts of procurement activity have been identified.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives.	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced.	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain.

Contacting Us

Please contact us if you have any questions or comments about the strategy.

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Please phone 01429 523333 if you would like this document in Braille, in large print or on audio tape.

If you would like this document in another language or format, or if you require the services of an interpreter, please contact us on 01429 523333.

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको आनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें


یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو براۓ مہربانی ہم سے رابطہ کیجئے۔

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।

本文件可以翻译为另一语文版本, 或制作成另一格式, 如有此需要, 或需要传译员的协助, 请与我们联系。

ئەگەر دەستەوی ئەم بەلگەیت بە زمانیکی که یا بە فۆرمیکی که هەبێ، یا پێویستت بە مۆترجم هەبێ، تکایە پەیوەندیەمان پێوە بکە

Bu belgenin Türkçe'sini edinmek ya da Türkçe bilen birisinin size yardımcı olmasını istiyorsanız, bize başvurabilirsiniz.

 **01429 523333**