



Joint Strategic Committee  
12 January 2021  
Agenda Item 7

## ADUR & WORTHING COUNCILS

Key Decision [~~Yes~~/No]

Ward(s) Affected:

### **Sustainable Procurement Strategy - driving local, social and environmental value through procurement**

#### **Report by the Director for Digital, Sustainability & Resources**

#### **Executive Summary**

##### **1. Purpose**

- 1.1 The procurement strategy was last approved in 2017 with an intended life of three years. This report introduces a new Sustainable Procurement Strategy which highlights the need to continue to transform the Councils approach to procurement in order to deliver the aspirations in *Platforms for our Places: Going further* and deliver greater environmental impact and social value. The Strategy illustrates how improved procurement activity will help deliver our corporate ambitions for *Platforms*

##### **2. Recommendations**

- 2.1 The Joint Strategic Committee is recommended to:
- i. Approve the Sustainable Procurement Strategy set out in Appendix 1.
  - ii. Note the action plan set out in Appendix 2; and
  - iii. Approve the sustainability code of practice as set out in Appendix 3.

**3. Context**

3.1 The Councils’ combined expenditure is approximately £25 million a year on the acquisition of goods and commissioning of works and services through procurement activity and the provision of grants to third party organisations. The main categories of spend are property maintenance, emergency accommodation, small civil engineering projects, and facilities management.

3.2 During the financial year 2019/20, approximately £4.1m (c 17%) of the Councils’ expenditure was with organisations located within the boundaries of Adur and Worthing councils and a further £4.3m (c 17%) with organisations based in other BN postcodes and £4.2m (c 17% elsewhere in the sub-region of PO, TN and RH postcodes).

These figures compare favourably with Brighton and Hove Council (current BN spend at 42% and sub-regional spend at 50%).

Adur and Worthing significantly out-perform the regularly promoted ‘Preston Model’ where local spend increased from 5% to 18% between 2011-2019. The table below is an extract of Adur and Worthing current spend profile:

**Supplier Location:**

Adur	7%	£1,698,569
Worthing	10%	£2,423,237
Other BN postcodes	17%	£4,317,800
RH,PO,TN postcodes	17%	£4,193,408
National	49%	£12,222,966

3.2 The use of local suppliers is a priority for the Procurement Team. Guidance and ‘tips’ for tendering to the councils are available on the councils website. The use of Intend tendering system allows easy access to registered suppliers, with email notification on upcoming, relevant tenders sent out. Additionally the South East Business Services portal provides local suppliers the opportunity to access tenders from authorities throughout the South East. Previous engagement with the local Chamber of Commerce will resume once the current pandemic is ended.

3.3 The Council takes a mixed approach to the delivery of services acting as both providers of services and as enablers with other services delivered through

suppliers and other third party organisations via procurement activity and the provision of grants.

- 3.3 The Councils approach to procurement has matured over the past three years, moving away from a transactional approach to a more planned approach although pockets of poor practice still remain. A new procurement working group has been set up with the intention of further improving procurement practice throughout the organisation.
- 3.4 Two years ago, the Council embarked on a new partnership with Orbis to further improve our approach to procurement and to capitalise on the category expertise offered by participating in a larger partnership. Our Head of Procurement is from Brighton and Hove City Council and the team from BHCC provide expert support and training although most procurement activity is undertaken by the in-house team.
- 3.5 Savings of over £501,500 were realised across the capital and revenue budgets during the last financial year on procurement projects. In addition, the procurement team has become more involved in service change projects, such as the procuring of a new HR / Payroll system. There are no “like for like” procurement savings generated on these projects, instead the efficiencies come from organisation change as a consequence of adopting new ways of working.
- 3.6 With Brexit on the horizon there is still limited guidance from central government relating to changes in Procurement regulations. The recent Green Paper has indicated the direction of travel away from the more prescriptive rules of the EU Directive, towards the more flexible World Trade Organisation framework. It is anticipated the current Public Contract Regulations (PCR 2015) will not be fully updated until January 2023, but we anticipate a number of statutory guidance documents (PPN’s) will be released in the interim period.
- 3.7 The latest Policy Note released in December 2020 (PPN 11/20) provides scope for all procurements below the relevant EU threshold to be sourced locally through SME’s and voluntary organisations. The Policy note is primarily aimed at Central Government bodies, but current protocols permit Local Authorities to take advantage of the process. The change in policy has the potential to provide a significant boost to the local economy.
- 3.8 **Social value changes**
  - 3.8.1 On 24 September 2020, Cabinet Office published [PPN06/20 “Taking account of social value in the award of central government contracts”](#), which launches a new model to deliver social value through government’s commercial activities. PPN 06/20 applies to “In-Scope Organisations” (Central Government Departments, their Executive Agencies and Non Departmental

Public Bodies). It applies to procurements covered by the Public Contracts Regulation 2015, is of immediate effect, and must be used for all new procurements from 1 January 2021.

- 3.8.2 Whilst not directly applicable to local authorities, the guidance is useful for those wishing to take social value into account. PPN 06/20 requires that social value should be explicitly evaluated in all central government procurement, where the requirements are related and proportionate to the subject matter of the contract. This is a stricter obligation than that set out in the Public Services (Social Value) Act 2012, which refers to social value being “considered”.

The Adur and Worthing Procurement Team currently look to incorporate Social Value evaluation criteria in all relevant tenders (min 10%), the notice now increases leverage and potential for increased benefit throughout the authorities

#### **4. Issues for consideration**

- 4.1 The new strategy sets out how the Councils’ commissioning and procurement activities will help deliver *Platforms for Our Places*, Adur & Worthing Councils’ ambition for prosperity and well-being in our places and communities over the next three years.

The strategy proposes adopting three core values:

1. **Community focus** – ensure all commissioning and procurement activities are designed to meet the needs and aspirations of the communities we serve.
  2. **Sustainable Procurement** – all commissioning and procurement should be undertaken in an efficient manner, adopting a whole life costing basis that obtains value for money whilst delivering social, economic and environmental benefits.
  3. **Governance and Risk** – ensure procurement activities have appropriate governance arrangements at key milestones and are undertaken in a transparent and legal manner. To identify and manage risks appropriately without becoming risk averse.
- 4.2 In addition, the strategy proposes 4 objectives which are discussed in detail in the strategy.
- 4.3 The strategy seeks to promote the Councils values without creating barriers to local SME engagement with the Council’s tendering processes.
- 4.4 In parallel to the strategy, a sustainability charter which summarises our sustainability commitments from the procurement strategy has been developed to clearly communicate the Council values to all stakeholders.

## **5. Engagement and Communication**

5.1 This strategy has been widely shared with officers and members of the Council.

## **6. Financial Implications**

6.1 There are no direct financial implications arising from the adoption of the new strategy. However, in the longer term, it is expected that the recommended approach to procurement will enable the Council to achieve better value.

## **7. Legal Implications**

7.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

7.2 s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation

7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

7.4 s1 Local Government (Contracts) Act 1997 confers power on the local authority to enter into a contract for the provision of making available assets or services for the purposes of, or in connection with, the discharge of the function by the local authority

### **Background Papers**

- Achieving Value Through a Sustainable Procurement Strategy - report to the Joint Strategic Committee dated 6th June 2017.

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## **SCHEDULE OF OTHER MATTERS**

### **1.0 Council Priority**

1.1 The report contributes to deliver of ambitions across the *Platforms for Our Places: Going Further strategy*.

### **2.0 Specific Action Plans**

2.1 Matter considered and no issues identified

### **3.0 Sustainability Issues**

3.1 The proposed strategy promotes sustainability within it's recommended approach to procurement.

### **4.0 Equality Issues**

4.1 Matter considered and no issues identified

### **5.0 Community Safety Issues (Section 17)**

5.1 Matter considered and no issues identified

### **6.0 Human Rights Issues**

6.1 Matter considered and no issues identified

### **7.0 Reputation**

7.1 The procurement strategy should enhance the reputation of the Councils.

### **8.0 Consultations**

8.1 Key staff and the Corporate Leadership Team have been consulted on the development of the proposed procurement strategy.

### **9.0 Risk Assessment**

9.1 Matter considered and no issues identified

### **10.0 Health & Safety Issues**

10.1 Matter considered and no issues identified

### **11.0 Procurement Strategy**

11.1 The report proposes a new procurement strategy.

### **12.0 Partnership Working**

12.1 Matter considered and no issues identified

### AWC SUSTAINABLE PROCUREMENT STRATEGY 2020 – 2023

#### PURPOSE OF THE STRATEGY

This strategy sets out how the councils will use their commissioning and procurement activities to help deliver *Platforms for Our Places*, Adur & Worthing Councils' ambition for prosperity and well-being in our places and communities over the next three years.

The Councils made a specific commitment in *Platforms for our Places* to become stewards of our natural resources and will embed the *Ways of Living Principles* into our procurement processes and documentation:

1. Do more with less - reduce demand, standardise/change specifications, substitute products for more sustainable alternatives.
2. Embrace and Develop Community - place the betterment of our communities and residents at the heart of our procurement activities.
3. Smarter Purchasing - officer training and education, developing a commissioning 'mind-set' and supporting local businesses.
4. Efficient Resource Use and Reduction - eliminate waste, delivery of energy efficiency.
5. Celebrate and Cultivate Nature - increasing biodiversity; reconnecting communities with the natural environment.

#### CORE VALUES

This strategy has three core values:

1. **Community focus** – ensure all commissioning and procurement activities are designed to meet the needs and aspirations of the communities we serve.

2. **Sustainable Procurement** – all commissioning and procurement should be undertaken in an efficient manner, adopting a whole life costing basis that obtains value for money whilst delivering social, economic and environmental benefits.

3. **Governance and Risk** – ensure procurement activities have appropriate governance arrangements at key milestones and are undertaken in a transparent and legal manner. To identify and manage risks appropriately without becoming risk averse.

## **WHERE WE ARE NOW**

Procurement is the acquisition of goods, works and services to fulfil the wants and needs of our stakeholders. The councils spend approximately one third of its annual budget on externally procured goods and services. It is essential that all of those services are planned in order to deliver improvements in economy, efficiency and effectiveness, resulting in a high quality of service and supply.

The Procurement Team recognises that we have the opportunity to have a profound impact on the way the councils do business with its suppliers, and to affect outcomes for its stakeholders. We form part of a set of central services that operate across all functions, having an overview of spend across all categories. This vantage point covers many business units, commissioning teams, departments and directorates and, therefore, allows for the implementation of initiatives that can directly tackle the priorities listed within the Procurement Strategy Action Plan.

We intend to operate as a responsible procurer, taking price and technical quality elements into consideration but also including social, economic and sustainability objectives in our work. Strategic procurement will help to identify non-essential services and minimise disaggregation of spend in order to achieve better value for money (VFM). A collaborative approach and the delivery of jointly commissioned services with external public bodies will help to establish efficiencies and savings.

This Strategy is supported by the councils Contract Standing Orders (CSOs), which provide the legal framework under which all procurement activity will take place, and which all internal stakeholders must adhere to when carrying out procurement activity.

A Procurement Toolkit has also been developed. This is an online, easy to use 'self-serve' step by step information and advisory resource for officers to follow when undertaking routine procurement. The Toolkit features a library of commissioning and procurement related best practice and guidance documents.

A Contracts Register has been built in order to develop a strategic opportunity pipeline, and support effective contract management across the organisation.

## **OUR AIM**

The Procurement team works in a fast moving environment of changing legislation and control. We are aware of the current national and local financial climate, and the potential impact of a financial slowdown. These factors could adversely affect the implementation of this strategy; however we will also focus on the potential gains to be made.

We aim to:

- Help the councils to achieve the Procurement Strategy Action Plan when procuring externally provided services
- Provide an overview and plan of procurement across the councils
- Oversee procurement of high risk and high value contracts
- Support growth in the local economy and provide opportunities for small businesses
- Help the councils achieve its value for money programme
- Help the councils achieve a high quality of service and supply throughout the entire life cycle
- Provide written guidance and increased collaboration across internal councils departments, other councils and relevant bodies
- Procure services to meet the councils' needs
- Help the councils deliver its evolving Sustainable Procurement Strategy
- Procure services in an ethical manner
- Monitor and improve compliance with the councils' Contract Standing Orders (CSOs)

Efficient procurement of services is crucial to the councils' drive to deliver VFM. Collaboration, partnerships and shared services are becoming more commonplace. Our strategy has a clear focus on continued collaboration with similar organisations in procuring services as well as our wider partners.

Responsible procurement is the purchase of goods, works and services in an environmentally and socially responsible way that also delivers VFM. It will assist the councils in delivering improved social and environmental wellbeing in the local community.

A major aim is to improve accessibility for local businesses and SMEs when tendering for contracts. This will be achieved by ensuring continued adoption and implementation of the Public Services (Social Value) Act 2012 through the Commissioning and Procurement process.

## **SOCIAL VALUE**

The Public Services (Social Value) Act 2012 places a legal obligation on councils sourcing services above the EU threshold to consider at the pre-procurement stage:

- How the service being procured may improve the social, environmental and economic well-being of an area (e.g. Adur and Worthing councils boundaries, West Sussex, etc.);
- How such improvements could be secured;
- An obligation to consult on these matters prior to procurement commencing.

This strategy proposes to extend the scope of social value considerations to cover all the councils' commissioning and procurement activities to ensure the councils get the

best value from the monies spent through commissioning and procurement activities not just in terms of pure financial benefit but through applying whole life costing models across the triple bottom line, delivering social, economic and environmental benefits for the betterment of the local communities, and to deliver the councils' commitments outlined in *Platforms for our Places*.

Incorporating Social Value into our commissioning and procurement processes will require a change in organisational culture and individuals' attitudes by developing a commissioning 'mind set' within the councils and creating 'intelligent' commissioning and procurement process, being better informed about specific needs and tailoring each project outcomes around those particular sets of needs and circumstances. It is also about being mindful of the suite of potential social benefits we may wish to realise but equally being open to those we may not yet have considered. Ultimately it is about delivering outcomes for the betterment of our communities.

By its very nature Social Value can take many forms, there is no 'one size fits all' approach because every requirement, every circumstance and every community will have different needs and aspirations.

## **STRATEGIC OBJECTIVES**

In fulfilling our duty to secure VFM, the Sustainable Procurement Strategy 2020-2023 seeks to achieve objectives in the following four key areas:

1. Sustainability
2. Contract and Supplier Relationship Management
3. Stakeholder and supplier engagement
4. Procurement service improvement

### **1. SUSTAINABILITY**

The Council is committed to taking full responsibility for its own impact on the environment and society, both within the local area and across the globe. We recognise that our purchasing of goods and services has sustainable implications and we are actively working towards reducing the negative effects these purchases may cause.

The council will fully embed the principles of sustainability throughout its procurement activities to ensure that only value for money products and services are selected. In all cases a balanced consideration of the social, ethical, environmental and economic impacts will be undertaken.

Working with our suppliers is key to delivering the aims of this policy. As such we will monitor and measure their performance, encourage them to conduct their operations in line with the council's commitments and embrace continuous improvement.

## Procurement Processes

We will:

- Apply a whole life costing approach to major purchases to give a clear understanding of the full impact of purchasing decisions.
- Award contracts on the basis of whole life costs and benefits
- Maintain a suite of procurement documents through the Procurement Toolkit, including sustainability based selection criteria.
- Develop and maintain guidance and training to support and embed the practices of sustainable procurement across the organisation.
- Ensure cooperation between Procurement and council officers in other service areas to ensure consistent application of sustainability related practices. We will work closely with colleagues in the sustainability team on this agenda.
- Establish and embed a corporate approach to contract management and contract monitoring to ensure that sustainability-related promises made by suppliers are delivered upon through the lifetime of a contract.
- Where appropriate, design specifications and procurement documents in a manner which allows greater access to opportunities for SMEs.
- Promote the use of E-Procurement throughout the organisation to reduce the use of paper in procurement projects.
- Embed the [Principles of One Planet Living](#) into our purchasing practices.
- Seek to collaborate and/or partner with other organisations in areas where joint contracting may offer mutual benefit and greater purchasing power.
- Use easily accessible digital procurement tools.

## Environmental Impact

We will:

- Require suppliers to take action to reduce waste and divert waste from landfill; and promote reuse throughout the supply chain by requesting information on processes during procurements where appropriate.
- Require suppliers to support circular economy principles in their business with considerations to using/making products made from non-virgin, repurposed and local (where possible) materials; products that have minimum waste through smart design and packaging and products that can be easily disassembled and repurposed.
- Require suppliers to reduce and eliminate the use of single use plastics in their service provision and find sustainable alternatives (where appropriate).
- Consider the potential transport requirements associated with any contract and how these may be minimised, whilst encouraging suppliers to minimise the negative impact of their transport operations.
- Commission and procure energy-efficient products and services and encourage suppliers to improve their processes in this area.
- Build a requirement for CO2 reduction into the specification of contracts, where appropriate.
- Require suppliers to commit to mitigating its impact on climate change through supply chain carbon reduction initiatives.

- Require suppliers to demonstrate they are minimising the environmental impacts of their supply chain, choosing more sustainable and high quality products and/or services.
- Consider the risk of negative water impact in specific contracts, with particular focus on waste water and discharges into the water system.
- Require suppliers to seek sustainable alternatives to materials which are scarce or at risk of becoming so.
- Require suppliers to take action in protecting biodiversity that may be affected by their activities.

## **Social Value**

We will:

- Consider social value as part of all procurement projects which will form at least 10% of the overall quality score.
- Consult with service users and other client-side stakeholders to clearly define needs and design methods to meet these needs in a sustainable manner.
- Assess suppliers' awareness and policies in relation to equalities as part of procurement processes.
- Assess suppliers awareness and policies in relation to ethical and fair trade
- Encourage suppliers to consider how they can look after the health and well-being of their workforce.
- Encourage suppliers to support regeneration projects or initiatives in the communities in which they operate.
- Encourage suppliers to take steps to make supply chain opportunities accessible to local SMEs and third sector organisations.
- Encourage suppliers to support employment opportunities for people who may otherwise have difficulty finding employment.
- Encourage suppliers to support apprenticeship schemes as part of their contracts with the council.
- Encourage suppliers to support back to work initiatives for long term unemployed and people not in education or training.
- Encourage suppliers to support training and development programmes to up-skill employees.
- Make sure suppliers comply with the National Minimum Wage and the National Living Wage statutory obligations.
- Make sure suppliers comply with social and labour laws, i.e. prevention of modern day slavery, child labour etc.
- Encourage suppliers to support volunteering initiatives as part of their contracts with the council.
- Support local businesses, ethnic minority owned businesses, SMEs and third sector organisations.
- Encourage local innovation, i.e. developing and introducing new and improved ways of doing things compared to existing practice, which involves local people and resources in addressing challenges and opportunities.
- Support the councils in improving local residents access to healthier lifestyle choices through our procurement activity in parks and open spaces, decent

public housing, food inspection and wellbeing services.

### **3. CONTRACT AND SUPPLIER RELATIONSHIP MANAGEMENT**

Contract Management involves the day to day management of the contract - understanding the requirements set out in the contract and ensuring the supplier performs in delivering them. Supplier Relationship Management (SRM) focuses on building a longer term relationship with the supplier, forming common goals and seeking continuous improvement, innovation, and social and added value opportunities for the benefit of both parties throughout the life of the contract.

It is important once a contract has been let that it is effectively managed, especially higher value or more complex contracts to ensure the outcomes detailed in the supplier's tender submission are delivered, risks are identified and mitigated, and cost control is maintained. This will involve obtaining feedback from the client or users of the service, regular meetings with the supplier, gathering data and measuring the supplier's performance against agreed key performance indicators and implementing improvement measures where necessary.

A good contract manager will understand the contract requirements, will have knowledge of their supplier and the market in which they operate and an understanding of the cost drivers within that market.

SRM looks at longer term development of the relationship with the supplier, seeking mutual opportunities for cost and service improvements and innovation. The contract manager will develop an understanding of the key supply chain issues and risks, both direct and indirect, which will assist in early identification of potential issues. There will also be opportunities to benchmark the contract to ensure it remains competitive, and the potential to explore closer working with the supplier including adoption of open book accounting.

### **4. STAKEHOLDER AND SUPPLIER ENGAGEMENT**

Procurement is about securing the delivery of a range of services that meet the needs of a diverse organisation and the population that it represents. Active and positive participation of key stakeholders is essential to the success of procurement activity. In order to make certain it is as inclusive as possible we need to involve the people who use our services in the decision-making process. Our suppliers, small and local as well as large and multinational, need to be engaged with and consulted on ways to improve service design and delivery.

The councils' Contract Standing Orders provide a clear requirement to comply with this engagement process which is designed to ensure optimal VFM when spending taxpayers' money.

Stakeholders and the wider organisation will be involved (if appropriate) at each

stage of the procurement cycle: assessing needs, establishing priorities, designing services, and reviewing performance.

There will be a clear, accessible procurement strategy on the councils' website, with effective and user-friendly guidance appropriate to all stakeholders, the wider community and potential suppliers.

Introduce awareness training to all stakeholders throughout the councils, linking Procurement, Legal Services and Sustainability.

During the life of the strategy the councils will:

- Introduce awareness training to all stakeholders throughout the councils, linking Procurement, Legal Services and Sustainability.
- Create a suite of documents for SMEs & local suppliers
- Hold early supplier consultation for larger contracts to identify market interest and embrace new goods and service delivery techniques in the market.
- Attend Meet the Buyer events to enable face-to-face communication with potential suppliers and make them aware of any forthcoming opportunities.
- Share the organisations contract register on the councils' website as well as up to date information on how suppliers can provide business to the Councils.
- Encourage registration of suppliers on the electronic tendering system.
- Increase collaborative procurement with external bodies with shared interests
- Fully resource Procurement, Legal & Sustainability stakeholder training
- Promote procurement satisfaction surveys from groups across the councils and use feedback received to improve service

## **5. PROCUREMENT SERVICE IMPROVEMENT**

In order that stakeholders see an improvement in both quality and VFM, the councils will exploit technology to improve existing procurement methods and introduce new ones. We can find ways to do the same things better through use of up-to-date technology, and also use the power and capability of technology to introduce new Procurement systems or transform old ones. Regardless of technology however, redesigning our services means we have the potential to deliver them with higher quality or more cost-effectively.

The council currently focuses on customer experience of services, and whether they offer VFM. The Procurement Team monitors the delivery of cashable and will, where appropriate, identify and record non-cashable savings to inform the VFM.

We have currently been operating a successful electronic e-sourcing portal In-Tend in which all tenders above £25,000 conducted through.

During the life of this strategy the councils will:

- Understand the user experience of service delivery and accessibility of services

provided

- Identify areas where e-auctions can be used effectively to increase efficiencies and savings
- Generate better links between the procurement of a contract and the subsequent spending against these contracts by incorporating the Councils Contracts Register into the new Financial Management system.
- Review the process of procurement from both supplier and stakeholder perspectives in order to simplify the process
- Investigate opportunities for improvements to the tendering process, including alternative e-sourcing systems
- Stimulate innovation and value for money by encouraging the use of outcome specifications and a mixed supply base, particularly where long term contracts have been in place.
- Investigate e-supplier management
- Investigate the possibility of online contract signing

### **Adding Value**

- **Spend analysis** – spend analysis is being carried out at the beginning of each financial year to identify key spend categories and suppliers and identify procurement strategies and potential collaboration and saving opportunities.
- **Digitalisation** – maintain the existing resources available online on the councils Intranet and public website for the councils staff and the suppliers; continually review the needs of the council and develop new resources if and where required.
- **Education and training** – provide councils stakeholders and supplier training and ongoing procurement advice, ensure accessibility of digital toolkits available on the councils Intranet and public website; review and develop new ways of training and educating councils stakeholders.

## Appendix 2

### Procurement Strategy Action Plan 2020/21

This Action Plan will be revisited and refreshed every 12 months

Description	Target Timescale	Progress Report	RAG Status
<p>Complete a full review of Councils expenditure; identify key categories of expenditure, key suppliers/contracts.</p> <p>Identify the responsible Procurement Officer and create a full forward plan of procurement activity and review the contract register.</p>	<b>Nov 2020</b>	<p>The spend analysis has recently been completed.</p> <p>The spend analysis helps identify the major spend categories and ensure procurements are undertaken using whole life costing. Identify opportunities of collating lower spend contracts into joint contracts to make use of economies of scale.</p>	<b>Green</b>
<p>Further develop Contract and Supplier Relationship Management through regular training.</p> <p>Maintain a log of current Contract Managers ensuring regular communication</p>	<b>Dec 2020</b>	<p>Develop an ongoing communications plan aimed at ensuring Contract Officers and managers complete the council's contract register.</p> <p>Work with Orbis Procurement to create a suite on e-learning modules for Contract Management. This is anticipated to provide a range of bite-sized introductions up to Masterclasses for the advanced practitioner</p>	<b>Amber</b>
<p>Identify opportunities for added Social Value.</p> <p>Create a Social Value framework aimed at valuing Social Value</p>	<b>Nov 2020</b>	<p>Social Value training will be added as part of Procurement training; the information about Social Value is available on Intranet has been recently updated by the procurement team and contains the following:</p> <ul style="list-style-type: none"> <li>● Short Social Value Guidance</li> <li>● Principles of Social Value</li> <li>● A Myth-Buster Guide on Social Value</li> <li>● Rethinking Social Value (report by Mazars)</li> </ul> <p>With the growing unemployment and climate change threat the Council will create a Social Value framework and embed it into Contract Standing Orders to ensure compliance. E.g. The suppliers for the contracts over certain values must provide x amount of placements, apprenticeship schemes, evidence of local employment, x% of local sub-contracting, environmental considerations, biodiversity projects support. SV can have a minimum 10% weighting allocated in the ITT, subsequently it</p>	<b>Amber</b>

		should be added to the contract and KPIs and has to be monitored by the contract managers and reported back to the council (directors, heads of services, procurement) what has been achieved and how it was measured	
Develop and publish a sustainability code of practice for application to all suppliers to the council, through procurement and contract management cycles	<b>Dec 2020</b>	A code of practice will be developed to ensure that suppliers contribute to the Councils sustainability objectives	
Maintain develop robust procurement processes to ensure: <ul style="list-style-type: none"> <li>the needs of communities and service users are considered;</li> <li>social value is embedded into documents/process;</li> <li>capacity, capabilities and developments of potential markets and suppliers are understood;</li> <li>barriers preventing smaller or younger organisations from bidding are understood and removed where practical;</li> <li>procurements are undertaken using whole life costing where possible</li> <li>Utilise Orbis Procurement capacity to ensure collaboration and best practice</li> </ul>	<b>January 2021</b>	<p>Develop and receive approval for a new Procurement Strategy to over 2020-2023</p> <p>Review and update Contract Standing Orders with the aim of becoming more user friendly and improving clarity.</p> <p>Include Procurement and CSO training/ training materials into the induction pack to ensure the officers are aware of the processes and procedures.</p> <p>Update the procurement document templates and ensure that the same updated set(s) is/ are being used throughout the council. To remove all old templates and make sure the departments use the most up-to-date versions.</p> <p>Contract Standing Orders and Public Procurement training sessions.</p> <p>Investigate potential use of the evaluation module on In-Tend and opportunity to carry out the evaluation of tenders on the In-Tend system to ensure transparency, standardisation and systematic nature of the process and reduce paper-based processes.</p>	<b>Green</b>
Deliver minimum of £200,000 procurement savings per year from procurement activity	<b>March 2021</b>		<b>Amber</b>

### **Sustainability code of practice for suppliers:**

Adur and Worthing Councils are committed to taking responsibility for their own impact on the environment and society, both within the local area and across the globe through [Platforms for Our Places](#), our Strategic Vision (see Platform 3, Tackling Climate Change and Supporting our Natural Environment, [SustainableAW](#) and our commitment to be [Carbon Neutral by 2030](#) . We recognise that our purchasing of goods and services has sustainable implications and we are actively working towards reducing the negative effects these purchases may cause.

The council will embed the principles of sustainability throughout its procurement activities to ensure that only value for money products and services are selected. In all cases a balanced consideration of the social, ethical, environmental and economic impacts will be undertaken.

Working with our suppliers is key to delivering the aims of this policy. As such we will monitor and measure their performance, encourage them to conduct their operations in line with the council's commitments and embrace continuous improvement.

### **Procurement Operations**

We will:

- Apply a whole life costing approach to major purchases to give a clear understanding of the full impact of purchasing decisions.
- Develop and maintain a suite of procurement documents, including sustainability based selection criteria.
- Develop and maintain guidance, protocols and training to support and embed the practices of sustainable procurement across the organisation.
- Ensure cooperation between Procurement and council officers in other service areas to ensure consistent application of sustainability related practices.
- Establish and embed a whole council approach to contract management and contract monitoring to ensure that sustainability-related promises made by suppliers are delivered upon through the lifetime of a contract.
- Where appropriate, design specifications and procurement documents in a manner which allows greater access to opportunities for SMEs.
- Promote the use of E-Procurement throughout the organisation to reduce the use of paper in procurement projects.

### **Environmental Impact**

We will:

- Require suppliers to take action to reduce waste and promote reuse throughout the supply chain by requesting information on processes during procurements where appropriate.
- Require suppliers to support sustainability principles in their business with considerations to using/making products made from non-virgin, repurposed and local (where possible) materials; products that have minimum waste through smart design and packaging and products that can be easily disassembled and repurposed.

- Require suppliers to reduce the use of single use plastics in their service provision and find sustainable alternatives (where appropriate).
- Consider the potential transport requirements associated with any contract and how these may be minimised, whilst encouraging suppliers to minimise the negative impact of their transport operations.
- Commission and procure energy-efficient products and services and encourage suppliers to improve their processes in this area.
- Build a requirement for CO2 reduction into the specification of contracts, where appropriate.
- Require suppliers to commit to mitigating its impact on climate change through supply chain carbon reduction initiatives.
- Require suppliers to demonstrate they are minimising the environmental impacts of their supply chain, choosing more sustainable and high quality products and/or services.
- Consider the risk of negative water impact in specific contracts, with particular focus on waste use, waste water and discharges into the water system.
- Require suppliers to seek sustainable alternatives to materials which are scarce or at risk of becoming so.
- Ensure all relevant suppliers are compliant with our Sustainable Timber Policy

## **Social Value**

We will:

- Consider social value as part of all procurement projects.
- Consult with service users and other client-side stakeholders to clearly define needs and design methods to meet these needs in a sustainable manner.
- Assess suppliers' awareness and policies in relation to equalities as part of procurement processes.
- Encourage suppliers to consider how they can look after the health and well-being of their workforce.
- Encourage suppliers to support regeneration projects or initiatives in the communities in which they operate.
- Encourage suppliers to take steps to make supply chain opportunities accessible to local SMEs and third sector organisations.
- Encourage suppliers to support employment opportunities for people who may otherwise have difficulty finding employment.