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| Sustainable Procurement Code |
| October 2013 |

**DRAFT – FOR COMMENT**

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# Executive Summary

Sustainable procurement integrates the concept and values of sustainable development into procurement activities. As well as the standard economic considerations; social and environmental impacts are accounted for, allowing procurement and commissioning to address areas such as climate change, healthy living, job creation and stronger communities. Subsequently, authority costs are reduced over the long term, value for money will be achieved, the local economy will be strengthened, and objectives such as the national statutory carbon reduction target [(Climate Change Act 2008)](http://www.decc.gov.uk/en/content/cms/legislation/cc_act_08/cc_act_08.aspx) are met and ‘Leadership’ in all aspects of the Government’s ‘Flexible Framework for Sustainable Procurement’ can be achieved.

The Public Services (Social Value) act 2012 requires local authorities to consider social, economic and environmental issues within their procurement activities. . The ‘Sustainable Procurement Code’ is intended as a guidance document for those staff engaged in procurement activities; giving examples of how the ‘Sustainable Procurement Strategy’ can be actioned in practical terms. Adherence to the ‘Sustainable Procurement Strategy' will ensure that the requirements of this The Public Services (Social Value) act 2012 are met

The ‘Sustainable Procurement Strategy” will align with the new ‘Commissioning and Procurement Strategy’ (due for implementation autumn 2012) to be employed by B&NES to incorporate sustainability considerations at appropriate points in the commissioning and procurement cycle.

The ‘Sustainable Procurement Strategy” will be actioned, initially, through training and capacity development, which will better enable staff to introduce sustainable thinking into procurement activities and generate support from other procurement and non-procurement professionals within the authority. The strategy should be reviewed periodically to evaluate how effectively sustainable procurement practice has percolated throughout the organisation, whether ‘flexible framework’ ambitions have been met and how to further implement the ‘Sustainable Procurement strategy’ into authority procurement practice.

This document is intended for staff members that are engaged in procurement activities across B&NES, in particular; procurement officers and project support officers. It provides guidance and examples, enabling staff members to integrate sustainability thinking into public sector procurement.

# The Flexible Framework

The Flexible Framework is a methodology produced by the Government’s Sustainable Procurement Task Force intended to help organisations understand and take the steps needed at an organisational and process level to improve procurement practice and to make sustainable procurement happen. The action plan that sits in-line with the ‘Sustainable Procurement Strategy’ is based on the Flexible Framework and provides a step-by-step approach to addressing various parts of the authority’s procurement activities.

In order to achieve a wholly sustainable procurement process, the five key process/behavioural change programmes of the ‘Flexible Framework’ need to be effectively advanced. These are: People, Policy, Strategy & Communications, Procurement Process, Engaging Suppliers and Measurement & Results. It is the ambition of the authority to become a ‘Leader’ in all five process/behavioural change categories.

# Why we need a sustainable procurement code

There are a range of social and environmental issues that need to be addressed in order to achieve sustainability, one of the key issues being climate change. For most issues identified, solutions already exist and many of these are relevant to buying goods and the contracting of services and works at local government level. To understand this and why the code specifies the use of such products as low-energy appliances or recycled paper, it is important to know what the issues are and what actions can prevent or solve those problems.

The following section outlines the core environmental problems, what is causing them and what needs to be done to prevent further degradation.

## Climate change

This is caused by burning fossil fuels (oil, gas and coal) to produce energy, which releases carbon dioxide into the atmosphere, causing global warming. Global warming is changing the climate already as a result of the carbon dioxide released from past activity, which is already having undesirable effects. If carbon dioxide continues to be released at the current rate, or even worse, increases, then the climate will change in such a way that life on earth and human survival will be put at serious risk.

The way to tackle this problem is primarily, to reduce dependence on fossil fuels by using them more efficiently and switching to renewable sources of energy. This applies to energy use in offices, homes, businesses, transport and travel, food production and distribution and through the minimization of waste. *See Case Study 2*

## Creating waste

Local authorities are facing increasing pressure to reduce how much waste they create. More and more waste is being produced and we are running out of places to put it. Producing waste also means that precious resources and energy are also being needlessly wasted, compounding other environmental problems. The waste problem is caused by:

* The increasing use of products and packaging that are thrown away and do not break down naturally
* A failure to compost organic waste (also known as bio-degradable waste)
* Careless use of resources
* A failure to reuse usable materials
* A failure to recycle.

We can tackle this problem by following the principle of ‘Reduce, Reuse and Recycle’. This means, initially reducing the amount of waste produced as far as possible, then increasing how much material is reused, and finally recycling any other waste.

The authority’s Waste Strategy for 2005-2020, ‘Towards Zero Waste 2020’, describes how the authority will ensure that the principle of ‘Reduce, Reuse and Recycle’ is applied to waste management across the district and sets very high targets for reducing waste and increasing recycling.

## Exploitation of resources

Natural resources (such as water and wood) are used to make glass, concrete and building materials such as bricks and steel, but are often not recycled. We need to tackle this by making sure that we use virgin materials (materials that have never been used) as little as possible and that we reuse them or recycle them as much as possible. We also need to make sure that we can prove the virgin materials we need are from sources that are managed responsibly.

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| Case Study 1 – Bath and North East Somerset Council: Recycled Road SurfacingA saving of nearly £220,000 and an estimated 12 tonnes of CO2 was achieved in the repairing of a 400m long section of the B3110, Midford Road at Odd Down. “Instead of using conventional full depth pavement reconstruction techniques with new bituminous materials”, the approach taken was the recycling and strengthening in situ of existing tar-bound hazardous carriageway materials. Cost savings came about due to not having to extract and dispose of hazardous tar bound material off-site by using the existing road surface as a ‘linear quarry’. This saved an estimated £180,000 in the cost of tar disposal (and the £1,000/tonne to incinerate the tar classified as a ‘special hazardous’ waste). Also, environmental savings were achieved through reduced transportation and production of materials and less use of virgin materials. |

## Contaminated air, soil and water

Harmful substances build up in the environment and can be dangerous to life, including human beings. They include a range of chemicals used in plastics, refrigeration, fire retardation, cleaning products and various industrial processes, as well as substances created by generating heat and electricity.

## Loss of biodiversity

Plants and wildlife are being devastated due to the effects of such things as chemicals, pesticides, radioactive pollution, genetically-modified organisms (GMOs), waste dumping and climate change. It can also be caused, for example, by ancient forests being cut down, open-cast mining, and certain intensive methods of farming. We can tackle this by:

* taking many of the actions described above to reduce pollution; and
* Purchasing products such as timber from Forest Stewardship Council (FSC) accredited suppliers (the authority have pledged to use only FSC certified timber), choosing food from sustainable sources, and helping to protect wildlife through conservation and preservation.

# Who’s Responsible?

In practical terms the implementation of sustainable procurement is best led by the head of procurement and the nominated person to champion sustainable procurement, although senior officers responsible for departments such as construction, engineering and policy and partnerships will clearly play a key role in sustainable procurement.

Engagement and communication between all relevant parties in the procurement process is key to achieving a sustainable procurement process.

*See Appendix 2 for more information on who’s responsible for Sustainable Procurement*

# Demand Review and Whole Life Costing

On notification of a new requirement or contract renewal, procurement staff should begin by challenging the requirement in order to reduce or eliminate the need for a new purchase. In this way, money can be saved and avoid unnecessary social and environmental impacts.

The following is a selection of questions that procurement staff should consider asking during the initial stages of procurement activity:

* What is the need for this product?
* What would prevent the need for this product?
* Is this product already in existing use and could be shared?
	+ If purchased, could it be shared with others?
		- Can existing assets be refurbished, repaired or upgraded?
* If this product is disposable, what reusable alternatives exist?
* Can the volume/scale of this product be reduced?
* Can this product be delivered as a service?
* Can this product be leased?

## Whole Life Costing (WLC)

Whole-life costing is the process of considering the initial cost of buying a product or service, and all the costs associated with the product over its lifetime. Procurement officers will need to consider how much it will cost in terms of operation and maintenance (such as how much energy it uses) as well as the cost of disposing of the product. This means taking account of environmental costs, such as energy and getting rid of waste. Very often, when the more environmentally-friendly option is compared with the environmentally damaging one, the whole-life costs of the first option will outweigh any saving made on the initial price of buying the second option. However, it may also mean being prepared to pay more to get the product that will ultimately cost us less over its lifetime and be better for the environment – in other words, investing to save. Therefore, officers are expected to undertake whole life costing assessments before making any decision to pay more for a product on the basis of anticipated savings over the life-time of the product or service.

# Specification

The specification is:

* A statement describing the characteristics of the supplies or services to be purchased, which the supplier is expected to provide
* A means of communicating in writing the requirements or intentions of one party to another about a product or service, a material, procedure or a test
* A standard against which the supplier can be measured
* A statement of the attributes of a product or service

The specification can include sustainable criteria that may include the characteristics, requirements, materials and attributes of a goods or service product. It is important that the specification incorporates sustainability, otherwise, after this stage it is too late and the tender cannot be evaluated on its sustainable contribution. The specification is an opportunity for the originator, buyer and supplier to consider the environmental characteristics, running costs and whole life costs of the product.

A standard or accreditation against which the product can be measured can ensure the ethical and environmental credentials of a product are genuine and traceable. Examples are:

* [Forest Stewardship Council (FSC)](http://www.bing.com/search?q=fsc&qs=n&form=QBRE&pq=fsc&sc=8-2&sp=-1&sk=&adlt=strict)
* [Soil Association](http://www.soilassociation.org/)
* [Fairtrade](http://www.fairtrade.org.uk/)
* [European Energy Label](http://www.energylabels.co.uk/eulabel.html)
* [Green Dot](http://greendot.ie/)
* [Rain Forest Alliance](http://rainforest-alliance.org/certification-verification)

**The authority has pledged to use only 100% recycled paper and FSC certified timber.**

Other considerations for the specifications may be requirements such as:

* The use of biodegradable material
* The use of recycled materials
* The reduction of harmful materials in a product.
* The reduction of resources used during the lifetime of a product

The European Commission has made it clear that there are numerous possibilities for making public procurement under European Union Directives more environmentally sustainable. Environmental considerations may be adopted in specifications and selection and award criteria, where these are relevant to the contract, non-discriminatory and transparent. I.e. it is possible to specify a material to be used in carrying out a contract and to also specify a material not to be used.

# Pre-Qualification Questionnaire (PQQ)

The pre-qualification stage may be used to eliminate suppliers who have committed an environmental offence, which is considered a professional misconduct or suppliers who do not have the correct level of environmental technical competence, where it is relevant to the contract.

There are many methods of assessing a company’s environmental credentials, ISO14001 is one of these. SMEs may be excluded by including the ISO14001 standard and similar certifications as a conditional requirement at PQQ stage. Therefore, the accreditation or standard that is asked for should appropriate and proportional to (i) the scope of the contract and (b) the size of the organisation likely to bid for the contract.

Alternative questions may be:

* How is responsibility for environmental and wider sustainability management shared across all functions of your business?
* How do you monitor sustainable performance?
* What improvements have you made to environmental performance over the last year and what are your priorities for the coming year?

# Invitation to Tender (ITT)

Sustainability requirements must also be set out at the Invitation to Tender (ITT) stage. There is scope for more detail here than at PQQ. The greater the impact your procurement has on social and environmental issues, the more heavily you should weight your sustainability criteria. E.g. A low environmental impact procurement may only be 5% of the quality aspect of the award criteria, and high impact procurements, 20%. The Policy & Partnerships Sustainability team can help you to identify suitable criteria, as well as evaluating how well these are met by potential suppliers in their submissions.

The following set of points is a set of sample sustainability questions suitable to be considered at the tender stage of the procurement process. They are as follows:

* Please describe what your organisation would do, throughout the lifetime of the contract, to minimise the use or production of the following on behalf of the council: Pollutants including Greenhouse Gases such as carbon dioxide, natural resources such as water, energy use and general waste
* Is the CO2 emitted by your organisations fleets, buildings and other operations being monitored at present?
* Describe how your organisation’s commitment to minimising GHG emissions, in all operational areas, would be communicated to your workforce
* What initiatives would be used by your organisation to encourage a continued reduction in energy use and greenhouse gas (GHG) emissions through positive behaviour change amongst your staff?
* How would greenhouse gases, including CO2 emitted on behalf of the council, be minimised by your organisation throughout the lifetime of the contract?
* Would the service provided to the authority by your organisation operate under an environmental management system?
* How would your organisation go about monitoring the environmental management practices of your sub-contractors/suppliers?
* What waste types are likely to be produced whilst working for the authority? Address of waste storage and disposal site?
* Please describe what steps your organisation would take to ensure that hazardous substances are minimised throughout the lifetime of the product.
* Please describe what steps your organisation would take to ensure that the following are not used during the lifetime of the contract: Pesticides on the UK Red List / EC Black List and peat for soil amelioration purposes
* What procedures would your organisation employ to ensure that employees, including any subcontractors, adhere to all relevant environmental legislation and guidelines during the lifetime of the contract
* Please provide examples of how renewable materials would be used in products and packaging supplied to the authority, in preference to non-renewable materials during the lifetime of the contract
* What percentage of foodstuffs provided by your organisation is currently produced locally? Does it have plans to increase this amount?

Where appropriate, bidders should have the ability to submit optional, priced proposals for the delivery of community benefits, as long as they are relevant to the contract and the authority’s community plan.

The authority should seek to support contracted organisations develop a local supply chain and employment opportunities in order to deliver a better service.

# Contract Management

By ensuring that we link the management and reviewing of contracts in order to achieve targets, we can make sure that our suppliers take account of the environment. Using improvement targets and Key Performance Indicators (KPIs) can cover a whole range of environmental effects, including the sourcing of materials, the production process, transportation and use of goods and services, to disposal and alternative options for managing products at the end of their life.

## KPI principles

***Quantitative***

KPIs should be measured, and should therefore be quantitative in nature. This also means that they can be acted upon; for example, targets can be set to reduce a particular emission if it is expressed in a quantitative term.

***Relevance***

In addition to the quantitative information, a KPI should be accompanied by a general narrative, explaining its purpose and impacts. As part of this narrative, all relevant information and comparators should be taken into account for that KPI. Each KPI should describe the process undergone, the calculation methods and any relevant assumptions. Progress should also be discussed, including against targets, whether improvements or set-backs have occurred and how these are being tackled.

***Comparability***

As far as possible, all companies should be able to report data in a comparable format, so users of reports can assess the performance of a single company over time and relative to its competitors. KPIs should be expressed in absolute terms that cover the entire business for each period of reporting (most commonly annually). This allows stakeholders to know how much environmental impact companies have relative to a given amount of goods and/or services produced. Environmental information should be published at the same time as Annual Reports and Accounts, and relate to the same accounting period.

## Environmental Considerations for KPIs

* CO2 use
* Embedded CO2
* Water use
* Waste generated
* Sustainable sourcing
* Recycled content
* Transport method
* Fuel use

Staff engaged in contract management should seek regular contact with suppliers in order to ensure goods, works and services are being delivered efficiently and suppliers are driven to perform more sustainably. After a contract has been awarded, the authority can work with suppliers to develop a local supply chain and employment opportunities in order to deliver a better service.

# The Localism Act

The Localism Act 2011 gives voluntary and community groups, parish councils and local authority employees the right to express an interest in taking over the running of a local authority service. This challenge must be in a specified window of time, agreed by the (due for conformation autumn 2012). The local authority must consider and respond to this challenge; and where it accepts it, run a procurement exercise for the service in which the challenging organisation can bid. This makes it easier for local groups with good ideas to put them forward and drive improvement in local services (see http://www.bathnes.gov.uk/services/business/selling-council/right-challenge-0).

The Localism Act may be a method of improving societal issues in the Bath & North East Somerset region and therefore may play an important role in the sustainable development of the area.

# Sustainable Procurement Rules

* It must be clear at the specification stage that energy-efficient and environmentally sound products and services should be encouraged.
* When buying energy directly, it must be made clear at the specification stage that renewable sources and tariffs will be chosen where availability and viability allow. Renewable energy refers to energy derived from wind, wave, tidal, solar and biomass technologies
* When purchasing timber products we will specify the use of Forest Stewardship Council (FSC) certified suppliers and products, in line with the pledge signed by the authority in August 2012
* We will purchase recycled paper in accordance with the Council Resolution passed in December 2000 to use 100% recycled office paper
* When purchasing goods or services, we will specify products made from recycled or reclaimed materials where available
* We will not procure goods that cannot be reused, recycled or composted, where applicable and appropriate
* We will engage with suppliers to reduce packaging waste

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| **Case Study 2 - Cornwall Council: Solar Panels Installed on top of County Hall**The installation of 130 solar panels by ‘Plug Into The Sun’ on to the roof of the New County Hall in Truro to power lights and computers, moves forward plans to position Cornwall as a world leader in renewable energy. The panels have the potential generating capacity of 26kW (enough to power 260 computers). Annually, they could produce 20,000 kWh (enough to power five large homes) and reduces the council’s carbon footprint. |

* When undertaking construction, refurbishment or retrofitting projects, we will refer to our ['Sustainable Construction & Retrofitting Supplementary Planning Document'](http://www.bathnes.gov.uk/SiteCollectionDocuments/Environment%20and%20Planning/Planning/planning%20policy/Sustainable%20Construction%20SPD/SCR%20SPD.pdf) This will ensure that energy use in the construction phase is reduced, that the building has been designed and functions in an energy-efficient manner and that all other aspects of environmental sustainability relating to buildings have been taken into account.
* Where appropriate, when existing buildings are being refurbished or new buildings are being developed, we will incorporate the means for utilising grey water (e.g. Collecting rain water to flush toilets). This will reduce the demand for mains water, reducing utility costs.
* We will ensure that goods and services do not use or contain harmful chemicals.
* We will avoid using harmful pesticides and will reduce use of artificial fertilisers where possible. Visit the [Soil Association](http://www.soilassociation.org/wildlife/bees/householdpesticides) or [Rainforest Alliance](http://www.rainforest-alliance.org/sites/default/files/site-documents/agriculture/documents/SAN_prohibited_pesticides_september2009.pdf) web site for more details.
* We will not knowingly procure genetically-modified products when contracting food or catering services, in accordance with the authority’s resolution passed in September 2003 and will require suppliers to demonstrate the steps taken to avoid GM food products.
* Where possible, we will choose food that is produced organically, locally and that is in season in order to reduce energy consumption in production and transportation.
* We will choose fairly traded products in accordance with the authority’s [‘Fairtrade resolution’](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Food/Pages/fairtrade.aspx) passed in 2003.
* We will ensure that the [‘Small Business (SME) Friendly Concordat’](http://intranet/need_to_know/Procurement/Pages/SME%20Concordat.aspx) signed by the council will be adhered to, making it easier for small companies to tender for the wide range of contracts awarded.
* We prefer options that reduce the need for products to be transported
* We will ensure contracted organisations adhere to the standards of the International Labour Organization, ensuring supply chains promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

# Providing Advice and Support

## Reduce supplier operating costs

The [Freight Consolidation Scheme](http://www.bathnes.gov.uk/news/latestnews/2011/january/Pages/TrialFreightConsolidationSchemelaunchedtoserveBath.aspx%20) launched in 2011 is a scheme designed to improve air quality and the environment for pedestrians and cyclists in the City of Bath. Though the scheme was designed for retail businesses, the council can utilise this service for transportation of goods into the city.

Encourage businesses contracted to deliver goods and services to make pledges committing them to the same high standards of B&NES, such as the authority’s resolution to purchase only 100% recycled paper and the provision of efficient driving training to council drivers.

Encourage contract providers to attend networking events such as the Low Carbon Business Breakfast meetings provided by [Low Carbon South West](http://www.lowcarbonsouthwest.co.uk/index.php?option=com_content&view=article&id=287&Itemid=138).

Where appropriate and necessary, guidance leaflets should be provided to households supplying child and adult services advising on energy, waste and water efficiency. Both B&NES and the [Energy Saving Trust](http://www.energysavingtrust.org.uk/) are good sources of advice regarding these issues.

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| **Case Study 3 - Bath and North East Somerset Council Safer and Fuel Efficient Driving**Council drivers cover more than 1.8million miles every year, providing services such as Dial-a-Ride, meals on wheels and highways inspections. Within the BANES workforce, 262 drivers have taken the ‘Somax’ intensive course in more efficient driving e.g. using correct gear, avoiding heavy breaking. This has resulted in estimated savings of £70,000 a year through a 10% reduction in fuel consumption for staff who have had the training. The ‘Somax’ training costs were met by the savings achieved in nine months and trained staff went on to train their colleagues. Subsequently, requirement for this training has been written into a new BANES transport contract, Home to School Transport (HTST). |

# Useful Documentation and Websites

## Internal

[Sustainable Procurement Tool - PQQ and Tender Questions](file:///%5C%5CSeth%5CShared%24%5CCorporate%20Procurement%20Team%5CProcurement%5CSustainability%5C2012%20Sustainable%20Procurement%20Project%5CCopy%20of%20Sustainability%20IMPACT%20SHEET%20with%20PQQ%20and%20tender%20Qs%20for%20Councils.xlsx)

['Sustainable Construction & Retrofitting Supplementary Planning Document’](http://www.bathnes.gov.uk/SiteCollectionDocuments/Environment%20and%20Planning/Planning/planning%20policy/Sustainable%20Construction%20SPD/SCR%20SPD.pdf)

['Sustainable Community Strategy'](http://www.bathnes.gov.uk/SiteCollectionDocuments/Community%20and%20Living/Sustainable%20Community%20Strategy.pdf%20)

[Bath & North East Council Public Sustainability Website](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/pages/default.aspx)

* [Energy](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/energy/Pages/default.aspx)
* [Travel](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/Travel.aspx)
* [Recycling & Waste](http://www.bathnes.gov.uk/environmentandplanning/recyclingandwaste/Recycling/Pages/default.aspx)
* [Water](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/Water.aspx)
* [Food](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Food/Pages/default.aspx)
* [Community](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/Community.aspx)
* [Local Business](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/LocalBusiness.aspx)
* [Schools](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/Schools.aspx)
* [Climate Change](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/ClimateChange.aspx)
* [Planning & Sustainability](http://www.bathnes.gov.uk/environmentandplanning/Sustainability/Pages/Planningandsustainability.aspx)

## External

[`Buying Green! A handbook on green public procurement’](http://ec.europa.eu/environment/gpp/pdf/handbook.pdf) by the European Commission

[`Verifying Social Responsibility in Supply Chains – A practical and legal guide for public procurers’](http://www.landmark-project.eu/fileadmin/files/LANDMARK-legal_guidance-www.pdf) by The Land Mark Project

[`Procuring the Future – Sustainable Procurement National Action Plan: Recommendations from the Sustainable Procurement Task Force’](http://archive.defra.gov.uk/sustainable/government/documents/full-document.pdf) by the Department for Environment, Food and Rural Affairs

[`Sustainable Procurement – making it happen’](http://www.idea.gov.uk/idk/aio/69979) by The Society of Local Authority Chief Executives and Senior Managers

[`Buying a Better World: Sustainable public procurement’](http://www.forumforthefuture.org/sites/default/files/project/downloads/buying-better-world.pdf) by Forum for the Future

The Department for Environment, Food and Rural Affairs – Government Buying Standards [website](http://sd.defra.gov.uk/advice/public/buying/http%3A/sd.defra.gov.uk/advice/public/buying/)

The Waste and Resources Action Programme – Sustainable Procurement [website](http://www.wrap.org.uk/content/sustainable-procurement)

# Appendices

## Appendix 1

IDENTIFY NEED & ASSESS RISK

Consider Whole-Life Costing of product and integrate considerations into Specification & evaluation

SPECIFICATION

Develop sustainability requirements. (may be t*oo late to apply after this point)*

Engage with market to discuss potential sustainability enhancements

Do existing products exist that could be shared?

MARKET ENGAGEMENT

Performance monitoring

Purchasing activity

Review performance and closure

EVALUATION & AWARD

SUPPLY MANAGEMENT

Challenge the requirement!

Can new product be shared with other groups?

Consult, enquire & advise – An opportunity to influence supply chain sustainability

Integrate sustainability criteria into PQQ & ITT

Use measurable KPI criteria for use in Supply and Contract Management stages

CONTRACT MANAGEMENT

Do products fall under an accreditation or standard scheme?

Ensure the weighting of questions asked reflects the sustainable intentions of the contract

Are standards and accreditations being adhered to?

Encourage local supply chain and employment opportunities

## Appendix 2

Monitoring Officer

Responsible for the legal status of procurement

Chief Finance officer

Challenge Demand

Head of Partnership

Project Support Officer

Provide strong contract management – two-way dialogue will encourage sustainable practice in supplier organisations

End User

Internal & External

Supplier

Corporate Procurement Manager

Challenge Demand & Whole Life Costs are considered

Sustainable Procurement ‘Champion’

Ensure Sustainable Procurement Strategy is adhered to. Capacity Development

Corporate Sustainability

Advise on Specifications, PQQ, ITT, contract management and promote sustainable practice in supplier organisations

Budget Holders

Challenge Demand and ensure specifications include sustainability criteria

Procurement Consultant

Ensure Sustainability Criteria are used throughout procurement activities. Review & Contract Management is crucial.