



ISLE OF WIGHT COUNCIL

# **PROCUREMENT STRATEGY**

**2019-2022**

## **Foreword**

The Isle of Wight Council's vision '***is for the Isle of Wight to be an inspiring place in which to grow up, work, live, and visit***'. This Procurement Strategy is designed to support the Council in achieving its strategic priorities and delivering its vision by promoting effective procurement and contract management across the whole Council.

A study by the University of Portsmouth, identified the Isle of Wight's unique characteristics which have a financial impact on the delivery of public services. The additional cost to the Council in having to provide public services within these constraints is estimated (2016/17) to be at least £6.5 million per annum. The many challenges the Council faces in delivering public services are set out within the [Corporate Plan](#) but its financial position remains the most serious challenge it must address. This means making sure that for each and every pound we spend or invest, we are achieving best value and maximising our return, especially in terms of outcomes for the people we serve.

The Council recognises that an effective Procurement Strategy is fundamental to achieving organisational success and is instrumental in the delivery of the Council's Corporate Plan, its priorities and objectives because it:

- has a direct impact on overall spend, savings, value for money and the cost of service provision on the Island;
- can help to shape the delivery of services to meet the needs of residents, communities and customers;
- provides a mechanism for delivering key policy objectives, including sustainability, partnership working, equal opportunities and economic development;
- operates within a complex regulatory framework that must be adhered to;
- is an area of potentially high risk, with impact on service, financial and legal issues and the reputation of the Council.

On the 23 June 2016 the UK voted to leave the European Union. In the short term the current rules will continue to apply until the UK formally leaves the EU and following that, the Public Contracts Regulations 2015 will continue to regulate public sector procurement until such time that they are reviewed by UK government. The Procurement Strategy will remain flexible to accommodate any changes that may occur as a result of Brexit.

## **Purpose of this Strategy**

The principle purpose of the Strategy is to set the overall context for procurement and contract management in the Council. The Strategy builds on existing good practice and maps the future developments and likely improvements in the way the council approaches its procurement and contract management activities.

It provides a framework of expectations for all areas of the Council in adopting a consistent, comprehensive and robust approach to third party spend. It ensures due compliance and consideration of the Public Contracts Regulations 2015, the Council's Contract Standing Orders, other associated legislative requirements. Additionally, the Strategy will consider how the Council can actively improve the economic, social, environmental and cultural wellbeing of the local area.

The principles contained within this Strategy will be applied to procurement and contract management activity over £25,000 throughout the period November 2019 – 2022.

We hope that you will find this a useful document as you engage with us in the future.

## **What is procurement and contract management?**

Procurement is the process of acquiring goods, works and services from a third party.

The Procurement process covers the whole life-cycle of a product or service, from when the need for the service is first identified; right through to the end of its life to disposal and replacement. It is concerned with securing the right goods and services that best meet the needs of users and the local community whilst providing best value.

Procurement, therefore, has a broader meaning than that of simply "purchasing" or "buying".

Public sector procurement is governed by the Public Contract Regulations 2015 which are the UK regulations that implement the EU Public Contracts Directive 2014. These apply to the majority of procurements with a total value over a specified threshold.

Where procurements are not covered by the UK regulations, they are still subject to EU Treaty principles and the Council's own CSOs.

Contract management is the proactive monitoring, review and management of contractual terms with a supplier, secured through the commissioning or procurement process. It is important that contracts are adequately managed to ensure that they deliver outcomes in line with contract commitments and that value for money is achieved.

## **The Strategy**

We have continued to maintain a simple Procurement Strategy to keep our procurement processes efficient and remove unnecessary complexity from processes and procedures and to retain only those that add value to the services we deliver.

The Strategy is based around four key themes and sets out how we will:

- Increase the professionalism and commercial skills of those carrying out procurements and managing contracts for the Council;
- Maximise commercial opportunities;

- Make procurement easier for suppliers and the Council alike;
- Give opportunity to local and small and medium-sized enterprise (“SME”) suppliers to participate in procurement processes by increasing tendering skills in the marketplace and visibility of our procurement plans and opportunities;
- Utilise the procurement process to maximise community benefits;
- Maximise innovation, sustainability and collaboration in our procurement activities;
- Promote sustainability, encourage social and economic benefits whilst minimising the environmental impact.

## **Delivering the Strategy**

The ambition is to enable the Council to procure what it needs to deliver the best services possible within its available resources. To deliver the ambition the Council has adopted the following themes for the period covered by the Strategy:

### *Leadership and governance*

### *Behaving commercially*

### *Local community and economy*

### *Environmental considerations*

Each theme is supported by a number of enablers which will support the Council in achieving the successful delivery of the ambitions of this Strategy. The enablers and the actions the Council will take over the period of the Strategy are set out in **Appendix 1**.

## **Our Procurement Principles**

Fundamental to this Strategy are the Council’s procurement principles. These are the principles that will guide how we conduct and further develop our procurement and contract management activities. In any procurement, the Council will ensure that its approach to the market is consistent with these principles.

### Our conduct

The Council shall observe its Constitution, Contract Standing Orders and the Public Contract Regulations 2015 when carrying out its procurement and contract management activity.

The Council will preserve the highest standards of honesty, integrity, impartiality and objectivity and shall carry out all of its procurements with the highest standard of probity and ethics.

In selecting suppliers, the Council will generally evaluate offers received on the basis of the most economically advantageous tender (MEAT) and will take into account, where appropriate, whole life costing seeking an appropriate balance between cost and quality.

Throughout any procurement the Council will be clear about the outcomes and objectives it wants to achieve.

The Council’s required outcomes from each procurement project will be properly assessed in relation to the Council’s priorities, other statutory requirements and affordability.

The assessment of risk associated with each procurement project will aim to achieve a balance with commercial outcomes and placing risk where it is best managed.

The Council's procurement processes shall be proportionate to the size and scope of the procurement.

Wherever possible, requirements will be expressed in terms of outcomes and performance to provide scope for supplier innovation.

### Value for money

Competitive procurement remains the cornerstone of the Council's procurement approach as this is considered to be the fairest way of awarding contracts and will deliver value for money for the Council and its community in the most transparent way. There may be circumstances where a direct contract with a sole supplier will be appropriate; however, no direct contracts will be placed where it will contravene the requirements of the Public Contract Regulations 2015.

The Council will aim to increase value for money and reduce processing costs, conducting its procurement processes in a proportionate and efficient way, following the most appropriate route to market for the requirement.

The Council will take a long-term strategic view of the procurement of its requirements, including the potential for innovative funding, opportunities for working with other authorities where goods and services can be procured more cost-effectively in a collaborative group.

The Council will take a proactive approach to monitoring, reviewing and managing its contractual arrangements with its suppliers. This will ensure that contracts are adequately managed to ensure that they deliver outcomes in line with contract commitments and that value for money is achieved.

### The local supply base

The Council will support local businesses through a range of initiatives including:

- Making it simpler to do business with the Council;
- Seeking quotes and awarding contracts to Isle of Wight based suppliers for contracts below £25,000, where they offer best value.
- Reduce the bidding burden on suppliers;
- Have regard to the impact on small/local firms of the way in which a procurement is structured;
- Providing clear information about selling to the Council on our website;
- Using local advertising portals such as the South East Business Portal <http://www.southeastbusinessportal.co.uk/> to focus the attention of locally based firms;
- Run a series of market engagement events/workshops with the supply base i.e. "Tendering for Council Contracts".

## Social value and community benefits

The Council has continued to respond to the Public Services (Social Value) Act 2012 which requires all service contracts governed by the Public Contracts Regulations 2015 to be subject to appropriate social value criteria. The Act requires that contracting authorities should consider not only how to improve the economic, social and environmental well-being of the local area served by them, but also how to undertake the process of procurement with a view to securing that improvement and measuring it during the life of the contract. The Council has taken this a step further and has included within its CSOs the requirement to informally apply the Act to all contracts with a whole life value of over £25,000, where appropriate.

Social value cannot be used to discriminate on the basis of geography of a supplier, but they can identify community benefits that can be delivered through the contract being delivered in a specific area for example targeted training and recruitment, local educational support initiatives, community and environmental initiatives.

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

- Targeted recruitment and training initiatives;
- Supporting educational initiatives e.g. offering work experience placements/local school visit to explain what you do/routes to getting into the profession etc;
- Vocational training opportunities i.e. graduate, apprentice and/or trainee placements;
- Support for community and/or environmental initiatives which may be taking place in the local community;
- Supported business, third sector and voluntary initiatives e.g. offering this sector sub-contracting opportunities to deliver elements of the contract;
- Support for equality and diversity initiatives to encourage inclusiveness to achieve both cultural and economic benefits;
- Charitable donations/funding contributions to community activities/facilities;
- Supplier engagement with schools and colleges.

## Relationships with suppliers

In longer-term contracts, the Council will incorporate provisions for continuous improvement both within the contracted service and to the benefit of the community it is serving.

The Council is committed to maintaining appropriate commercial relationships with its suppliers.

The Council will be clear in its procurement process exactly how a contract will be managed and the consequences of poor/non-performance.

## Environmental and sustainability

Any procurement decision will aim to minimise harm to the environment and to promote conservation of natural resources.

The Council will look to ensure that the goods it buys are as sustainable as possible and will take social and environmental factors into consideration alongside financial factors in making purchasing decisions. Where appropriate, this will be extended to evaluate environmental management through supply chains in relation to how our Suppliers will encourage sustainability amongst its sub-contractors.

This may consider the source of raw materials, production, manufacturing, packaging, distribution, potential for reuse and recycling, operation, maintenance, or disposal of the product which may include:

- Minimisation/eradication of single use plastics;
- Energy-efficient and climate friendly products;
- Products that are water efficient and reduce water use;
- Less toxic products to reduce health effects;
- Products using less packaging or with a provision for packaging take-back;
- Products that use fewer resources or in other ways create reduced environmental impacts throughout their life cycle;
- Products made from recycled materials, such as recycled road construction materials and recycled green organics and recycled plastic products.

With the Council's declaration of a Climate Emergency in July 2019, the Council will have a focus on greenhouse gas emissions arising from goods and services it procures and will ensure that contracts contribute to carbon reduction targets once they are set.

## Equality

The Council's procurement processes and documentation will reflect the Council's Equalities and Diversity Policy.

Equality issues shall be considered as a key requirement in any contract which involves direct contact with the public or where the supplier is acting on the Council's behalf in a public environment.

As part of the tender evaluation and contracting processes, the Council will take into account a potential supplier's approach to equalities in terms of its employment practices and service delivery, which will also be monitored and managed during the life of each contract.

The Council monitors a supplier's compliance with equality and diversity issues in two ways:

- **before awarding a contract** - by asking equalities questions either prior to or during the tender process. If responses do not satisfy the Council's criteria, the supplier may not be shortlist or awarded a contract;

- **after awarding a contract** - by including contract conditions on equality in all Council contracts, and by monitoring a supplier's performance and compliance with those conditions.

### Health and safety

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

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

### General Data Protection Regulation (GDPR)

New data protection legislation came into force during 2018, which aims to protect the privacy of all EU citizens and prevent data breaches. It will apply to any public or private organisation processing personal data.

Prior to the tender process commencing, commissioners will be required to complete a Data Protection Impact Assessment (DPIA), where required.

During the tender process the Council will establish that any supplier participating in the procurement process complies with the GDPR.

In procurements where the successful supplier will be required to process data on the Council's behalf we will include technical security requirements in order to protect personal data. Where appropriate, contracts will contain appropriate data processing obligations within the contract in accordance with the GDPR, data processing schedules setting out the responsibilities of the parties to the agreement and how the data will be managed and returned/destroyed at the end of the agreement.

### Modern Slavery

During the tender process the Council will establish that any supplier participating in the procurement process complies with the Modern Slavery Act, where applicable.

The Council monitors a supplier's compliance with the Modern Slavery Act in a number of ways:

- Adopted the standard documentation and wording provided by Government via Crown Commercial Services in its OJEU and high risk sub-OJEU procurement documentation.
- The Supplier Assessment Questionnaire is in two parts:
  - **Part 1** simply verifies whether the supplier is caught by the legislation (i.e. if its annual turnover is £36m or more).



- **Part 2** then seeks to confirm that any supplier caught by the legislation is compliant with their annual reporting obligations.
- Rejecting suppliers in these procurement exercises that do not meet the minimum standards required by law;
- Regardless of contract value, challenging abnormally low tenders or quotations received to ensure no breaches of labour laws or human trafficking are taking place;
- Using standard contract terms and conditions that contain provisions to terminate contracts for a breach of Public Contracts Regulations 2015 (including child labour and other forms of human trafficking), and if there is a risk or a genuine belief that reputational damage to the Council will occur as a result of the contract continuing.

### Consultation and Engagement

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

- The marketplace;
- Customers/service users;
- Community representatives;
- Internal stakeholders.

Consultation and engagement will be conducted in an open, equal and inclusive manner.

The decision on when to consult and engage before a tender process will be taken on a contract by contract basis and may for example be undertaken when:

- The Council is tendering for a brand new requirement;
- The delivery of the contract may affect a local community for example during the construction of a new property which may mean local communities having access issues/noise issues/travel disruption;
- Where the contract may have a significant impact on service users of the contract and we may want to seek views/comments and opinions from customers or service users of the contract. This would also include ensuring all engagement accommodates the needs of a range of service users, such as those who have limited mobility;
- When the Council may want to investigate the possibility of including community benefits to a specific contract and need to understand the needs of a specific area/community.

The Council will maintain a pipeline of forthcoming procurement opportunities over an 18-month period on its web pages ([www.iwight.com/council/procurement](http://www.iwight.com/council/procurement)).

The Council will consider the use of Prior Information Notices to make the market aware of our future tendering plans.

The Council may consider running local bidder briefing days to consult potential bidders/those affected by the contract and consider their views when constructing the tender document and we will record the output and outcome of any consultation and engagement which takes place.

The Council will work towards continually improving our performance and will seek feedback following tender processes to ensure feedback, comments and consultation outcomes are logged and actioned as appropriate.

**Appendix 1**

Theme	Enabler	Current activity	The ambition	Target Date
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Leadership and governance</b></p>	<p><b><u>Councillors</u></b></p> <p>Councillors set the Council's Corporate Plan and strategic priorities and must be satisfied that the procurement and commercial arrangements to deliver these are robust.</p> <p>Councillors make important decisions, particularly in major projects, and maintain oversight of the performance of key contracts, agreeing corrective action where necessary.</p>	<p>In 2017 the leader of the Council designated a councillor to the waste, procurement, major projects and forward plan portfolio. The portfolio holder has monthly meetings with the procurement and contract monitoring team lead and has oversight of the Council's procurement and contract activity.</p> <hr/> <p>An update on procurement is included within the leaders report on a quarterly basis.</p> <hr/> <p>A 6-monthly report is submitted to the Council's Audit Committee giving oversight of the Council's procurement and contract activity.</p>	<p>Training to ensure councillors understand the Council's procurement and contract management activity.</p> <hr/> <p>Develop briefing notes for councillors on key procurement and contract matters to keep them abreast with the 'hot topics' and external influences to the Council's approach to procurement and contracting.</p>	<p>September 2020</p> <hr/> <p>April 2020</p>
	<p><b><u>Senior managers</u></b></p> <p>Decision-makers value and benefit from procurement and commercial advice at the early stages of major projects.</p>	<p>The Council's Corporate Management Team (CMT) receive 6-monthly reports giving oversight of the Council's procurement and contract activity.</p>	<p>Training to ensure senior management understand procurement and the key considerations to allow them to make informed decisions and positively influence the Council's procurement and contract activity to</p>	<p>September 2020</p>

	<p>Good procurement and commercial advice can have a decisive impact on the outcome of a project and it is important that senior managers are engaged with procurement from the earliest stages of the project.</p>	<p>The Council's CMT is an escalation point on procurement compliance matters allowing senior managers to ensure due process is being followed within their service areas.</p>	<p>achieve the best outcomes, following due process.</p> <hr/> <p>Develop briefing notes for senior management on key procurement and contract matters to keep them abreast with the 'hot topics' and external influences to the Council's approach to procurement and contracting.</p>	<p>April 2020</p>
	<p><b><u>Team approach</u></b></p> <p>The Council works as a single team to design and implement solutions for the services it delivers, and commissioners, contract and procurement advisers work together as part of that team.</p> <p>A team approach internally and with external partners makes best use of limited resources and can lead to innovative solutions and better results.</p>	<p>The Council has implemented category management to build strong relationships between procurement and commissioners. Early engagement with one another allows innovative solutions and procurement strategies to be explored from the outset.</p> <hr/> <p>Collaborative procurements with partners, for example; Hampshire CC through our partnerships for children's services and public health.</p> <hr/> <p>Engagement with procurement colleagues in other local authorities through the Hampshire and Isle of Wight Procurement Partnership network. Share good practice and</p>	<p>Further develop procurement and contract support offer and training to schools.</p> <hr/> <p>Explore collaborative/shared service arrangements with the IW NHS Trust for procurements.</p> <hr/> <p>Category 'drop in' sessions to be set up for commissioners on key procurement and contract matters and extend to external partners.</p> <hr/> <p>Develop relationships with local business networks to help promote the work of the Council and share good practice and success stories.</p>	<p>April 2020</p> <hr/> <p>January 2020</p> <hr/> <p>July 2020</p> <hr/> <p>March 2020</p>

		<p>look for collaborative opportunities where appropriate.</p> <hr/> <p>The Council participates in a number of regional consortiums for Children's Services residential placement and fostering arrangements.</p> <hr/> <p>The procurement and contract monitoring team have provided ad hoc advise and support to local schools.</p> <hr/> <p>The Council has opened up some Council contracts for use by town and parish council's, schools and charities i.e. fire extinguishers, building maintenance, beach and slipway cleaning, grounds maintenance.</p>		
	<p><b><u>Continuous development</u></b></p> <p>The procurement and contract landscape is fast moving with emerging case law and impacts from Brexit. It is important that the Council's processes and documentation is continually</p>	<p>The Council is a member of CIPFA's procurement and commissioning network and benefits from free training spaces, allowing officers to keep up to date with emerging case law and wider procurement and contract considerations.</p>	<p>Further develop the in-house training programme to pick up lower value contracts/purchases (sub £25k).</p> <hr/> <p>Category 'drop in' sessions to be set up for commissioners on key procurement and contract matters.</p>	<p>January 2021</p> <hr/> <p>July 2020</p>

	<p>reviewed to ensure they reflect case law and best practice.</p> <p>Staff who are involved in procurement and contract activity should have access to up to date training.</p> <p>Additionally, they should have access to clear, robust procurement rules and processes which protect against illegal/fraudulent activities, but which are proportionate and as streamlined as possible.</p>	<p>The Council has developed an in-house procurement and contract management training programme covering the following areas:</p> <ul style="list-style-type: none"> <li>• General overview of rules, regulations and processes;</li> <li>• Specification drafting;</li> <li>• Tender evaluations;</li> <li>• Contract management.</li> </ul> <p>The training is available for council officers to attend free of charge.</p> <hr/> <p>The Council's Contract Standing Orders are reviewed annually and updated if necessary.</p> <hr/> <p>The procurement and contract monitoring team lead carries out a quarterly review of procurement documentation.</p> <hr/> <p>There is a standing item on procurement and contract monitoring team meeting agenda to consider areas for improvement.</p>	<hr/> <p>Develop the procurement web pages of the Intranet to provide more guidance to staff undertaking procurements.</p>	<hr/> <p>May 2020</p>
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## Behaving commercially

### **Creating commercial opportunities**

As grants from central government are reduced, the Council is looking at other means of reducing funding deficits. Commercial opportunities can be created in many different ways, from conventional means such as increasing returns on assets to the way it engages with its development partners and third-party suppliers.

There are many ways in which commercial opportunities can be created through the strategic management of the procurement cycle and the services and assets delivered through the contracts it creates.

Commercialisation is a broad subject and this theme is confined to how procurement can contribute to its successful delivery.

The procurement and contract monitoring team work with commissioners to create innovative performance monitoring regimes designed to promote a high standard of delivery.

The Council has developed professional, flexible procurement documentation that demonstrates that the Council is open to doing business with all organisations regardless of size or sector.

The Council promotes the use of outcome focussed specifications to encourage supplier innovation and utilises the procurement process to invite and evaluate the best commercial proposals.

The Council has developed an in-house procurement and contract management training programme designed to promote commercial thinking in its procurement processes.

Embed the procurement function within the Council's commercialisation programme/project boards and decision-making process.

Explore alternative delivery models such as trading companies.

Use the Council's procurement and contract monitoring expertise for commercial gains and look to create income opportunities.

Develop data and reporting in relation to procurement and contracting to better inform decision making.

TBC

November 2019

July 2020

December 2020

		Where appropriate, the Council considers wider benefits to Council contracts including income opportunities.		
	<p><b><u>Managing contracts</u></b></p> <p>Effective contract management will protect the Council's commercial interests and will ensure that;</p> <ul style="list-style-type: none"> <li>• outcomes, inputs and outputs agreed at the outset are delivered in a timely and cost-effective manner;</li> <li>• issues of non-compliance or variation are picked up early and are either dealt with or escalated for resolution as appropriate and remedies applied as necessary;</li> <li>• contract costs and risks are managed in a timely proactive fashion, reviews are undertaken and lessons learnt are fed back into the commissioning and procurement process to ensure continuous improvement;</li> </ul>	<p>The Council has developed a contract management framework and toolkit for use by contract management officers' to ensure a consistent approach to contract management.</p> <hr/> <p>The Council uses a contract tiering tool to categorise contracts to ensure the level of contract management activity required is proportionate.</p> <hr/> <p>The council has implemented a contract management system to allow corporate oversight of how the Council's contracts are performing, allowing for early interventions in cases of poor performance.</p> <hr/> <p>The Council has developed its contract documentation to allow for modification and innovation throughout the life of contracts. Performance monitoring and key performance indicators are clearly</p>	Develop data collection and analysis as the contract monitoring system become embedded and utilised council wide.	December 2020



	<ul style="list-style-type: none"> <li>we only pay for services delivered.</li> </ul>	<p>linked to contract remediation clauses so that suppliers are clear from the before they tender how they will be managed and their performance monitored, and the actions that will be taken in the event of poor performance.</p>		
<b>Local community and economy</b>	<p><b><u>Obtaining social value</u></b></p> <p>During times of austerity, the public sector is under constant pressure to achieve more for less. Social value is an effective way of achieving smarter procurement whilst improving economic, social and environmental wellbeing over and above the delivery of the services directly required, at no extra cost.</p>	<p>For the previous three years the Council has applied social value considerations over and above the minimum requirement. The Public Services (Social Value) Act 2012 requires all public sector bodies in England and Wales to have regard economic, social and environmental well-being in connection with “above threshold” public services contracts. The Council has committed to consider social value for everything over £25k, where relevant to the subject matter of the contract.</p> <hr/> <p>Where appropriate, social value measures are being built in to our contract performance monitoring regimes to demonstrate that the committed benefits are being realised through the life of the contract.</p> <hr/>	<p>As the contract monitoring system embeds, reporting of social value achievements will be captured and can be used to promote the good work of the Council.</p> <hr/> <p>Develop guidance on social value for Council staff involved in procurement and contract activity to assist them with their understanding of social value and the benefits that it can bring when applied appropriately in a procurement process.</p>	<p>December 2020</p> <hr/> <p>February 2020</p>

		The Council has access to a social value measuring tool allowing commissioners to quantify the social value of a service and to put a value to it. This aids the Council in its decision making.		
<p><b><u>SMEs</u></b></p> <p>SMEs play a major role in creating jobs and generating income for those on low incomes; they help foster economic growth, social stability, are a source of innovation and contribute to the development of a dynamic private sector. The Council plays an important role in encouraging the establishment and growth of SMEs in the local area.</p>		Where it is able to, when commencing a procurement process, the Council will consider the route to market and structure of the procurement (i.e. breaking a larger contract into Lots) to encourage participation by SMEs and micro SMEs.	Create a more structured programme of 'doing business with the council' workshops for the local market.	January 2021
		The Council has developed professional, flexible procurement documentation that demonstrates that the Council is open to doing business with all organisations regardless of size or sector.	Development of a sub-contractor programme whereby companies can register themselves with the Council as being open to working with larger companies as sub-contractors. These details can be passed on to larger contractors through the Council's procurement processes.	April 2021
		The Council's Contract Standing Orders includes requirements for commissioners to seek quotes from local suppliers for contracts below £25k, and to award locally where it can be demonstrated that they provide best value.	Develop relationships with local business networks to act as a 'critical friend' and promote the council's procurement and contract activity and success stories.	March 2020
			Develop the use of Prior Information Notices to engage SMEs prior to the	January 2020

		<p>A number of workshops have been run for various local markets i.e. VCS, local construction forum explaining how Council procurement processes are run.</p> <hr/> <p>The Council publishes on its web pages a pipeline of procurements that are due to commence in the next 18 months. This allows SMEs to prepare in advance for impending procurement processes.</p> <hr/> <p>Where appropriate, the Council will run supplier engagement events specifically in relation to current procurement processes. Suppliers are invited to meet the Council's procurement and commissioning staff, hear about the Council's vision for the contract it is procuring and be able to ask questions about the process. This is designed to engage the market in our processes and to raise the quality of tenders through the market having a better understanding of the Council's processes and requirements.</p>	<p>commencement of the procurement process.</p> <hr/> <p>Develop the Council's web pages with guidance for SMEs tendering for council contracts.</p>	<p>May 2020</p>
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<b>Environmental considerations</b>	<p>Environmental or green procurement is defined as the purchase of products and services which have less impact on the environment and human health compared with competing products or services that serve the same purpose.</p> <p>This comparison may consider the source of raw materials, production, manufacturing, packaging, distribution, potential for reuse and recycling, operation, maintenance, or disposal of the product.</p>	<p>Environmental evaluation criteria are included in our procurement processes where appropriate and will ensure that potential suppliers have appropriate environmental policies and practices. Suppliers can be excluded from our procurement processes if they have fallen foul of their environmental obligations. Contract specific criteria is also included where directly linked to the subject matter of the contract.</p>	<p>Promote environmentally preferable products i.e. products that have a lesser or reduced negative effect on human health and the environment when compared with competing products that serve the same purpose. This comparison may consider raw material acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service.</p>	TBC
		<p>Key performance indicators are built in to the Council's contracts, where appropriate, to monitor the carbon emissions.</p>	<p>Closer liaison with Council's sustainability team to advise on higher environmental standards and key performance indicators to be required in procurements and contracts.</p>	December 2019
			<p>Work with the sustainability team to identify the Council's contracts which are likely to have the biggest impact on the Council's carbon footprint and put in place a process for collecting carbon emissions data from contractors that are within scope (two largest contracts are already doing this).</p>	

			Develop guidance on environmental considerations for Council staff involved in procurement and contract activity to assist them with their understanding of environmental issues and the benefits that it can bring when applied appropriately in a procurement process.	TBC – linked to outcome of climate emergency task and finish group
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