

Sustainable Procurement Policy in Partnership

“Keep it simple, and just do it!”

A guide for other local partnerships

By Blackburn with Darwen Local Strategic Partnership

March 2011



This document describes a short, intense project working as a partnership to produce a sustainable procurement policy and set of environmental criteria that public sector partners can use in the procurement of goods and services. It outlines how the policy and criteria are being used to engage suppliers and improve their environmental practices and how staff will be supported in using the policies.

It explains what we did and what we would suggest you do if you're planning something similar.

We've kept it short so it's readable for busy people, but there's more detail in the Appendix if you want further information.

We hope you find it useful.

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Funded By:



Facilitated By:

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Background

Back in 2009 Blackburn with Darwen Strategic Partnership decided that procurement is a key part of action to tackle climate change.

They recognised that requiring good environmental practices, efficient use of resources and minimising energy consumption can help drive down emissions both for public sector partners and for supplier businesses. Alongside this, action is also needed to help support local businesses in the 'greening' needed to move to a low carbon economy and supply chain engagement can help local businesses develop the skills and products to respond to a low carbon market.

Experience shows that you can offer support to businesses, but they don't always take it up. The public sector spends a lot of money on purchasing goods and services and has buying power it can use to make businesses improve their own environmental and social impacts and provide lower carbon goods and services.

Partners agreed that it was a good idea to pool resources and knowledge and to produce standard criteria that suppliers could expect from all public bodies. This would make it easier for small businesses and social enterprises to bid for public sector contracts for goods and services.

There is lots of guidance on sustainable procurement for professionals in the public sector, but it has not necessarily been adopted in practice on a widespread basis. There are pockets of excellent practice, but spreading this more widely was needed.

Our objectives were:

- Real engagement on climate change with LSP partners
- Real engagement with local suppliers to reduce emissions/energy use
- Increasing the purchase of lower carbon goods and services to reduce CO2 emissions.

Project Overview

When CLASP Small Projects Funding became available in 2010 Blackburn with Darwen Council's Environmental Strategy & Projects Manager and the Head of Procurement, with the support of the Strategic Director of Regeneration and Environment, applied for £2,725 from CLASP plus their own funding and time¹. They wanted a short, intense project using an external consultant to handhold, facilitate and support partners to work together to develop a LSP Policy on Sustainable Procurement and common procurement criteria². Once developed the emphasis would then be on putting the guidance into practice, with related support to local suppliers provided principally through Groundwork, Envirolink and Community & Business Partners CIC.

As the funding was concerned with climate change the main focus was on the environmental aspects of sustainability, but the project has since evolved and is now addressing social considerations as well to providing a robust sustainable procurement process.

Regional projects on sustainable procurement and individual partner work on sustainable procurement were taking place at the same time, but the project partners decided not to be held back by waiting for a solution from elsewhere. The project focused on practical action and achieving impacts at a local level.

¹ See Appendix 1 for the cost breakdown

² See Appendix 2 for the formal aims and objectives of the project

During the project period a change of government led to changes in policy and budget and a move from a regional to more local approach. This gave the group great focus on not waiting around for regional or national policies but getting on with the task in Blackburn with Darwen. It did add to time and budget pressures on members of the group and a couple of partners could not participate throughout the whole project.

What we achieved

- Monthly meetings and a few sub-group meetings over 10 months produced:
- LSP Sustainable Procurement Policy
- Pre-Qualification Questionnaires (PQQs) [Long](#) and [Short](#) forms
- Scoring Definitions
- Reports to the LSP and Local Public Services Board
- Supplier engagement event at Blackburn College (leading to ongoing engagement by Groundwork with 12 companies who attended)
- Piloting of the PQQs by the College
- Adoption of the policy and PQQs by the College, Council and ELHT
- A huge amount of knowledge sharing and support between partners
- Further supplier engagement events planned
- Staff manual and training planned
- Proposed Green Tick Scheme for suppliers

“The college is now using the sustainable procurement short form PQQ for all of its contracts up to £50k. It is embedded into our processes and we are finding it very useful in identifying suppliers and contractors who are striving towards sustainability. I am pleased to say that the procedure is not too intrusive... there is always a danger these exercises become a paperchase but we are not finding that at the moment.” Ian Barker, Blackburn College

Lessons learned

- Before you do a partnership project on sustainable procurement ask yourselves:
- Why we want to do this?
- What do we hope to achieve?
- Are there regional or national initiatives that will have greater impact than this?
- Do we need to do this ourselves?
- Will wider initiatives have the ownership and local impact we want?
- What areas do we want to focus on?
- Do we have the active support and energy to keep this up to the end?

Project kick off

Team members were recruited through LSP partners and through some invitations to individuals. We asked for energetic people able to take decisions and get the project going.

We got a mix of people – including heads of procurement, procurement officers, environment officers, development/business managers, business support people. It was critical that we had procurement people and people who support local businesses, plus policy and sustainability knowledge.

To see who joined the team please see [Appendix 3](#).

A questionnaire was sent out about each organisation’s approach to procurement, what they procured and what they already asked about environmental sustainability– some were received back before the first meeting.

The first meeting was held in March and very well attended. It was very important to set the pace and can-do approach; to understand what everyone wanted from the project, and how they could contribute to it.

We looked at the limited number of best practice examples on sustainable procurement and supplier engagement in partnerships, such as Be Birmingham and the London Mayor's Green Procurement Code to see what we could get out of these and specific projects such as those in the North East and Fife.

We discussed issues like:

- Measuring and reporting
- Framework agreements being very broad
- Perceptions that sustainable purchases are expensive, because capital and revenue budgets are not linked
- Too much disparate information on sustainability and procurement
- Getting small & medium businesses to engage with the low carbon agenda
- Making sure local small & medium businesses and third sector organisations understand and go for invitations to tender.

We then scoped out the project:

- Why are we doing this?
- Where do we want to get to?
- What do we need to do?

We identified common areas of procurement; potential to influence and act and looked at what could actually be done to make an impact.

What we achieved

By the end of the first meeting we'd agreed to develop a policy on sustainable procurement for the LSP, communicate it and get the LSP to sign up to it.

We agreed that a policy was not enough, so we needed to actively deliver it through [Pre-qualification Questionnaires](#) (PQQs) and support to suppliers to meet the requirements.

Initial feedback from the first session was really positive...

"Just wanted to thank you for the sustainable procurement event the other day – I must say that I found it more useful than I had expected..."

"This morning's meeting has put me in a good mood for the day! Not just because the lunch was good but because I'm really confident that the outcomes of this project will be meaningful because of the shared priorities and enthusiasm of the group."

Lessons learned at kick off:

- get the right people at the meetings including 'catalytic' people who are enthusiastic and can take decisions
- be positive and energetic
- involve procurement people, sustainability people and organisations that work with businesses, social enterprise and voluntary and community sector
- we looked at common areas, but not at constraints, we later realised it's important to be aware of constraints and differences too.

Developing the policy

Using the LSP Environmental Policy as a basis, and having reviewed the environmental policies of the partner organisations, we had enough justification for introducing a sustainable procurement policy for the LSP that withstood any legal challenges.

In order to convince partner organisations that sustainable procurement is not a 'nice-to-have' environmental project, we mapped the key performance indicators for all the partner organisations to provide further justification for the sustainable procurement policy in delivering more widely to organisational targets – on a wide range of issues from reducing carbon emissions, providing care closer to home, waste reduction, local jobs and health benefits.

Over the period of three meetings there was a lot of discussion about the policy and related activities. These discussions were incredibly useful – we could have simply downloaded a policy and adopted it, but it would not have been owned by the organisations. The discussions also enabled the exchange of a lot of knowledge and experience between the procurement professionals and covered key issues:

- Paper based policies have little impact – active policies that are monitored are key to making an impact
- Some suppliers sign up to deliver environmental benefits without intending to actually deliver this. They then put the cost of penalties into their budget – this can be overcome through active contract management and requiring delivery of environmental or energy measures as interim key performance indicators during the project delivery
- Requirements must be proportional to the size of contract and good/service being procured
- Sensible specification or dividing procurement into lots can deliver big environmental benefits and enable smaller businesses to bid for contracts. For example
 - by dividing Adult Social Care contracts into local areas, the work was divided up to be delivered locally, delivering care closer to home and also reducing travel impacts
 - some councils are splitting up the purchase of renewable energy installations from the fitting of them – allowing local firms to deliver contracts
 - specifying the energy performance of a building at the start of the procurement will lead to a more energy efficient building.
- A lot of people doing procurement leads to reduction in standards – either limit people procuring, or give everyone limited choices and training
- The approach needs to be common sense, relevant, use clear language and be accessible to smaller businesses.

A draft policy was discussed in the third meeting and finalised in the fourth meeting – not quite policy by committee, but it was discussed and owned by the group. We used example policies to help complete our own. Each organisation was asked to sign up to the policy. LSP approval was held up by urgent budget discussions at the Strategic Partnership meeting, but it was finally approved a year after the project kicked off, in February 2011³.

“I felt the whole thing could have been completed quicker and a much more ‘can do’ approach adopted”

³ The final approved policy is in Appendix 4

Lessons learned

- Don't try to build everything into your policy, link it to an action plan
- Find a policy you like and tweak it
- Discussion is vital to get ownership
- Try to look at 'how do we make this work for us' rather than 'let's follow the rules' Simple is best
- People learned a lot from each other and developed their knowledge and contacts
- Some organisations can move much quicker than others in formulating and adopting policy – this could have lost us team members, but luckily motivation was stronger than frustration.

Developing the PQQs and Scoring Definitions

Early on in the project, the team decided that standardised PQQs⁴ would be very useful for suppliers and they could be given support when the form is introduced. We also agreed to move away from tick box responses and ask questions in such a way that real evidence is gathered. Having reviewed PQQs from partner organisations as well as those from other organisations, such as the Environment Agency, four team members⁵ volunteered to develop new short and long form PQQs⁶.

Comments were gathered, example responses developed and incorporated into the PQQ to assist suppliers and scoring definitions, based on OGC guidelines, were developed. These were finalised by January 2011 after a lot of reviews, discussions and alterations. You can see these in Appendices [5](#), [6](#) and [7](#).

We recognised that each public sector organisation has its own procurement processes and frameworks that it has to work within. Team members considered whether there were any constraints to procuring sustainably at a local level, and each organisation clarified its position. All of them are committed to sustainable procurement and, although it is not possible to have a fully standardised approach across all LSP partners, it was agreed by all representatives that the PQQs developed by the group would represent best practice. This approach will also reduce the burden on suppliers as well as emphasising the importance of sustainability and continuous improvement to all Blackburn with Darwen public sector bodies.

Unfettered by bureaucracy, the College has trialled and adopted the PQQ short form for all its contracts up to £50k. After a year, they will review how the PQQ is influencing supplier behaviour on sustainability.

The NHS is developing a framework to embed social value features into the NHS procurement process in Blackburn with Darwen. Within the NHS the Commissioning for Quality and Innovation (CQUIN) payment framework enables commissioners to reward excellence by linking a proportion of providers' income to the achievement of local quality improvement goals.

The Procurement department at ELHT aims to utilise relevant sections of the revised PQQ documentation when advertising business in relation to sustainable goods and services. Using the revised sections of the PQQ questionnaire ensures a clear signal is given to the supplier base of the importance of providing sustainable solutions.

⁴ PQQ- Pre qualification questionnaire – used to help identify the eligible and capable suppliers to invite to tender for contracts

⁵ David Kemp, Development Manager, Regenerate Pennine Lancashire; Sylvia Richardson, Head of Procurement at BwD Borough Council; Shaheda Lorgat, Purchasing Officer Blackburn College and Mick Smith of Groundwork Pennine Lancashire worked together on PQQs.

⁶ The **long** form PQQ is intended for more complex higher value procurement exercises, particularly those that have a financial value above the EU thresholds. The **short** form PQQ is specifically intended for use in procurements with a financial value beneath applicable EU thresholds.

'I welcome the sharing of best practice methodology across the participating project organisations bringing a cohesive approach to this key agenda across the region.' Linda Longton, Head of Procurement, East Lancs Hospitals Trust

The PCT is considering including the criteria as it is currently redrafting its procurement framework.

"The standard PQQ sustainable procurement questions will bring more of a focus on sustainability to suppliers' bids and send a message that it's a priority for Blackburn with Darwen public sector bodies." Sylvia Richardson, Head of Procurement, BwD Borough Council

Although social issues are covered in the long form PQQ, third sector representatives on the Strategic Partnership were unhappy that they were not included in the short form. The Project Team has begun to develop appropriate questions, which will be incorporated into the process in due course.

Lessons learned

- Where organisations procure through frameworks or hubs such as Blackburn with Darwen Borough Council's procurement through NW procurement hub standard documents, any local initiative such as this would need adopting as part of these documents – this can slow progress (although create a wider impact at the end of the day, as more organisations would be using your sustainable approach).
- It is not feasible to produce a standard set of long form PQQ questions that address all possible purchases by the procurer. If you have a particular focus on a certain area of procurement, a checklist for the procurer could be developed.
- Where partners have to align procurement with their national bodies, such as Police and Fire & Rescue Services, check whether their criteria are as strong as those developed locally. If they are not, consider lobbying for change.

Impact on Partners and Suppliers

As the policy and PQQs have only just been approved and need to be embedded in each organisation's processes it's hard to assess the impact on partners and suppliers. But initial feedback has shown that for partner organisations this project was an opportunity to meet others doing a similar job role, and for organisations like the police, to look at methods to inform their regional work on procurement. It has also created a strong network of people to work together and to share examples of good practice.

Importantly, several team members said it made time for them to focus on sustainable procurement in what is a very busy job.

Was this worthwhile? "Definitely" according to Ian Barker at Blackburn College, who has been trialling the PQQ. We hope that for organisations struggling with reduced margins being given a competitive edge through the support provided by Groundwork and by becoming part of a group of companies known to the public sector to be taking sustainability seriously will give them a greater opportunity to provide local services.

The PQQs have been shared with police forces across the region and discussion about sustainability and support for SMEs in meeting criteria has started. Enabling discussion and the sharing of policy, but also an emphasis on how policy affects practice in reality is a result of this project.

It is too early to measure impacts achieved by the policy and PQQs, but suppliers are already being engaged, starting with an event held at the College in September. 12 companies are now being engaged for energy and resource efficiency advice by Groundwork. In response to what businesses attending the event want, a training session on the PQQ is being held in March 2011.

Alistair McEntyre of **Assured Environmental Services**, one of the companies engaged at the college's event, said, *"The sustainability course at Blackburn College was of great help to me as we had already received a tender document which had asked about our company's sustainability. The course was not only informative regarding sustainability but also introduced us to other advisory services. 'Groundwork' have already been to see us and are helping and advising us on a number of issues. As a company we understand the value of being proactive as far as sustainability is concerned. The PQQ process will be far quicker in future because of the information and assistance we have been able to obtain. This gives our company a definite advantage over other competitors."*

Lancashire Constabulary also sought views from some current suppliers and sub-contractors about the applicability and ease of the PQQ forms. Initial feedback from Graham Rennie Key Accounts Manager at Edmundson Electrical Ltd firstly commented "...how refreshing it is to be asked for our comments on a questionnaire BEFORE it is issued!" Graham was able to provide answers to the short form PQQ without difficulty. He also suggested that the procurer details their own sustainability practices on the document, since as a company they often are forced to deviate from their own sustainable practices to support and service the demands of their customers who cannot practice what they preach on sustainability. An example of this happening is when there is an emphasis on sustainability in the tender but once the project is under way cost pressures can lead to the client insisting on less efficient, less locally produced goods being used in a project, which undermines the sustainability of the final project. Graham also pointed out that he spends a huge amount of time filling in forms which place greater emphasis on scoring on sustainability and a single form for government or public sector suppliers then placed on a list with an annual update would be preferable.

In terms of maximising the impact of the supplier engagement, the group investigated whether national standards such as Acorn (a version of ISO14001 for SMEs) could be used to support suppliers and build up a list of 'approved suppliers' for LSP partner organisations in Blackburn with Darwen. Few national standards exist and those that do are expensive and too onerous for many small businesses. Local support and engagement was therefore considered preferable. An annual review of companies was discussed (along the lines of what the Environment Agency does with its suppliers) but in the end the group preferred the introduction of a local standards mark that could be awarded to local businesses with good environmental and social credentials. A Green Tick, awarded by the Groundwork Pennine Lancashire following a company's annual assessment is the preferred approach. The aim would be to encourage firms to improve their performance and help purchasers in the selection process. Incentivising is judged to be a critical aspect of sustainable procurement and the Green Tick would help to identify those firms keen to be recognised locally.

The Green Tick idea has caught the imagination of other Groundworks, including Greater Manchester, who are keen to test it in their patch. If successful, the Green Tick could provide an inexpensive recognised regional standard, along the lines of the Cumbrian Green Tourism Award, to which local companies can aspire.

The big challenge will be to deliver this without a lot of red tape and cost.

Barriers and Advice

Barriers participants highlighted:

- Senior management support or lack of – sustainable procurement needs to be seen as having tangible benefits for all, not as a ‘nice-to-have’.
- Local authority and other public organisations’ standing orders and the love of formality and over-burdensome administration.
- Many public sector organisations are tied into procuring through shared procurement organisations or hubs that have agreed policies and procedures and standards. And they may be tied into procuring through existing frameworks (e.g. lists of suppliers who are already approved for different types of products and services). This can weaken sustainable procurement if it has not been spelt out in detail in such documents and contracts. If this is the case, it’s hard or time-consuming to alter sustainability requirements of suppliers. This in turn undermines engagement with suppliers who have to continue to deal with a variety of requests for information from all the different procurement hubs, groups and organisations.
- High value tenders are not addressed by the guidance – the enormous variety of services and goods procured by partners makes it impractical to provide generalised guidance for the full range of purchases;
- The current financial climate and the focus on cost rather than value may yet scupper our intentions.

Advice to others:

- Ensure decision makers are involved in the initial discussions.
- Understand what you want to achieve and the deliverables early on.
- Look at what you can do to make this work for you, don’t just follow the rules. Keep it simple.
- Do it, but start by looking at constraints and differences before exploring your common ground. Use our experiences to get you started. Expect to think small because the range of purchases and commissions will be too much to deal with at once.
- Include staff as well as supplier training because the environmental and social consequences of purchases are not always obvious.
- Work together – understand the ‘sustainability’ capability and capacity of procurers and the supply chain – don’t set the bar too high and train procurers where necessary.
- Identify your support mechanisms and engage with supply chain early.
- Promote business engagement and meet the buyer events.
- Don’t hold back until everyone’s at the same stage – Blackburn College have greater autonomy on sustainable procurement and have forged ahead and set a good example to the rest of us!

- Stick to your guns – if you can demonstrate a business case for sustainable procurement don't throw it away for potential short term financial gain from lowest price tendering which costs you more in the long run.
- Ensure decision-makers understand the term 'efficiency savings' something that costs less money/saves money up front, but costs more in the long term does not, in Sir Peter Gershon's words 'deliver best value to the public purse'.

Appendices

1. Funding

The total project cost was £5,560

£2,475 was funded from CLASP Local Partnerships Small Projects Funding for support from an external consultant.

£1,975 was funded from Blackburn with Darwen Borough Council along with £1,110 - 6 days Staff Time for the Environmental Strategy & Project Manager from the Council.

An additional £1,050 was spent preparing shared learning material and presenting this and the project at a regional sustainable procurement event in March 2011.

2. Aims

The objectives of the project were:

- To produce an agreed set of environmental criteria and procurement standards for all public sector partners in the Blackburn with Darwen Strategic Partnership to incorporate into procurement documentation by July 2010
- To engage LSP partners in tackling climate change more widely using procurement as a means of engagement
- To produce a Partnership Procurement Policy that links to support for local suppliers
- To develop a training programme to build up capabilities and capacity of the project group
- To have guidance adopted by all partners on what to look for in a low carbon supplier (standards to look for, questions to ask, how to engage/support)

The outputs were to be:

- A documented practical process for partners to work together to agree environmental criteria and procurement standards
- A tested system that achieves efficient use of resources and minimises negative environmental impacts and is transferable across all public sector authorities
- More energy efficient businesses emitting less carbon
- Fewer carbon emissions associated with local authority activity

3. Project Partners

The project team comprised:

- Ian Barker, Estates & Facilities Manager, Blackburn College
- Claire Brown, Energy and Environmental Manager, Lancashire Constabulary
- David Kemp, Development Manager (Sustainability) Regenerate Pennine Lancashire
- Linda Longton, Head of Procurement, East Lancs Hospital Trust
- Shaheda Lorgat, Purchasing Officer, Blackburn College

- Liz Martin, Business Development Manager Buy Recycled Code - Public Sector
- Amanda Meachin, Chief Executive, Community & Business Partners CIC
- Katherine Neill, Project Assistant, Groundwork Pennine Lancs (summer 2010)
- Sylvia Richardson, Head of Procurement, Blackburn with Darwen Borough Council
- Mick Smith, Director of Business Programmes, Groundwork Pennine Lancashire
- Cathy Watson, Public Health Business Manager Blackburn with Darwen PCT (now Blackburn with Darwen Caretrust Plus)
- Louise Marix Evans, Senior Consultant, Quantum Strategy & Technology (facilitator and independent consultant working on the project)
- Gwen Kinloch, Environmental Strategy & Projects Manager, Blackburn with Darwen Borough Council - Project Manager

Also supporting the project and attending some sessions were:

Neil Hind, Project Manager for NWIEP (North West Improvement & Efficiency Partnership) Procurement Project

Heather Owen, Building Schools for the Future (BSF), BwD Borough Council

Sue Sanderson, Lancashire Fire & Rescue Service

Carol Shaw, Director Strategic Planning & Procurement, Adult Services, Blackburn with Darwen Care Trust Plus

Matthew Waters and Tony Strickland, Capita Symonds

4. Blackburn with Darwen Strategic Partnership Procurement Policy

Introduction

Blackburn with Darwen Strategic Partnership is committed to meeting its priorities sustainably. In meeting our objectives we will sustain economic growth, maximise community benefit and minimise our environmental impact. We will harness our spending power and influence on the market to achieve our aims whilst continuing to deliver value for money, promoting competitiveness and working collaboratively with partners.

Vision

The Strategic Partnership will be a leader in sustainable procurement. We will integrate the economic, social and environmental strands of sustainability into our procurement decisions in a manner that supports the UK Government's commitment to sustainable development and our determination to be a more productive, resource efficient and low carbon region by 2020, as presented in the Strategic Partnership's Vision 2030.

Policy Context

This policy applies to all aspects of Partnership expenditure and will be implemented through all relevant procurement and commissioning procedures. Our approach is guided by *Securing the Future*, the UK Government's Sustainable Development Strategy 2005, the associated action plan *Procuring the Future* 2006 and the resultant *Sustainable Procurement Action Plan* 2007. A further steer is provided by the Marmot Review of Strategic Health Inequalities in England 2010 which demonstrates that environmental sustainability is an important determinant of health.

Throughout our procurement activities we will comply with EU and UK Government legislation and any policy requirements imposed upon individual partner organisations by their respective governing bodies. We will have regard to the economic and social agendas for Blackburn with Darwen.

Key Objectives

Our objectives are to:

- Identify and take opportunities for joint purchasing and commissioning;
- Work in partnership to set common sustainability standards for suppliers;
- Deliver value for money through full consideration of quality and whole life costs;
- Assess sustainability risks and identify opportunities to be taken;
- Help create better lives for people in Blackburn with Darwen and elsewhere in the world;
- Protect and enhance the natural environment;
- Develop and maintain a socially responsible and ethical approach;
- Support suppliers in meeting our aims and objectives

Aims

Our procurement approach seeks to:

1. Support sustainable production to reduce our consumption of finite natural resources and minimise waste;
2. Reduce carbon and other greenhouse gas emissions to mitigate and adapt to climate change;
3. Avoid the use of hazardous and environmentally damaging materials;
4. Conserve and manage water effectively;
5. Conserve and enhance wildlife;
6. Promote skills development to support local jobs and reduce unemployment;
7. Encourage innovative and creative sustainable solutions;
8. Promote equality and diversity, fair pay and working conditions in our supply chain;
9. Support sustainable communities;
10. Facilitate adaptation to the changing climate
11. Monitor progress, benchmark and set targets for continual improvement

Implementation

To ensure effective delivery of our sustainable procurement strategy we will:

- Actively identify opportunities for joint procurement;
- Incorporate the principles of sustainability into Strategic Partners' procurement and commissioning strategies, policies and procedures;
- Establish sustainable development groups in each Partner organisation to oversee implementation and ensure continued best practice;
- Use common sustainability questions (or equivalent) at PQQ and tender stages and score these as part of the assessment process;
- Set out our action plan and timeline for introducing and establishing our sustainable procurement approach, addressing:
 - Our procurement processes;
 - Supplier engagement;
 - Supplier and training;
 - Communication;
 - Milestones, baselines, monitoring and reporting

Monitoring and Reporting

We will set targets for continual improvement and monitor progress against agreed benchmarks.

Resources

A library of guidance, checklists, toolkits, and support network contacts will be maintained to assist those involved in sustainable procurement and commissioning.

Governance

The Chair of Blackburn with Darwen Strategic Partnership will take lead responsibility for implementation of this policy. He will be supported by the senior officials of each partner body who will be responsible for implementation within their respective organisation. Each partner will

establish a Sustainable Procurement Group to oversee effective delivery of this policy. A steering group drawn from the Partnership will be established to monitor performance and make recommendations on amendments and improvements to procedures.

Policy Review and Development

The Partnership's approach to sustainable procurement will be subject to regular review to ensure that it continues to reflect best practice. Input will be sought from suppliers, trainers, purchasers, sustainability specialists, finance officers and auditors. The effectiveness of our approach will be measured and reported to the Strategic Partnership Board and to relevant partner management bodies. Our progress, results and experiences will be shared across the northwest through special events and via procurement networks.

Endorsement

This policy was adopted by Blackburn with Darwen Strategic Partnership on 14th February 2011

5. PQQ Short Form

Blackburn With Darwen Local Strategic Partnership

Sustainable Procurement

There are three aspects of sustainability:

Environmental: waste and emissions, resource use and replenishment, impacts on habitats and biodiversity.

Social: culture, people, diversity and equality

Economic: development and stability

Short Form

1.	During the last three years have any prosecutions been taken, cautions given, notices served or other action taken against your organisation or against any of your directors/management for contraventions of environmental legislation (including town and country planning legislation), health and safety legislation, or equity and diversity legislation?:		
a.	Environmental Legislation	Yes	No
b.	Health and Safety Legislation	Yes	No
c.	Equality and Diversity Legislation	Yes	No

2.	If the answer to the above question is yes , please provide details (including, in the case of prosecutions, details of charges, dates and venues of hearings, verdicts of the court and penalties, if found guilty):
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Please complete all questions below. Your responses should include what you currently do as a business and, if you responded 'yes' to the question above, any remedial actions put in place as a result of prosecution.

3.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, performing the contract relating to Carbon Management: eg invested in energy efficient lighting, lighting controls; renewable technologies; energy efficient office equipment such as Energy Star rated computers; purchase renewable energy; turn off equipment and lighting when not in use; LPG fleet, travel plans for staff etc.
4.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, when performing the contract relating to Waste and Recycling: eg reducing waste; reusing materials; recycling of wastes; using materials with recycled content etc
5.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, when performing the contract relating to Water Use: eg use of water efficient technology eg dual flush toilets, tap regulators; use of greywater or rainwater harvesting etc

6.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, when performing the contract relating to Procurement: eg engagement with supply chain and expect them to meet certain sustainability requirements,, buy local, buy fair trade,, buy FSC, buy recycled content materials etc
7.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, when performing the contract relating to Health and Safety: eg training staff, provision of PPE, lone working policies etc
8.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, when performing the contract relating to Equality, Diversity and Employment Equal Opportunity: eg policies that cover: race; religion; colour; ethnic or national origin; disability; sexual orientation; gender; marital status and age, monitoring systems in place to ensure the policy is implemented, training for staff, links with local colleges and employment services, apprenticeships etc
9.	Please detail the sustainability measures that you are able to apply relating to your own operation and, where applicable, when performing the contract relating to Community Engagement (Corporate Social Responsibility): eg support local charities, membership of business forums / environmental networks, fund community initiatives, newsletters to community 'neighbours' etc

6. PQQ Long Form

Blackburn With Darwen Local Strategic Partnership

Sustainable Procurement

There are three aspects of sustainability:

Environmental: waste and emissions, resource use and replenishment, impacts on habitats and biodiversity.

Social: culture, people, diversity and equality

Economic: development and stability

For contracts targeted at businesses with low sustainability impacts the short form should be used. For contracts resulting in significant sustainability impacts the long form should be used.

Long form

Responsibility

1.1	Please provide the name of your Environmental Contact Officer. (inc position and any environmental qualifications)
1.2	How does your organisation access competent advice on Environmental Issues?

Policy

2.1	Does your organisation have:		
	An environmental policy?	Yes	No
	A sustainability policy?	Yes	No
	A procurement policy which includes environmental and ethical considerations?	Yes	No
	If the answer is yes , please enclose a copy.		
2.2	When were the policies last reviewed?		
2.3	Are the policies publicly available?	Yes	No

2.4	If the answer to the above question is yes , please state where:

Objectives and Impacts

3.1	Does your organisation set sustainability objectives?	Yes	No
3.2	If the answer to the above question is yes , please state your organisation's top 3 sustainability objectives and their relevance to your industry.		
	1. 2. 3.		
3.3	Please state what your organisation considers to be its main sustainability impacts.		

Environmental Management System

4.1	How do you identify and manage your environmental impacts?		
4.2	Is your system externally validated?	Yes	No
4.3	Has your organisation been accredited with any of the following?		
	ISO 14001	Yes	No
	EMAS	Yes	No
	Other – please specify	Yes	No

Audits and Performance

5.1	Does your organisation carry out regular environmental audits on the impact its activities have on the environment?	Yes	No
5.2	If the answer to this question is yes , please enclose a copy of your last audit.		
5.3	Are the audits publicly available?	Yes	No
5.4	If the answer to the above question is yes , please state where:		
5.5	Is your sustainability performance publicly reported?	Yes	No

5.6	If the answer to this question is yes , please state where and enclose a copy of the most recent report		
5.7	Have changes been made to the raw material selection, manufacturing process, use or disposal route of your products that have improved its sustainability?	Yes	No
5.8	If the answer to above question is yes , please provide details.		
5.8	Does your organisation participate in any schemes for the collection and recovery of packaging waste for recycling?	Yes	No
5.9	If the answer to above question is yes , please provide details.		
5.10	Do you have a specific procedure for complaints received regarding sustainability issues?	Yes	No
5.11	If the answer to above question is yes , please provide details.		

Environmental Regulation

6.1	Do you maintain a record of all relevant environmental legislation?	Yes	No
6.2	If the answer to the above question is yes , would it be available for inspection if requested?	Yes	No
6.3	How do you keep up to date with environmental legislation?		
6.4	Does your organisation hold any environmental permits or licenses?	Yes	No
	If the answer to the above question is yes , please enclose a copy		
6.5	Have any prosecutions been taken, cautions given, notices served or other action against your organisation or any of your Directors by any enforcement body responsible for protecting the environment (including a planning authority for breach of planning control)?	Yes	No
6.6	If the answer to the above question is yes , please provide details (including in the case of prosecutions details of charges, dates and venues of hearings,		

	verdicts of the Court and penalties, if found guilty).

Supporting more sustainable and ethical products

7.1	Does the organisation support Environmental Initiatives/consider environmental and ethical issues in its supply chain?	Yes	No
7.2	If the answer to the above question is yes , please provide details.		
7.3	Do any of the products you manufacture/supply have sustainable benefits and/or accreditation for environmental or sustainable performance, e.g., forestry stewardship Council, EU Eco label or fairtrade mark?	Yes	No
7.4	If the answer to the above question is yes , please provide details.		

Social & Economic

8.1	Please give examples of your involvement in each of the following, detailing which have been successful, and which have been less successful, and the reasons why.
a.	Targeting recruitment at non-employed people.
b.	Providing trade or operative training opportunities for new entrants to the industry.
c.	Promoting supply-chain opportunities to social enterprises, new and small enterprises.

d.	The development of trade skills in your existing workforce.
e.	Equal opportunities recruitment initiatives.
8.2	What key criteria do you use to approve your suppliers?

Employment of personnel

9.1	How does your organisation assess the suitability and competence of potential workers?		
a.	Job Descriptions	Yes	No
b.	Application Forms	Yes	No
c.	References	Yes	No
e.	Qualifications	Yes	No
f.	Inspection of previous work	Yes	No
g.	Trial period before confirmation of employment	Yes	No
h.	Personal recommendation	Yes	No
i.	Interview	Yes	No
j.	Others (<i>please specify</i>)	Yes	No
9.2	Does your organisation (not individuals within it) have current membership of any trade associations, safety organisations, registration with or accreditation by any accrediting bodies or similar?	Yes	No
9.3	If the answer to the above question is yes , please provide details.		
9.4	How many persons does your organisation normally employ (include all types and grades in both totals)?		
a.	Directly employed by the organisation?		
b.	Frequently employed labour only sub-contractors, agency staff, consultants or similar?		

9.5	State the approximate number of employees in your organisation engaged in the specific type of work for which you are applying.		
Categories	No. of Employees who are engaged in this type of work	No. of Employees who will be employed on this contract and details of their specific qualifications	
Management			
Professional/Technical			
Admin/Clerical			
Others (<i>Please specify</i>)			

9.6	As an employer what steps are taken in encouraging labour within your workforce drawn from the local community?		
9.7	Please provide details of your Company's training policy and the levels and types of training provided, including environmental or sustainability training.		
9.8	Would your organisation require additional employees for this contract?	Yes	No
9.9	If the answer to above question is yes , please provide details.		

7. Scoring Definitions

Scoring Definitions

1. Example document. Modify to fit the needs of the particular Project, Requirements and Evaluation Methodology e.g. an alternative scoring method (A-E) may be adopted.
2. The Guidance should also state that ½ marks will not be permitted unless otherwise stipulated in the Evaluation Methodology.

Assessment	Score	Interpretation
Excellent	5	Exceeds the requirement. Exceptional demonstration by the Tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services. Response identifies factors that will offer potential added value, with evidence to support the response.
Good	4	Satisfies the requirement with minor additional benefits. Above average demonstration by the Tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services. Response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	3	Satisfies the requirement. Demonstration by the Tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with evidence to support the response.
Minor Reservations	2	Satisfies the requirement with minor reservations. Some minor reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with little or no evidence to support the response.
Serious Reservations	1	Satisfies the requirement with major reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with little or no evidence to support the response.
Unacceptable	0	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Tenderer has the ability, understanding, experience, skills, resource & quality measures required to provide the supplies / services, with little or no evidence to support the response.

Source: OGC Invitation To Tender: Guidance for Evaluators Version 0.1