

APPENDIX 1

South Gloucestershire Council

Commissioning & Procurement Strategy 2014 - 2018

South Gloucestershire Council

Contacting us:

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Introduction

Welcome to our third procurement strategy. This strategy brings together the latest government initiatives and our procurement priorities for 2014-18. We will continue to provide and arrange innovative and flexible, quality goods and services that are responsive to the needs of our community and deliver optimum value for money. This strategy has been renamed the “Commissioning & Procurement Strategy” to demonstrate the councils commitment to becoming an expert commissioner.

We have five high level procurement and commissioning aims:

Developing our approach to commissioning and localism – By the introduction of our first corporate commissioning strategy and joint working with relevant organisations we will further develop our processes and procedures that define the councils approach to commissioning and how social value will be measured. The council uses whole life costing to ensure we get the optimum value for money from any commissioned services. This approach is underpinned by the new EU Procurement Directive.

Efficient and effective procurement - Ensuring the council gets maximum value from every pound that is spent through best value and innovative procurement practice; a consistent approach to commissioning; a clearly identified and practised savings strategy and the continued implementation of a category management approach to procurement.

Improvement - Seeking new ways to develop and improve the council’s procurement and commissioning activities, and exploring how those activities can deliver the council’s wider ambitions. Including working with our partners in VCSE, Town & Parish Councils and other sectors to develop strong operational practices (aim 1).

Supplier and contract management – By grouping the Authority's spend into transactional and strategic. The council can prioritise resources and build stronger collaborative relationships with key suppliers. Contract management will be strengthened including in term reviews to ensure the council is receiving the most advantageous commercial terms. We will develop our approach to improving relationships with local businesses and suppliers.

Governance and sustainability - Ensuring the council has appropriate and proportionate controls, systems and standards to manage procurement risk, information governance, and to comply with legal requirements. Protecting the environment for future generations is one of our Core Values and our Environmental Policy includes a commitment to procure goods and services from sustainable sources. South Gloucestershire has Fairtrade County status which was first achieved in 2009 and successfully renewed in 2010 and 2013. Thornbury and Yate are also Fairtrade towns within the county. Fairtrade has support from a number of churches and schools across the county, as well as University of the West of England which is an active Fairtrade University.

South Gloucestershire Council spends over £170m each year on goods, works and services provided by external organisations, we clearly have a responsibility to make sure this spending represents value for money.

Procurement and commissioning is a key area for releasing savings within our councils savings programme.

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Procurement has a significant role to play in ensuring the council continues to deliver good quality, cost-effective services to the residents of South Gloucestershire. We currently operate a mixed economy for service provision with our main objective ensuring that services are provided, even so we have adopted an enabler role to service provision and we will continue with this approach where there are strong and legitimate reasons for doing so. We have a strategic commissioning role in many of our service delivery areas including community care, housing and children and young people.

A strategy by itself will not lead to effective procurement and commissioning, it is the commitment of our senior managers and procurement and commissioning teams which are key to its success. The council has a Procurement & Commissioning Network Group (PCNG) which will oversee the strategy and review progress against the implementation of the actions.

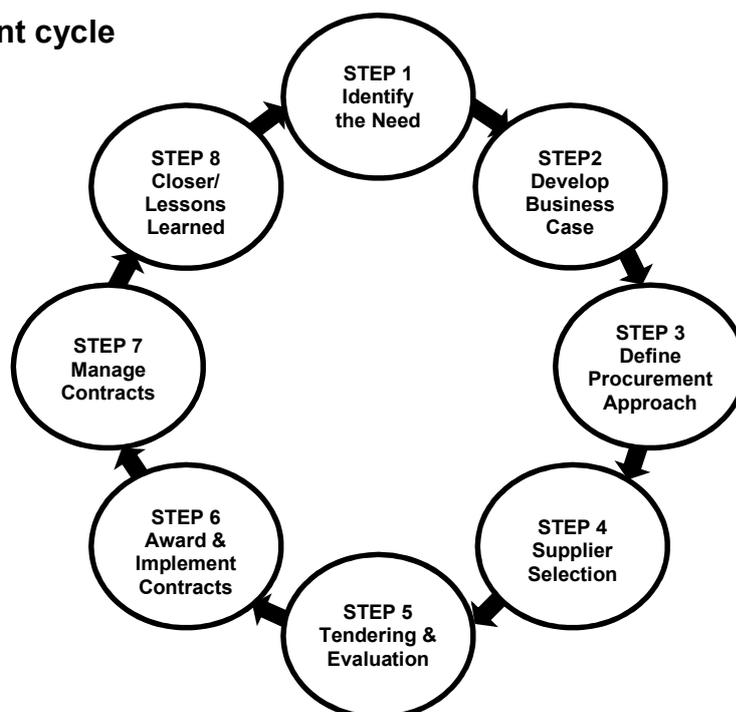
We are working closely with our procurement colleagues in the South West region to ensure where possible local authorities can aggregate requirements to get best value and/or deliver the appropriate service regionally.

What is procurement and commissioning?

“Procurement is the process of acquiring, goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole cycle from identification of needs through to the end of a services contract or the end of the useful life of an asset. It involves options appraisal and the critical ‘make or buy’ decision which may result in the provision of services in-house in appropriate circumstances”.
(Source: National Procurement Strategy for Local Government).

In recent years it has been generally recognised that procurement and commissioning has a large part to play in contributing to the efficiency and success of how councils are run.

The procurement cycle



Our definition of Commissioning

The word commissioning means different things to different people. It is therefore important to state clearly the definition of commissioning as used within this strategy and accepted throughout South Gloucestershire. In South Gloucestershire it is considered that commissioning is the process to meet local need which involves both specifying and securing good quality provision. Priorities are those which are needed to improve the outcomes for users and are fully informed by their views. The provision secured must be cost effective and provide value for money. Commissioning includes monitoring and evaluating services provided in order to ascertain their impact on improvement, and applies to all services within South Gloucestershire whether provided by the Local Authority, Health Service, Police, Schools, and the private or voluntary sector.

Our principles for Commissioning

The following principles will underpin the commissioning process in South Gloucestershire.

- There is one strategic council plan for services in South Gloucestershire.
- A clear rationale for improving outcomes for users will inform all decisions.
- Stakeholders and partners will be involved at the early stages of the process.
- Users will be enabled to participate meaningfully.
- The process will be based on a clear analysis of need and desired outcomes.
- The decision making processes will be transparent and fair.
- The process will be equitable, measurable and achievable.
- The provision will be sustainable for the life of the service.
- The process will support innovative, effective, fit for purpose solutions to securing the required provision.
- The process will ensure that services commissioned will have demonstrated their effectiveness through research and evaluation.
- Commissioning will always involve clear specifications, contracts and agreements and will outline the level of service to be provided and the outcomes to be achieved which are to be evaluated against specific criteria.

Why is procurement and commissioning important?

‘Good procurement is essential to ensure good public services, from buying goods and services that work as they are supposed to, to achieving savings that can be ploughed back into front-line services. The public sector spends over £125 billion a year procuring a wide range of goods and services, from everyday items such as pens and paper, to major construction projects such as schools and hospitals. All those who, as taxpayers, use and fund public services have the right to expect government to meet the highest professional standards when it procures on their behalf.’

(Transforming Government Procurement)

By ensuring that public funds are spent appropriately and deliver value for money, the procurement and commissioning teams can assist the council in achieving a balanced budget.

Critical Success Factors

Success of this strategy will depend on the effective underpinning of the following key principles and actions:

- Recognition council-wide of the role of strategic procurement and commissioning in delivering improvement and efficiency;
- Extending the influence of strategic procurement into all major spend categories;
- Adequate support from key internal functions throughout the procurement and commissioning cycle, e.g. Legal Services;
- Adequate resourcing and prioritisation of projects by client services/directorates;
- Improved forward planning by directorates and service areas;
- Effective balancing of policy objectives and cost reduction targets;
- A continued positive cultural shift that supports an efficiency led agenda;
- Continued development of procurement and commissioning capacity and capability within services/directorates;
- Equality of opportunity for all
- More effective linkages between procurement, commissioning and finance teams to ensure that benefits are captured and realised;
- Political and management endorsement and support for these changes;
- Integrated support to the councils savings programme of the council.

Why do we have a strategy?

This strategy is an integrated commissioning, procurement and contract management strategy. It sets out the councils commissioning vision and objective for the next four years. An annual review will be undertaken to ensure the strategy remains fit for purpose. It focuses on meeting local needs and delivering value for money, and as such it aligns to the overarching vision for the council and its priorities as set out in the Community Strategy, Corporate Strategy and Single Equality Plan.

Procurement and commissioning is more than just obtaining the lowest possible price. It means making decisions that deliver the optimum value for money.

As all departments depend on external organisations to provide goods, works, and services, it is important that maintain a clear strategy for selecting, receiving and managing these resources.

Strategic commissioning is seen as a key element in the effective management and development of services to meet the needs of and improving outcomes for all, ensuring spending decisions are directly informed, aligned with planning within all departments and provide value for money.

Commissioning and procurement are the processes for deciding how to use the total resources available in order to improve outcomes and purchase goods and services in the most efficient, effective, equitable and sustainable way.

Making sustainable savings means transforming services to make them more effective. This will only be achieved by engaging with our service users and the groups that already have a close understanding of their needs and aspirations.

Setting out and agreeing our commissioning approach is particularly important for joint working with partners and sectors of the community with whom we work. South Gloucestershire Council has an ambition to develop better relationships with its key providers, identify providers that can assist with transformation and securing services at better value.

The council will work to ensure a consistent commissioning approach develops across all commissioning teams.

The council believes that the development of this strategy is a fundamental building block in its ambition to become an expert commissioner, for the following reasons:

- It will provide a framework to support all areas of the council in adopting a consistent, comprehensive and robust approach commissioning activity, encouraging long term strategic planning
- It will promote commissioning, procurement and contract management as a driver for the transformation of council services and encourage challenge of existing methods of service delivery
- It will positively contribute to delivering efficiency and quality improvements through commissioning of excellent cost effective services
- It will promote responsible procurement in terms of addressing social, economic and environmental issues
- It will provide transparency around the councils commissioning strategy and objectives and its plans to achieve these and will act as a reference point to check progress against meeting these objectives.

The Sustainable Community Strategy for South Gloucestershire sets out the shared vision and priority for the future of South Gloucestershire, shaped by the people and partners of the area. Relevant priorities are shown below:

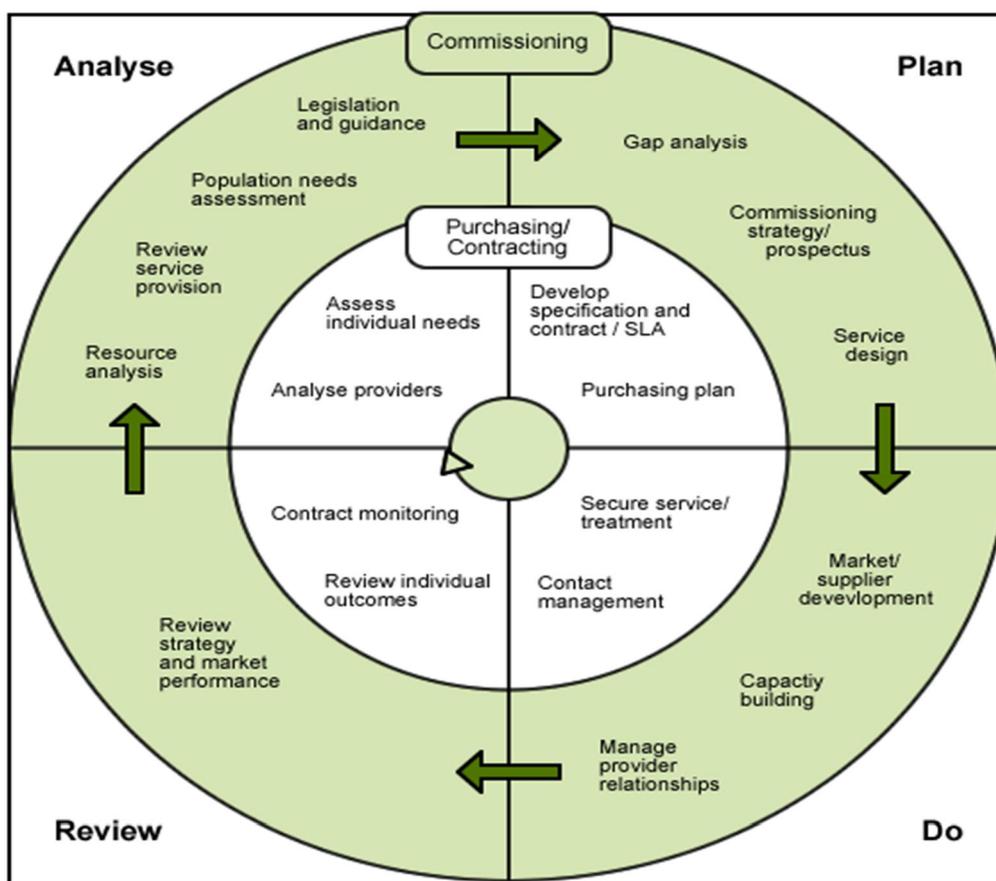
Achieving more with less - delivering intelligent and joined up commissioning across partner agencies

Encouraging initiative – Increase community planning, ownership and involvement in managing facilities and services

Choice and quality – Develop easy to access, high quality and more effective personalised services

Compact

This strategy is aligned with the intentions and principles of the South Gloucestershire Compact specifically the allocating resources section relating to commissioning.



(IPC Model)

Effective commissioning forms a continuous cycle of action and improvement, from identification of needs through to review of delivery and achievement of outcomes and includes commissioning, procurement and contract management activity. The stages are inter-dependent – each stage builds on the previous ones. The outcome for the commissioning exercise may not be known at the outset and this may result in a grant being awarded, provision remaining in-house or a fully tendered procurement. The Council will explore “co-production” as part of the commissioning strategy. Co-production is where individuals such as “service users” influence the support and services they receive, or where groups of people get together to influence the way that services are designed, commissioned and delivered.

Localism and social value

The Public Services (Social Value) Act 2012 came into effect on 31st January 2013. The acts purpose is to require public authorities to have regard for economic, social and environmental wellbeing in connection with public services contracts and for connected purposes. Current Best Value statutory guidance already states that local authorities should consider these areas when considering overall value. Compliance with the duty to secure best value under the Local Government Act 1999 now aligns with the requirements under the 2012 Act, irrespective of contract value or type of contract.

Local authorities are now required to consider, prior to undertaking the procurement process, how any service provision might improve the economic, social and environmental wellbeing of their areas. This applies to any services (whether or not covered by the Public Contracts Regulations 2006) as well as to the procurement of goods and public works.

Local authorities must also consider how they can secure such improvements as part of the procurement process.

This is a far reaching act with no prescriptive way of measuring social value, therefore, South Gloucestershire Council has committed to working with the VCSE (Voluntary, Community and Social Enterprise Sector) and other organisations to ensure our approach is appropriate. This will include:

- Standardised commissioning guidance for all commissioners across South Gloucestershire Council
- An agreed procedure detailing how social value will be built into the procurement process for relevant commissioned services provision including guidance for officers on how to include economic, social and environmental factors

Social value does not only relate to VCSE organisations. Private sector companies including our local supply chain can offer social value in their business dealings with the council. Currently the council spends 57% of its external spend with companies in the BS postcode area.

As the role of area committees expands further in respect of local funding opportunities, it is likely that greater advice and guidance will need to be provided to them in respect of procurement and commissioning activities.

We have strong links with VCSE organisations and we will continue to support these relationships. However, the council is aware that social value can be delivered by all potential suppliers and providers and will engage with all sectors in the most appropriate way.

Right to challenge

The council has consulted on the best way to implement the right to challenge statutory duty. Please refer to the council's website for further information relating to the approach for right to challenge.

Procurement Aim 1 - Developing our approach to commissioning

How we will become an expert commissioner

Becoming an expert commissioner will take time and will involve a cultural shift enabling us to develop better and new ways of working with our local communities, partner and service providers.

What does an expert commissioner look like?

A local authority that can be classed as an expert commissioner, will undertake the following well:

- Understands and challenges needs and priorities
- Challenges existing service models
- Decommissions services if needed
- Focuses on outcomes
- Commissions in partnership
- Promotes sustainable and responsible procurement

The commissioning guidance that we will develop with our commissioning teams will cover these areas comprehensively. This guidance will consider the challenges around direct payments to individuals and what level of support the council can provide.

Building sustainability in the Voluntary, Community and Social Enterprise Sector

South Gloucestershire Council has a good history of working with VCSE organisations. We have an active sector which undertakes many different roles across our communities.

We also have a strong relationship with the local CVS group. The council has shown its commitment to the ongoing strengthening of this partnership by funding CVS to deliver targeted actions with our local VCSE organisations including building capacity to ensure that these groups can offer strong bids when tendering for council services.

Main aim – To introduce our first commissioning strategy

Ref	Action	When
CL1	Work with the VCSE organisations and other relevant organisations to further develop the social value process	Year 1
CL2	Develop our approach to commissioning to ensure consistency (covered by integration review)	Year 1
CL3	Integrate public health commissioning into the councils commissioned services (covered by integration review)	Year 1
CL4	Commissioning plans to include review of alternative delivery models (as per service review process) and options appraisal evidencing that chosen model best meets local needs and ensure VFM	Year 2
CL5	Undertake annual survey of VCSE organisations and other relevant providers to gauge whether needs are being met and what improvements (if any) are needed	Annually

Procurement Aim 2 - Efficient and effective procurement

Ensuring the council gets maximum value from every pound that is spent through best value and innovative procurement practice; a consistent approach to commissioning; a clearly identified and practised savings strategy and the continued implementation of a category management approach to procurement.

The areas that relate directly to efficient and effective procurement are:

- Efficiency and value for money linking to the councils savings programme
- Training and Development
- Working with other local authorities or public sector organisations

Main aim – We will be flexible in using innovation and best practice, including the appropriate use of new technology and improved business processes, to achieve value for money.

Ref	Action	When
EVFM1	Each procurement and commissioning team will undertake spend analysis to ensure that all goods/services deliver VFM	Ongoing
EVFM2	Develop a council wide procurement plan and advertise a prior information notice to promote genuine competition for all relevant procurements (replaces departmental PIN)	Year 3
EVFM3	Continually update procurement and commissioning guidance to ensure that procurement practices achieve optimum value for money	Ongoing
EVFM4	Annually benchmark procurement arrangements to demonstrate VFM.	Annually
EVFM5	Be an active participant in the South West Procurement Group	Ongoing
EVFM6	Deliver budget savings through procurement to support the councils savings programme. Recognise delivery of the Council Savings Plan will lead to alternative delivery models for services. This includes considering the role of digital methods in future commissioned services and procurements.	Annual savings targets

Training and Development

The key to effective procurement is to have staff that are suitably trained and appropriately qualified. The expertise needed will clearly depend on the level and complexity of the procurement activity being carried out.

The council has embedded arrangements for personal development and performance review (PDPR). These regular discussions between employees and their manager consider individual performance against agreed objectives. Procurement training and development needs will be reviewed, as appropriate, and an individual personal development plan will be developed.

A skills matrix has been developed that will enable all procurement staff the ability to assess their current skills level. Where gaps are identified staff will be supported in obtaining new skills or different experiences where relevant, or alternative models such as external purchasing or shared services considered.

Main aim – To ensure there is a structured and responsive approach to training and development for all officers with procurement responsibilities across the council

Ref	Action	When
TD1	Roll out the skills matrix across all procurement/commissioning teams	Year 1
TD2	Support procurement staff to study Chartered Institute of Procurement and Supply qualifications (CIPS) where appropriate	Ongoing
TD3	Undertake portal training and roll out all modules of the e-procurement software	Year 2
TD4	Train all relevant staff regarding the new EU procurement Directive	Year 1

Working with other local authorities or public sector organisations

The council has built strong links with the South West region via the South West Procurement group. Regular meetings are held. Collaboration can result in increased performance and cost effectiveness.

The council will identify and promote the use of framework agreements where appropriate to reduce the amount of work needed by the procurement and commissioning teams. A framework agreement is “an agreement or other arrangement between one or more contracting authorities (e.g. local authorities) and one or more economic operators (e.g. provider) which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies”. The council uses frameworks regionally to procure social care and nationally for areas such ICT.

We will encourage the council's supply chain in joining other markets such as the Government Procurement Service e-marketplace and buying consortium frameworks.

Main aim – We will collaborate with a range of organisations to meet joint agendas and combine spend leading to improved value for money and more efficient working.

Ref	Action	When
WLA1	Work with other South West local authorities where possible to aggregate spend/requirements and achieve VFM	Ongoing
WLA2	Research and use appropriate government and other frameworks to minimise the use of resources and to achieve VFM	Ongoing

Procurement Aim 3 - Improvement

Seeking new ways to develop and improve the council's procurement and commissioning activities, and exploring how those activities can deliver the council's wider ambitions. Including working with our partners in VCSE organisations, Town and Parish councils and the councils current and future supply chain to develop strong operational practices (procurement aim 1).

The areas that relate directly to improvement are:

- Working together through the Procurement and Commissioning Network Group (PCNG)
- Full implementation of category management - (category management refers to breaking down the councils spend into discrete similar groups to allow the most relevant department to manage and review that area).
- To develop our commissioning guidance and develop an approach to social value (please refer to aim 1)

We recognise that our activities have an effect on the society in which we work, and that developments in society affect our ability to work successfully. We are committed to achieving environmental, social and economic aims that tackle these effects.

Main aim – Working together through the Procurement & Commissioning Network Group

Ref	Action	When
PNCG1	Meet quarterly with the PCNG to drive corporate improvements	Ongoing
PNCG2	Monitor and improve the PCNG work plan	6 monthly
PNCG3	Support the councils priority to strengthen local supply chains and build a strong economy by promoting the use of local goods and services within the parameters of procurement legislation	Year 2,3

Procurement and commissioning structure and category management

There is currently a review of the structure of procurement and commissioning within South Gloucestershire Council to reflect the needs of the new Children's, Adults and Health Department and to ensure the most appropriate structure for the rest of the council.

Main aim - Procurement & commissioning structure and category management

Ref	Action	When
PCS1	Review categories reflecting new council structures	Year 1
PCS2	Development and implementation of commissioning and procurement guidance and the integration of commissioning within the Children's Adult and Health Department and the wider council	Year 1

Aim 4 – Supplier and Contract Management

By grouping the councils spend into transactional and strategic, the council can prioritise resources and build stronger collaborative relationships with key suppliers. Contract management will be strengthened including in term reviews to ensure the council is receiving the most advantageous commercial terms. We recognise that engaging with and understanding the market are important arrangements in managing our mixed range of suppliers. Performance, efficiency and VFM can be improved through a diverse and competitive supply chain.

Procurement and commissioning contributes to business support by cutting down on red tape, becoming more accessible to suppliers, and actively engaging with the local market. In partnership with other public sector organisations we participate in an annual ‘Selling to the Public Sector’ event to encourage supplier engagement.

For organisations to better manage their resources in order to bid successfully our published contracts register gives information about recurring contracts, consortium arrangements and forthcoming tender opportunities. We intend to improve on this by publishing a prior information notice relating to opportunities due over the forthcoming year. The council uses an electronic contracts portal to ensure that opportunities are fully transparent and open to all suppliers/providers.

We try to make it easy for small businesses to sell their goods and services to us. To demonstrate our commitment we have signed up to the Small and Medium Enterprise Friendly Concordat and its associated guidelines, and endeavour to incorporate these principles into our standard procurement procedures. Procurement legislation does not allow us to simply favour small or local businesses over others, however, we will work to develop our approach to building stronger relationships with local businesses and suppliers. We will consider the case for disaggregating spend whenever feasible. We will look to develop the e-procurement portal to enable quick quotes from the registered supply base which includes local suppliers.

Main aim – To spend public funds wisely and to develop strategic supplier relationships

Ref	Action	When
SCM1	Develop a Prior Information Notice (PIN) for each year for each department (moves to council wide in year 3)	Year 2
SCM2	Continue to contribute to the West of England “Selling to the Public Sector” annual event	Annually
SCM3	Undertake annual spend analysis allowing (linked to EVFM1): <ul style="list-style-type: none"> ▪ development of supplier relationships and supplier rationalisation 	Annually
SCM4	Review long term contracts on a risk basis to ensure the best commercial terms are being received	Annually
SCM5	Develop contract performance management toolkit	Year 2, 3
SCM6	Develop our approach to local businesses and suppliers (see PNCG 3)	
SCM7	Progress the quick quote system via the e-portal - supplying the south west	Year 1

Aim 5 – Governance and sustainability

Ensuring the council has appropriate and proportionate controls, systems and standards to manage procurement risk and to comply with legal requirements.

We work to comply with legal requirements through the review of our Contracting Rules and keeping up to date with legislative changes. We have ensured that the ‘evolution’ project management methodology links closely with procurement processes.

The council must operate the highest standards of probity and accountability when dealing with public money. We achieve this through the application of standards, controls and procedures that are flexible, transparent and auditable.

Our procurement activities will be carried out within the context of procurement legislation and the council’s financial regulations, contracting rules and procurement policy and procedures:

- **EU Public Procurement Regulations** – as a member of the European Union, the UK is subject to the EU Public Procurement Regulations. They set out procedures for the tendering, evaluation and award of contracts for works, services and supplies. A new directive will be enacted during 2014. The UK government is pleased with the outcome which includes help for mutuals, a boost for SMEs, reduced red tape and better supplier management for above EU threshold contracts.
- **Financial Regulations** – the council controls many millions of pounds of public money. Financial Regulations aim to ensure that the council manages its affairs with high standards of financial integrity and accountability and have an appropriate balance between sensible caution, creativity and innovation as well as meeting statutory duties.
- **Contracting Rules** – provide the legal and procedural framework for the procurement of works, goods and services. These form part of the council’s constitution.
- **Procurement Policy and Procedures** – the PPP’s detail the council’s guidance on correct practice in implementing the councils contracting rules, compliance with other council strategies and best practice in relation to procurement arrangements.
- **Codes of Conduct** – set out guidelines for employees and members to help maintain and improve standards and to protect them from misunderstanding and criticism. They cover areas such as personal interests and the separation of roles during tendering.
- **Equality and Diversity** – to promote procurement practices and policies which contribute to our priorities on equality and diversity by providing information on equality issues and making sure we treat all tenders equally. A separate equalities in procurement guide has been produced to show our commitment to robust equalities recording and monitoring, and the advancement of equality of opportunity for all. This ensures full compliance with the Equality Act 2010.
- **Contract terms and conditions** – it is our standard practice to put a whistle blowing clause in our contracts.
- **Information Governance** - ensures the council and its contractors comply with the relevant information and data governance policies and standards, including the data protection act.

Main aim - We will ensure that suitable controls are in place to maintain our consistent high standards whilst continuing to manage our risks and opportunities.

Ref	Action	When
GOV1	Carry out a cyclical review of all our procurement and commissioning policies and procedures which will include the council's contracting rules.	Ongoing
GOV2	Ensure there is effective risk management of major contracts by identifying risks at the earliest stage.	Ongoing
GOV3	Ensure compliance with the council's procurement and governance standards, controls and procedures through a cyclical programme of Internal Audit work.	Annually
GOV4	Regular value for money reviews of all major contracts supported by our Internal Audit team.	Annually
GOV5	To report annually to members on all major and strategic procurements as part of the annual over £200k procurement report.	Annually
GOV6	The Procurement & Commissioning Network Group will review progress against the actions recorded in this strategy.	Annually

Sustainable and environmental procurement

Protecting the environment for future generations is one of our Core Values and our Environmental Policy includes a commitment to procure goods and services from sustainable sources. We want to ensure that natural resources are used efficiently, waste is avoided and biodiversity is protected. Our spending decisions are an important instrument in tackling climate change both by reducing carbon emissions and ensuring that our buildings, infrastructure, communities and natural environment are resilient to climate change.

The Council will work with its supply chain to encourage the use of apprenticeships. This has been successful within construction contracts. We will consider at the outset of the commissioned service/procurement whether apprenticeships are appropriate having regard to the nature of a procurement contract.

Main aim - We will continue to further develop procurement processes and procedures to foster socially responsible procurement so that the well being of our environment is maintained and value for money is achieved. We acknowledge that this will mean assessing and managing competing goals and priorities.

Ref	Action	When
SEP1	Review and assess the impact of the local government sustainable procurement strategy on our current procurement arrangements.	Year 2
SEP2	Further refine and disseminate our sustainable procurement toolkit.	Year 2

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SEP3	Identify significant environmental risks and opportunities associated with procurement projects, and ensure they are addressed (risks avoided or managed, and opportunities taken) in defining the scope of the procurement and preparing the specification	Ongoing
SEP4	Ensure that timber and wood-derived products are procured from legal and sustainable sources (WWF Pledge)	Year 1
SEP 5	To retain Fair Trade County status	Ongoing
SEP6	Strengthen local supply chains and promote the use of local goods and services within the parameters of procurement legislation (PNCG3)	Ongoing
SEP7	Ensure procurement activity is compatible with and where possible contributes to the implementation of the council's climate change strategy and carbon management plan	Ongoing
SEP8	Request information from potential suppliers on how they will help the council progress its environmental objectives as part of the delivery of a contract, and take their response into account in awarding the contract.	Ongoing
SEP9	To encourage the use of apprenticeships where relevant to the procurement (links with Social Value)	Where appropriate

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Other useful information:

Joint Strategic Needs Assessment - [Joint Strategic Needs Assessment \(JSNA\) - South Gloucestershire Council](#)

Joint Strategic Needs Assessment of Crime & Disorder - <http://www.southglos.gov.uk/Documents/JSA%20of%20Crime%20%20Disorder%20South%20Glos%202012-13%20Exec%20Summary.pdf>

Cabinet Office - Policy Procurement Notes - <https://www.gov.uk/government/collections/procurement-policy-notes>

Commissioning of Places Strategy - http://www.southglos.gov.uk/Documents/COP_Strategy2012_2017.pdf

Health and Wellbeing Strategy - [Joint Health and Wellbeing Strategy \(JHWS\) - South Gloucestershire Council](#)

Safer and Stronger Partnership - [Safer & stronger communities strategic partnership - South Gloucestershire Council](#)

Selling to the public sector event UWE 11th June 2013
<http://www.bathnes.gov.uk/services/business/selling-council/partners-procurement/partners-procurement-help-businesses>