



Liverpool
City Council

Procurement Strategy 2016 - 2020



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1. Foreword by Joe Anderson OBE - Mayor of Liverpool

Procurement in Local Government has never been more important than it is today, and that's why I am pleased that Liverpool is rising to the challenge of supporting Liverpool being a strong City built on fairness. We will use our commercial arrangements to drive forward innovation, support local firms and reduce our costs – all while improving the services and opportunities we offer to the businesses and citizens of Liverpool.

Liverpool has been hit hard by the Government's austerity policy and public sector spending cuts. By procuring goods and services more smartly we can have an even greater impact on economic growth, jobs and prosperity locally, supporting and growing local purposes driven responsible businesses. As Mayor my vision is for Liverpool to be a strong city built on fairness. I want Liverpool City Council to lead by example and work with other public sector organisations and private businesses to help us deliver this vision.

Here in Liverpool, our track record is strong with an estimated average of 51% of contracts being awarded to suppliers in the Merseyside region. This statistic compares very well with other Core Cities.

We are working in partnership with the trade unions to drive up higher standards for skills and training for projects that take place in our city including, for example, the Construction Charter.

Within Liverpool City Council's procurement team there has been a significant amount of development focusing upon the principles of Blueprint for Better Business to encourage and support purpose driven and responsible businesses. This builds on our successful use of the Social Value Act 2012 as recognised by the Cabinet Office and the Chartered Institute of Purchasing & Supply. . Indeed, this strategy demonstrates our commitment to economic, social and environmental benefits for the City, particularly more opportunities for jobs, training opportunities and improved skills allied to a greater local benefit within our local economy.

I'm pleased Liverpool is recognised amongst the national leaders for our procurement practices which deliver the best outcomes for the Liverpool City Region.

Following the EU referendum, the UK government is about to begin negotiations to leave the European Union. This could have major implications for public sector procurement and state aid rules. This strategy will be kept under review so that we make sure any changes to public sector procurement rules will support Liverpool being a strong city built on fairness.

2. Introduction from Trevor Ingham - Head of Procurement

This document describes the strategy and objectives for the Commercial Procurement Unit (CPU) that we will deliver in the next four years. The document describes how we will develop the department and use our professional procurement and market expertise to deliver strategic and

operational support to frontline services and the City's businesses and citizens generally.

It is vital that we work with frontline services to understand their strategies and objectives and thus understand where procurement can be aligned. Planning and delivering Fair City outcomes whilst continuing to deliver value for money is the key objective in all procurement activity.

We outline our ambitions and describe how we will achieve delivery through key actions. It also describes how, importantly, we will look to further develop the staff within the CPU and increase the knowledge and expertise within it. Procurement has a large part to play in future years and beyond as the Council faces many financial challenges. The continued development of the CPU is crucially in supporting its delivery.

The strategy underlines our commitment to a strong city built on fairness, using the Blueprint for Better Business principles to promote purpose driven responsible business.

This procurement strategy will continue to evolve and modernise to meet the changing needs of the council and its partners. Indeed in these challenging times for local government we will continue to explore the possibilities for collaboration in key strategic markets. We will also look to develop ways of marketing our contracts and services to develop sustainable income streams as we look to develop a world class purchase to pay service.

3. Financial Context

Liverpool City Council's latest Medium Term Financial Strategy (MTFS) covers the period 2016/17 to 2019/20. This coincides with the remainder of the current parliament and with the multi-year local government financial settlement offer published in December 2015.

2016/17 is the final year of a three year balanced revenue budget set by the Council in March 2014 covering the financial years 2014/15 to 2016/17. This involved the Council taking budget decisions to close a budget gap of £156.9 million and was in addition to the £173.4 million of budget decisions taken for the financial years 2011/12 to 2013/14 giving a total of £330.3 million over the six year period to 2016/17.

The latest forecasts of income and spending pressures mean that the Council has to plan to address a budget gap of £40.6 million in 2017/18 and this is expected to rise to £77.9 million in 2018/19 and £90.3 million by 2019/20.

In terms of funding, Liverpool has seen 58% reductions in government grant since 2010/11 and the potential to increase council tax has been effectively capped by the requirement to hold a referendum if proposed increases exceed the Government's threshold. The introduction of the Business Rates Retention Scheme and the localisation of Council Tax Support in 2013/14 transferred significant risk from central to local government as the income raised through local taxation is highly volatile and has been and will continue to be susceptible to economic shocks.

In terms of spending pressures, the Council has had to take account of demographic pressures, in particular the impact of an ageing population and of the introduction of the National Living Wage which will increase many service providers' costs, especially those providing adult social care all in the context of 58% reduction in Government funding. There are also financial pressures relating to children's social care due to an increase in the number and complexity of safeguarding referrals and the number of children becoming looked after and additional statutory duties being transferred from Government without full funding being forthcoming.

The Business Rates Retention Scheme is to be reformed from 2019/20 and this will entail local government retaining 100% of business rates income (as opposed to only 50% currently). The Liverpool City Region is to be a pilot for the new scheme from 2017/18 and a new business rates valuation list also comes into effect that year.

The move to full rates retention will also involve the phasing out of the main general government grant, Revenue Support Grant, and the transfer of responsibilities from central to local government in order to ensure that the scheme is fiscally neutral at the point of change. However there are no guarantees of fiscal neutrality past this point of change by the Government. A new needs assessment will also be devised to establish the baseline funding for each local authority under the new scheme. The Government is consulting on these changes.

The MTFS also seeks to forecast the impact of changes on both the demand for services and likely funding due to global, national and local economic factors, demographic changes, technological advances, climate change, new legislation and policy initiatives by both the government and the City Council.

The financial context means that procurement is playing a significant role in services being commissioned and procured effectively with reduced financial envelopes to prioritise Liverpool growing as a strong city built on fairness.

4. The Commercial Procurement Unit

Our purpose is to ensure that commercial arrangements and contracts awarded by Liverpool City Council and its partners continue to provide quality, value for money solutions whilst promoting the fair city objectives for the city and local region.

Our Offer

- Providing professional procurement advice
- Providing advice on all commercial options
- Managing markets and suppliers
- Making sure that all delivery adheres to Liverpool City Council's Contract Standing Orders and European Procurement rules
- Payment of invoices within agreed timeframes to support our suppliers
- Driving purpose driven and responsible businesses by developing local markets and identifying job, apprenticeship and training opportunities for local people

- To consider the environment and sustainability in all our procurement activity
- Supporting purpose driven responsible business as reflected in Blueprint for Better Business principles

There are 3 core service areas within the CPU which are:

- Strategic Category Management
- Spot Buying Lower value Procurement (sub £100k)
- Payments

Our challenges and opportunities

- Developing and managing markets
- Mitigating cost pressures in an ongoing period of financial austerity for local government
- Developing the services whilst maximising the use of automation and innovation to deliver leaner more efficient solutions
- Developing the skills, capability and capacity in the team and across the organisation to deliver an optimum service to our customers
- To deliver demonstrable savings and efficiencies generally through our procurement activity

5. Strategic Vision

The Commercial Procurement Unit aims to further develop a strategic service to the business which is effective, responsive and innovative. The service will provide an ethical and service driven approach to procurement with Fair City considerations at its core. It will provide Liverpool City Council and its partners with value for money goods and services that are high on quality and enable the Council to deliver mayoral and priority outcomes in a cost efficient way.

The procurement of goods, services and works are regulated by the Financial Regulations and Contract Standing Orders of the Council. Appropriate reference is made to other regulations governing Local Government procurement such as the Public Contract Regulations 2015 and the Chartered Institute of Purchasing & Supply Code of Ethics. This strategy sets out the Council's overall objectives and approach to Procurement.

The Council wishes to support purpose driven responsible businesses within the local economy. Savings targets will be delivered through a programme of activity which represents a mix of traditional tactical and strategic supplier interventions, as well as taking a more proactive approach within the procurement function, in terms of organisation and ways of working, to effect a cultural shift and change in behaviours necessary to deliver a step change in performance across the organisation.

6. Liverpool City Council

Liverpool City Council exists to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible

services for its residents. The aim of this document is to set out the strategic aims of Liverpool City Council in delivering best value and innovative procurement solutions. The Council spends approximately £550 million on goods and services and this strategy sets out how the Commercial Procurement Unit will support the Council to meet its financial targets as laid out within the Medium Term Financial Plan (MTFP).

6.1. Our aims and priorities

The CPU will support the aims and priorities of Liverpool City Council by:

- Encouraging and supporting local businesses and SME's & VCSE's to participate in procurement opportunities including pre-market engagement
- Supporting the development of local businesses and market development
- Creating opportunities that encourage job, apprenticeship and training opportunities for the people of Liverpool
- Encouraging research, innovation and enterprise in tender opportunities
- Encouraging and promoting new "green" industries and encouraging new generation technologies.
- Encouraging contract solutions encourage that reduce carbon emissions from buildings, vehicles and operations.
- Encouraging engagement with local people and groups in shaping our procurement requirements
- Delivering world class services and encourage our partners to do the same.
- Treating customers and colleagues with fairness and respect.
- Continuously adapt with regards to what we do and how we do it.

Our values:

- Putting the customer first.
- Encouraging innovation.
- Empowering our staff to make commercial decisions.
- Working with partners to improve service quality.
- Making the best use of our assets and resources.

7. Supporting Local Business & Economy

This will be delivered by embedding the following 6 priorities into the procurement approach

7.1. Liverpool Strong City Built on Fairness

We want to make Liverpool a fairer and stronger City for everyone, prioritising those in greatest need and respecting and cherishing all our citizens.

Working towards implementing the recommendations of the Liverpool Fairness Commission's report "Come Together", learning from the findings and work of the Poverty Action Group, the Getting By Report (Praxis, CAB), the Due North Report (Whitehead), the Fair Society Healthy Lives Report (Marmot), the Blueprint for Better Business

principles, and from our citizens and partners, in order to make Liverpool a city where everyone is treated fairly, valued, their voices heard, and where everyone can reach their full potential.

We will work with our business partners to set up the Fair City Forum to recognise, challenge, support and increase the number of the City's businesses that are already, or are on the journey to becoming, "purpose driven and responsible."

Priorities and Objectives

a. Making Our City's Business Purpose Driven

Recognise and develop Purpose Driven Business within the City where businesses see themselves as part of the solution to making Liverpool stronger and fairer, and using the Blueprint for Better Business principles, improve the social, economic and environmental well-being of the whole City.

b. Making Poverty a Thing of the Past

Work with our communities and our partners to mitigate the impact of austerity on our citizens, and aim to ensure that every household and family has access to income and debt advice and has enough income to afford food, clothing, a warm secure home, digital access, has access to affordable finance, and access to fair employment and access to justice.

c. Making it Fair for Everyone, together

Work together with our citizens and partners to advance and monitor equality of opportunity, address all forms of inequality and discrimination across the City, respond to the needs of people from protected groups, work to ensure the employment profile of the City reflects the population's profile, embed the social model of disability, and ensure all our citizens can reach their full potential.

7.2. Workforce Matters

The Commercial Procurement Unit and Liverpool City Council (LCC) generally is persuaded by evidence which shows that the delivery of high quality public services is critically dependent on a workforce that is well-motivated, well led and has appropriate opportunities for training and skills development. These factors are also important for workforce recruitment and retention, and thus continuity of service. LCC itself has adopted workforce policies to meet these requirements. These policies include:

- A pay policy that includes a commitment to supporting the real living wage;
- Fair employment practices;
- Clear managerial responsibility to nurture talent and help individuals fulfil their potential;
- A strong commitment to Apprenticeships and to the development of Liverpool's young workforce;
- Support for learning and development;

- No inappropriate use of zero hours contracts;
- No inappropriate use of “umbrella” companies;
- Flexible working;
- Flexi-time; and
- Career breaks

Liverpool City Council also attaches importance to ensuring effective consultation and involvement of staff works in works in partnership with recognised trade unions. While it is, of course, a personal decision whether or not to join a trade Union Liverpool City Council encourages its staff to join an appropriate Union and to play an active part within it, making sure their views are represented.

In order to ensure the highest standards of service quality in this contract we expect contractors whose workers work alongside ours to take a similarly positive approach to workforce-related matters as part of a fair and equitable employment and reward package.

7.3. Blueprint for Better Business principles for a strong and fair city

The Commercial Procurement Unit and Liverpool City Council support the five key principles of a purpose driven business which are:

- Honest and fair with customers and suppliers
 - ✓ Seeks to build a lasting relationship with customers and suppliers
 - ✓ Deals honestly with customers, providing good and safe products and services
 - ✓ Treats suppliers fairly, pays promptly what it owes and expects suppliers to do the same
 - ✓ Openly shares its knowledge to enhance customers and suppliers to make better informed choices
- A good citizen
 - ✓ Considers each person affected by its decisions as if he or she were a member of each decision makers own community
 - ✓ Seeks and provides access to opportunities for less privileged people
 - ✓ Makes a full and fair contribution to society by structuring its business and operations to pay promptly all taxes that are properly due
- Has a purpose which delivers long term sustainable performance
 - ✓ Operates true to a purpose that serves society, respects the dignity of people and so generates a fair return for responsible investors
 - ✓ Enables and welcomes public scrutiny of the alignment between stated purpose and actual performance
- A responsible and responsive employer
 - ✓ Treats everyone with dignity and provides fair pay for all

- ✓ Enables and welcomes constructive dialogue about its behaviour in keeping true to its purpose
 - ✓ Fosters innovation, leadership and personal accountability
 - ✓ Protects and nurtures all who work for it to ensure people also learn, contribute and thrive
- A guardian for future generations
 - ✓ Honours its duty to protect the natural world and conserve finite resources
 - ✓ Contributes knowledge and experience to promote better regulation for the benefit of society as a whole rather than protecting self interest
 - ✓ Invests in developing skills, knowledge and understanding in wider society to encourage informed citizenship

7.4. Public Services (Social Value) Act 2012

Liverpool City Council will continue to deliver on the Public Services (Social Value) Act 2012 (PSSVA 2012); which helps to ensure that social, economic and environmental issues are considered at all stages of our commissioning and procuring process, and as part of the whole life cost of a contract.

The PSSVA 2012 encompasses Social, Economic and Environmental well-being and can include anything from creating jobs for the long-term un-employed, sub-contracting opportunities for small businesses to equally important benefits such as engagement with communities or groups of individuals who might otherwise feel disengaged.

The PSSVA 2012 places a statutory duty on Council’s in England and Wales to consider in their commissioning and procurement processes:

- a. how & what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and
- b. how, in conducting the process of procurement, it might act with a view to securing that improvement.

The Public Services (Social Value) Act 2012 only applies to public services contracts and framework agreements to which the Public Contracts Regulations apply. In 2016/17 the thresholds are:

Supply, Services and Design Contracts	Works Contracts	Social and other specific services
£164,176 €209,000	£4,104,394 €5,225,000	£589,148 €750,000

These considerations are embedded within procurement governance.

7.5. The Living Wage

To improve the quality of life for low paid individuals and provide for a positive impact on the local economy, Liverpool City Council is committed to paying the Living Wage as calculated by The Living Wage Foundation to Council Staff. We will encourage other organisations providing services to Liverpool to adopt this approach with their own staff, whilst ensuring they continue to offer best value and quality within an affordable business model. From 1st April 2016, the government introduced a new statutory National Living Wage for staff aged 25 and over which is different to the Living Wage. The Living Wage is a higher figure which is voluntary and is calculated by The Living Wage Foundation annually.

7.6. Equality Considerations in Procurement

Procurement is an effective function through which to drive progress in equality and to embed real improvement. A comprehensive Equality Impact Assessment has been completed and equality impact will continue to be assessed. Integrating equality into our commissioning and procurement work improves services by making them more appropriate, and responsive and fair. This will lead to better value for money. The Council has embedded its equality considerations into procurement governance and policies to ensure relevant equality issues are taken into account, when they are applicable, and is committed to ensuring a robust approach to the inclusion of equality issues throughout the procurement cycle.

We know where current or past provision has been effective in promoting equality and where changes are needed. Equality Impact Assessments have improved our approach to procurement and will ensure that equality is considered fully in the procurement process and are required for us to comply with the public duties and the Equalities Framework for Local Government (EFLG).

Consultation with communities and citizens is a key strand of the development of both Equality Impact Assessments and the contract specification.

Where we are seeking a specific equality outcome we will specify the outcome we want to see, rather than prescribing how the contractor should achieve that outcome. This enables tenderers to come forward with different ways of achieving the specified outcomes, giving us a wider range of options from which to choose. The newly developing fair city portal will enable more effective equality monitoring.

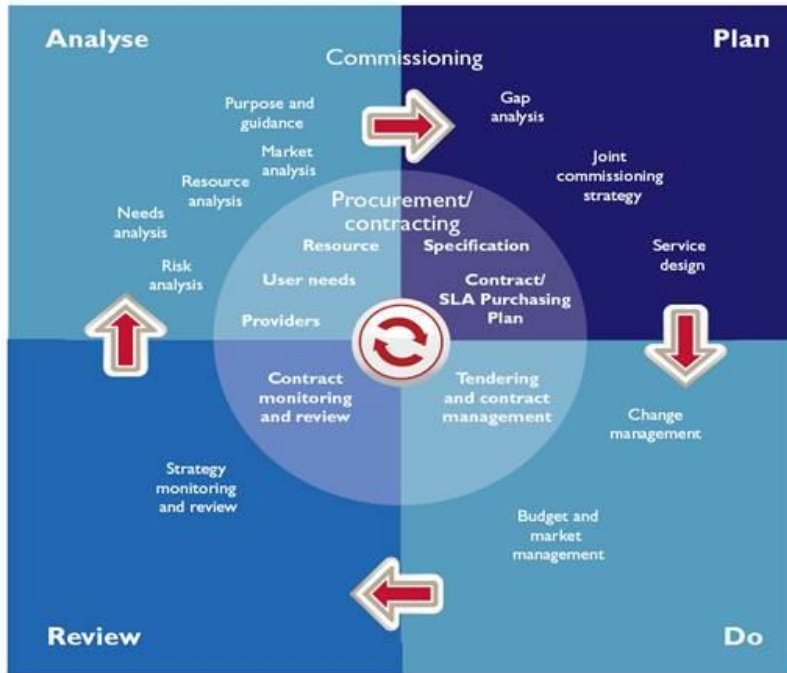
The Council is committed to ensuring that the contractor's actions do not put us in breach of our statutory equality duties or prevent us meeting our obligations under the EFLG. Crucially, we want to ensure that the services or goods being purchased are being provided in the way that was specified, and that our contractors comply with the Council's own equality and diversity commitments and legal duties under the Equalities Act 2010 and will reflect our Equality Action Plan.

8. Commissioning & Procurement

Local councils are increasingly using a strategic commissioning approach to the delivery of services for their communities. There has been much discussion with regards the definitions of and distinctions between commissioning and procurement and this strategy supports the **National Procurement Strategy for Local Government in England 2014** in recognising that procurement is a core part of a commissioning cycle

- Commissioning is the process of ensuring that outcomes identified in the Council's need analysis are delivered through the right service and the right models of delivery regardless of whether public, private or other sectors through voluntary service sector, or through social enterprises.
- Procurement is the process of acquiring goods, works and services. It includes acquisition from third parties and also from in-house providers. The process spans the whole cycle from identification of needs through to the end of a service contract or the end of a useful life of an asset. It involves early stakeholder engagement, assessing the impact on relationships and linkages with services internally and externally, options appraisal and the critical "make or buy" decision and determining the appropriate procurement strategy and route to market.

The CPU will look to engage with commissioners and stakeholders right at the beginning of the commissioning cycle. Implementation of demand management techniques within the procurement and commissioning cycle will enable us to understand the aims and objectives of the procurement and can help us to establish the key deliverables at the outset. All considerations can then be made in a timely manner that enables all options to be appraised. This will include market engagement with potential bidders to assess their views and understanding of what the solution might look like. This will also alert potential bidders to our plans and aspirations whilst giving them an opportunity to plan for the forthcoming activity



9. Delivering Our Vision

The following details our vision and commitment to some key areas that will support our procurement strategy. Each area describes our ambitions and our resultant key actions. This vision will be supported and sponsored by our Procurement Board which includes Director and Assistant Director Membership.

9.1. Enhancing Procurement Skills, Expertise and Opportunities

Aim

To attract, develop and retain the very best procurement and commercial staff. These staff will be supported to acquire the desired personal, procurement and commercial skillsets to deliver CPU departmental objectives.

Key Actions

- To fully develop a strategic category management service
- To develop market knowledge and expertise for key strategic spend areas

- To develop commercial acumen for all staff with a strong focus on contract negotiation
- To fully develop and enhance a Spot Buying lower value procurement offering
- Commercial Procurement Unit staff to be qualified to Chartered Institute of Purchasing & Supply (MCIPS) standard
- Commercial Procurement Unit staff to maintain continuous professional development
- To impart procurement knowledge and direction to key stakeholders and frontline services
- To determine and review expertise and capacity to deliver procurement across the organisation
- To benchmark skills with other organisations

9.2. Strategic Sourcing & Category Management

Aim

That all Strategic Sourcing activity is supported by robust governance processes and procedures that will enable us to make informed procurement decisions. We will develop the desired amount of market and category expertise to fully contribute to strategic decision making. We will develop our processes and procedures to make them “user friendly” and lean to both internal and external stakeholders alike. The aim is also to maximise the use of automation to enable us to develop a range of tools and techniques including e-sourcing, eCatalogues, eAuctions and supplier networks.

Key Actions

- To have procurement work plans aligned to all frontline services and directorates that support their strategies and objectives.
- To source and consider innovative solutions for service delivery
- To implement demand management techniques within our procurement processes
- The further development of a Category Management, Strategic Sourcing Model and away from reactive purchasing. Categories now defined as Adult & Children’s Services including Public Health, FM & Corporate including ICT Services, Construction/Assets, People, and Environment & Places.
- Revised Procurement Structures & Roles developing continuity and career opportunities for staff
- The further development of formal governance processes and procedures
- Development of spend analytics and procurement intelligence to inform procurement decisions
- Introduction of category profiling including contract mapping
- A Strategic approach to procurement activity on all spend where appropriate
- Stakeholder engagement and the enhancement of internal and external relationships
- Define strategies for each of the main category area
- Continuous development of category work plans and associated resource planning
- Identification of savings opportunities

- To identify and develop opportunities for collaboration

9.3. Automation & Systems

Aim

That our processes and procedures are clear and “user friendly” and supported by fit for purpose technology that will enable the CPU to further develop its service offering.

Key Actions

- To maximise the use of automation in all aspects of the service delivery
- To further develop the use of the council’s e-tendering portal and its full capability
- To introduce e-auctions where appropriate
- Project management
- All contract extensions and renewals identified
- That the intelligence held within the CPU is enhanced to support commercial procurement decisions
- enhance the management of our purchase to pay processes to make for a leaner and more user friendly experience for our supply chains

9.4. Procurement Governance

Aims

The principles of strategic category management are part of the Commercial Procurement Unit’s working practices and associated governance. The Category management team will proactively manage large areas of LCC non-pay expenditure and the team will follow step sourcing methodology to enable them to obtain and manage best value from the respective category areas. The governance structure allows the above teams to identify the key drivers for the procurement activity and allows for a detailed appraisal of the markets we are addressing. Each step of the process is evaluated and agreed between procurement and key stakeholders.

Deliverables:

- To understand the opportunity and understand the proposed market
- To understand the associated spend profile
- To understand procurement and strategy options
- To execute the desired process
- To plan implementation
- To effectively manage performance and
- To identify and manage risk in a timely manner within procurement processes
- To identify potential new models of service delivery including income generation

9.5. Contract & Performance Management

Aim

The Council recognises the benefits of proactive relationships with suppliers. Contract management processes will be reviewed in financial year 2016/17 with increased emphasis on delivery against pre-determined Key Performance Indicators (KPI's) likely including encouragement of our Supply Chains to report on Fair City values using the Blueprint for Better Business principles. It is recognised that key commercial opportunities potentially lie within the contract life and continual review should be part of a robust contract management process.

Key Actions

- To fully understand and baseline all contract management activity within the council
- To make robust recommendations based on the above activity
- To ensure that contracts have robust KPI's that enable us to measure contract and supplier performance including savings
- That contract and supplier performance reviews are scheduled at regular intervals throughout the life of the contract
- To introduce performance management strategies with key suppliers
- To review all contract extension options within agreed governance processes that include assessment of the performance of the supplier and contract.
- To introduce and enhance existing systems that enable us to map contracts, measure spend, collect feedback and accurately measure benefits

9.6. Environmental Considerations

Aim

The Commercial Procurement Unit supports the consideration of environmental issues and impact in all its procurement activity. Our governance processes will support, where possible, the appropriate considerations within our sourcing processes.

Key Actions

- adopt the principles of resource and waste minimisation for materials, energy, water, air and land in support of carbon reduction and climate change, reusing and recycling wherever possible;
- consider the costs and benefits of environmentally-friendly goods, services and works;
- wherever possible and practicable, specify a requirement in line with nationally or regionally agreed minimum specifications;
- where such exact specification is not possible, enable suppliers to submit offers for environmentally-friendly alternatives;
- work in partnership with other public bodies to maximise sustainable procurement gains through collaboration and information sharing;

- Ensure that all organisations have equal access to procurement opportunities, from larger organisations to SME's and the voluntary sector, in order to ensure fair and equitable opportunities for all.

9.7. Sustainable Procurement

Aim

The Commercial Procurement Unit supports the view that the procurement of goods, services and works plays a major part in considering how we can enhance and protect our shared environment and contribute to the health and wellbeing of society.

Key Actions

- Effectively managing waste including reduced packaging in the Supply Chain
- Evaluating whole life costs when sourcing goods and services
- Considering environmental impact
- Raising sustainability awareness
- Making ethical considerations using Blueprint for Better Business principles
- Understanding and promoting purpose driven and responsible local supply chains
- Operating effective demand management to reduce waste
- To encourage innovation related to more sustainable goods, works and services, through effective market research and use of outcome specifications.