

Procurement Strategy

Annual report 20-21



Foreword



During this pandemic we have all been striving to put measures, processes

and policies in place to support our communities so they are best placed to recover from these turbulent times.

This Annual Procurement Strategy report sets out the work that was already in motion prior to and subsequently since Cabinet agreement of the Procurement Strategy in October 2020.

These are core to Brent Council and will be integral to in the way we procure goods, services and works contracts over the next three years as a minimum to support the Council's priorities.

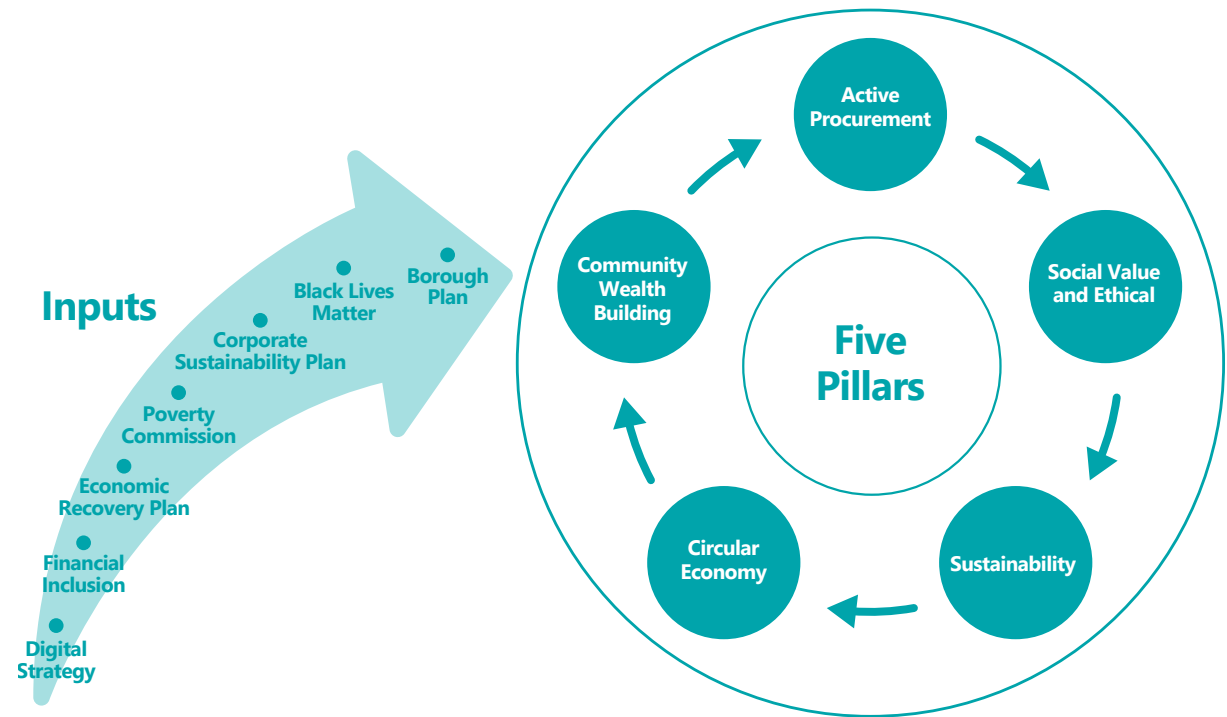
Although this is an Annual Procurement Strategy report it should be noted that the strategy was approved in October 2020 but highlights the progress made to March 21.

This report sets out the work delivered under each of the pillars of the strategy from setting out not only how we are spending money with our suppliers but the proportion of money we spend within the London Borough of Brent under the Active Procurement pillar. Through to how we are building up and developing our engagement with the local suppliers in support of our Community Wealth building pillar.

As Deputy Leader of the Council and Lead Member for Finance and Resources, as well as a proud resident of Brent I am pleased to present the first annual report on the progress and impact of the Procurement Strategy across its Five Pillars.

Each Pillar starts with the KPI/ Outcomes that we are looking to achieve followed by the progress made against each of the stages within the Pillar. I encourage you all to take some time to read this report and join us on this journey as we continue make Brent a great place to live and work.

Brent's Procurement Strategy comprises of five pillars.





Procurement Strategy – Annual Report FY 20-21.



Procurement Strategy – Annual Report FY 20-21.

The Procurement Strategy was approved by the council in October 2020 where it set out five key pillars that successfully delivered would support Brent Council's strategic priorities in providing greater opportunities for its communities and local businesses alongside taking significant steps in contributing to a greener more sustainable environment.

As set out within the key performance indicators and outcomes this report provides an update on the progress and achievements across each the five pillars.

Active Procurement

Social Value and Ethical Policy

Sustainability

Circular Economy

Community Wealth building



Active Procurement

Active Procurement lays the foundation for all the other pillars. The two main KPI's are to generate savings throughout the period of the strategy and ensure we are achieving value for money.

KPI/Outcome Delivery

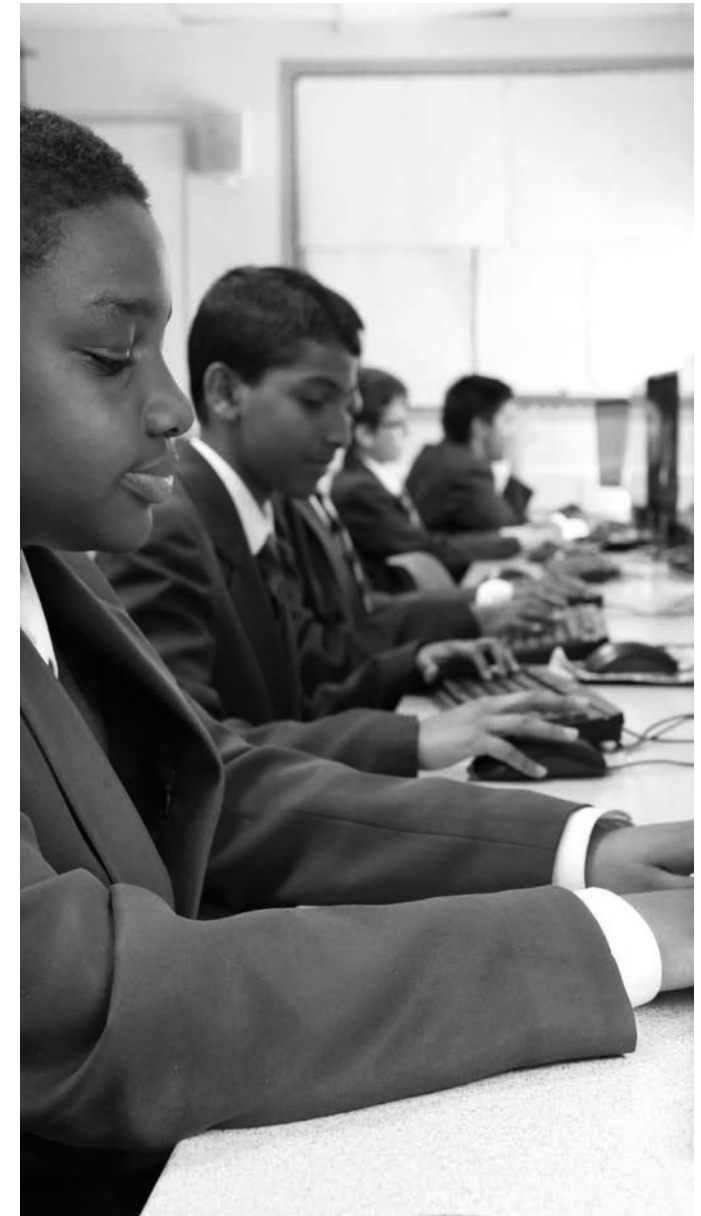
Deliver a reduction in procurement spend during the period of this strategy – target £2m

KPI/ Outcome delivery

Provide commercial intelligence to ensure we are achieving value for money

Indicators

- Spend analysis: Producing annual reports showing how we spend our money identifying opportunities of leveraging decommissioning and commissioning activities to best support the Council strategic priorities.
- Effective contract management: Maintain a contracts register and work with Directorates/ Sections to identify opportunities to bring different services together under one contract.

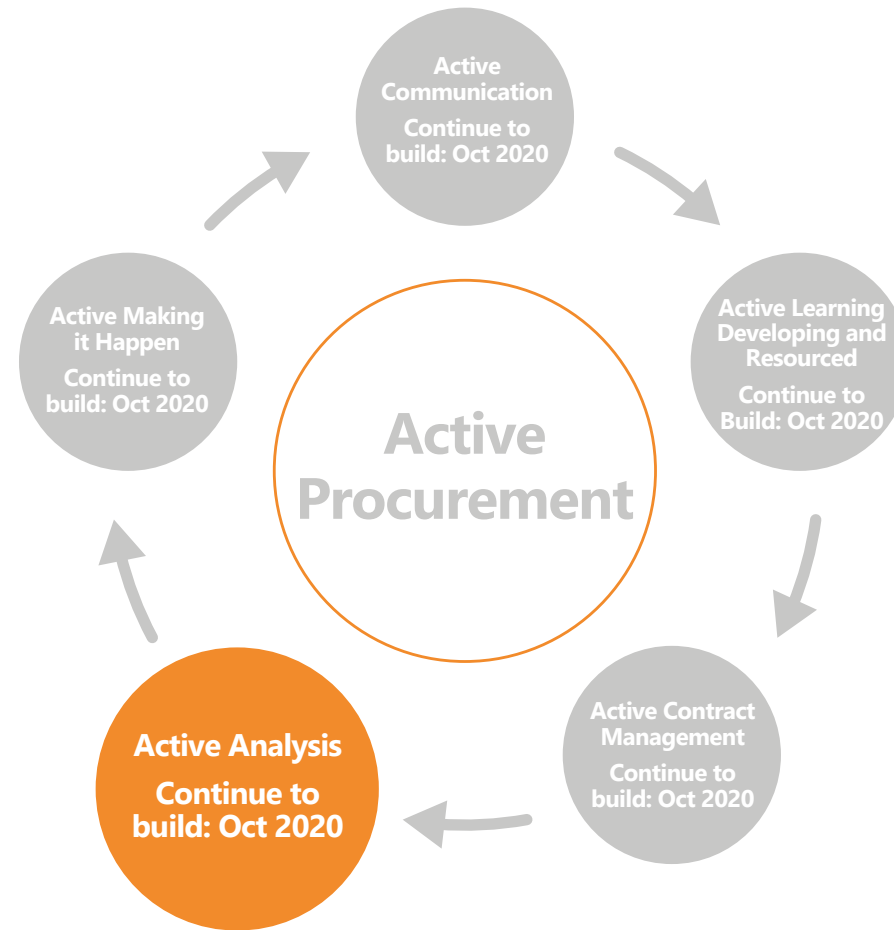


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The focus for this report will be the Active Analysis and Active Contract Management steps but will highlight progress on the following:

Active Communication: Engaged widely across Directorates to highlight how working together will deliver the pillars of the strategy bringing together the various pieces of the work conducted under each pillar into this annual report.

Active Learning and Development: Working with Members and Directorates on knowledge share events, engaging with the local supplier base to make participation in our procurement process easier to understand.



Active Analysis:

We need to have a good understanding on what the council spends with its suppliers across each of its Directorates alongside building and maintaining an accurate contracts register which in turn will help focus on our key contracts to understand if they are delivering the right outcomes along with providing

the right level of return on the spend. This work also needs to reflect the requirements of the Medium Term Financial Plan balancing between the need to produce actual savings versus in-house and decommissioning opportunities.

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What the council spends on suppliers.

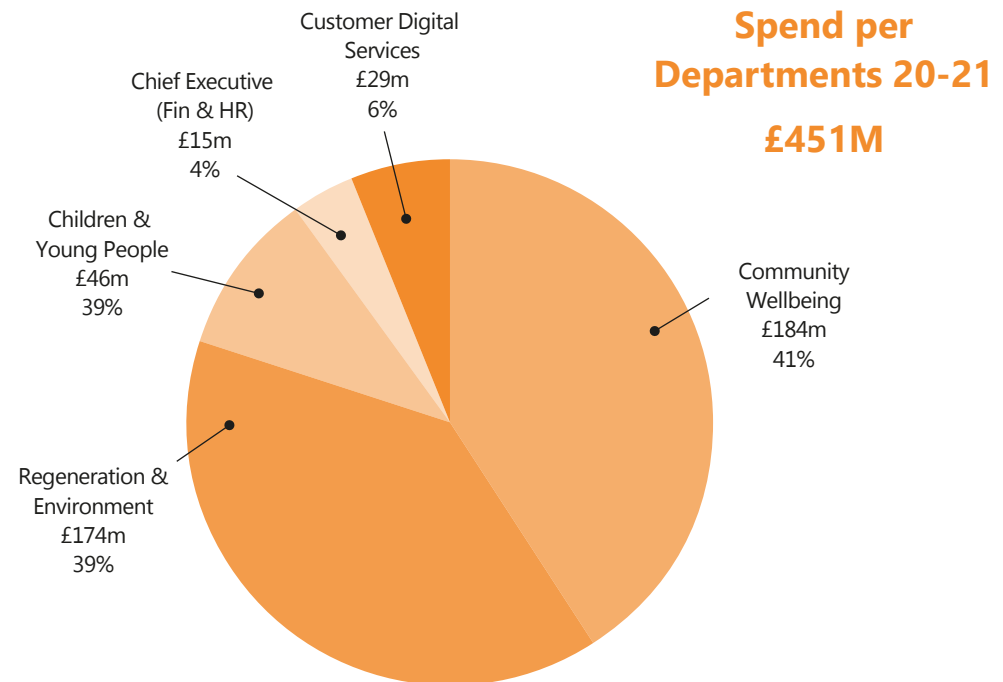
Spend Analysis.

A significant effort in dissecting how we spend our money has identified the following. In financial year 2020-21 Brent has spent c£450m across a variety of areas from supporting our vulnerable adults, young people and children to regenerating key areas, providing affordable housing and ensuring our footways and highways are maintained to an appropriate level.

Community Wellbeing which covers the care and support we provide to our most vulnerable adults across Social Care, Public Health and our joint working with the Clinical Commissioning Groups makes up one of the two largest Directorates of spend. This Directorate is also responsible for maintaining our affordable housing for council tenants. The other major area of spend is Regeneration and Environment Directorate, this area builds new homes and regenerates our local areas as well as maintaining our highways, street, parks and collecting the waste we generate.

The chart and table below splits out our third party spend per directorate.

Department Name	Total Spend 20-21
Community Wellbeing	£184,781,246
Regeneration & Environment	£174,904,916
Children & Young People	£46,949,049
Chief Executive (Legal, Fin & HR)	£15,640,212
Customer Digital Services	£29,171,632
	£451,447,055



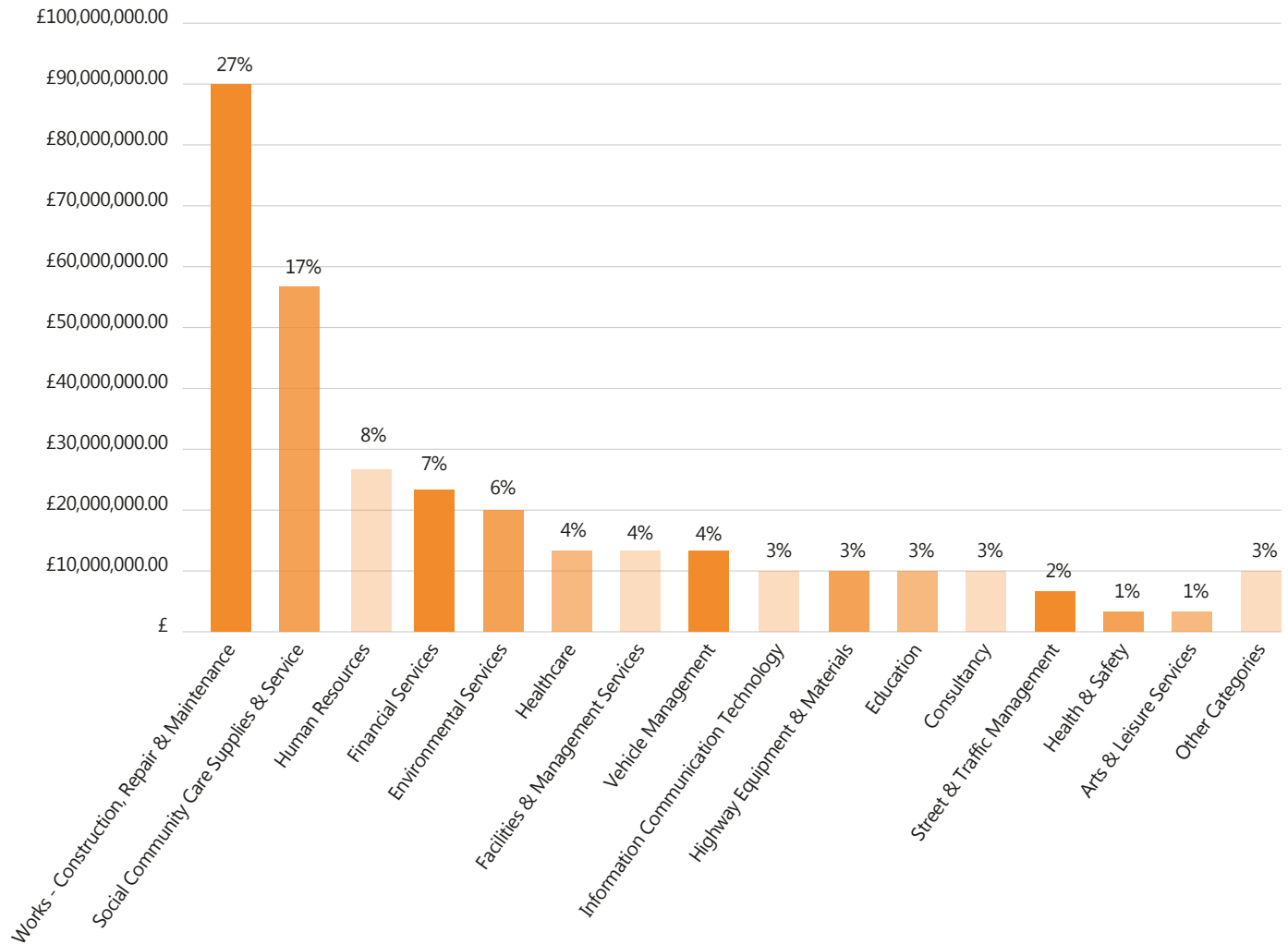
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Main areas of spend

Brent council's spend spans across approximately 3,800 suppliers. The money spent this financial year can be split out as shown opposite.

Our Top 50 Suppliers this year make up almost 60% of our spend reaching almost £250m, with the chart below setting out the most significant categories of spend across the council with the list below ranked in order on spend showing Construction and building repair, Social Care and Information Technology making up the top three categories of spend.

Top 15 Categories of spend 20-21 (PO Spend)



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Brent local Supplier Spend

Spend with our local supplier base is a key focus for Brent and the strategy is looking to increase our spend year on year as we progress the various pillars of the strategy. Currently approximately £57m (14%) of our third party spend is conducted with local suppliers registered within a Brent postcode. This is across over 700 local suppliers with the top 50 local suppliers making up 80% of that spend mostly across social care.

The chart opposite shows the proportion of local supplier spend that makes up the Directorates overall spend with Community Wellbeing having 25% of their overall spend being delivered by the local supplier base and Children and Young People with 10% of their overall spend being delivered by the local supplier base.

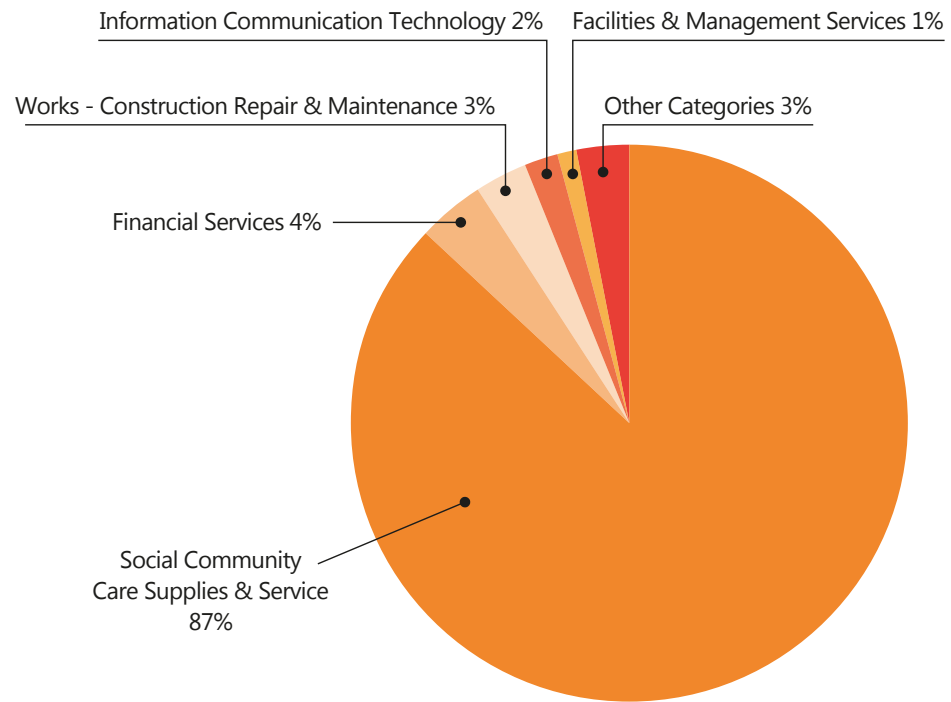
Spend Per Directorate vs Local Spend within them (20-21)



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The chart opposite provides a breakdown of local supplier spend with the vast proportion of spend being spent within social care supporting our most vulnerable.

Some of the other categories highlighted opposite include but not limited to: Utilities, Cleaning & Janitorial, Legal Services, and Horticultural.



Local Spend per Categories 20-21



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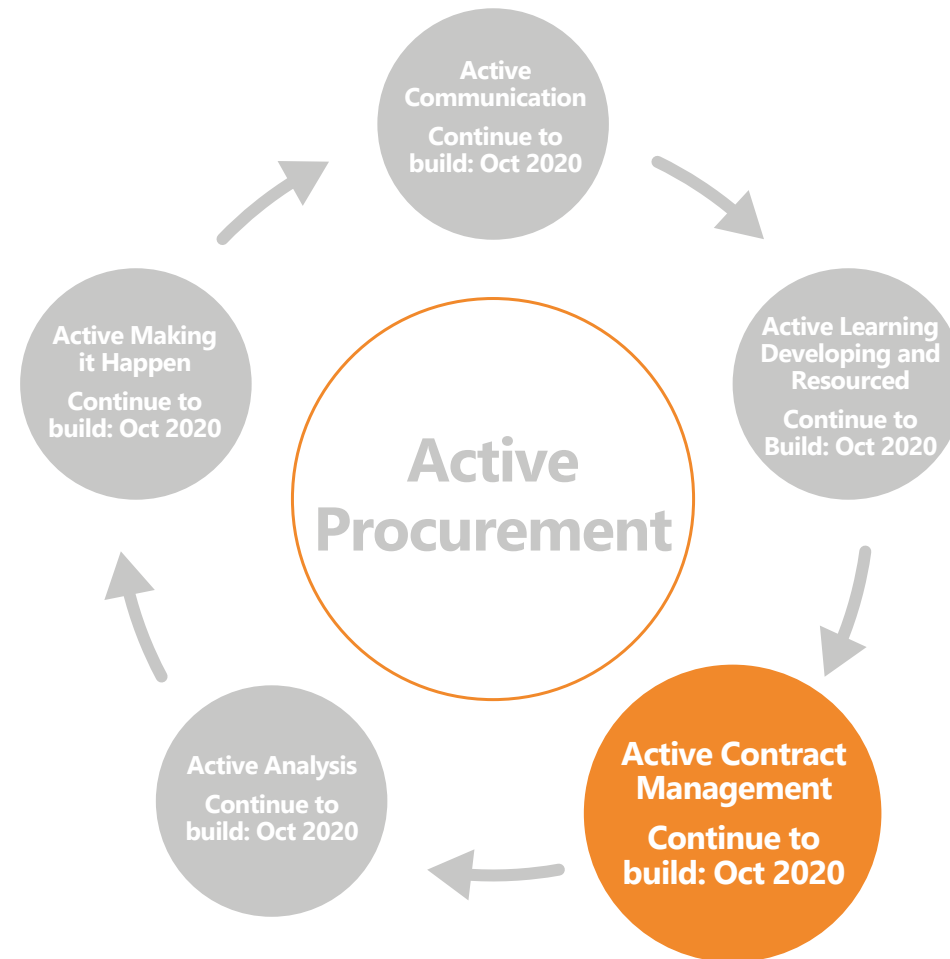
Active Contract Management

Working with directorates across the Council to create a contracts register of all known contracts. Aligning spend data showing actual in year spend against contracted spend.

Having a good understanding of all our major contracts is important, it enables us to ensure we are focussing our intentions on areas of spend and contract value which have a major impact on the community and businesses of Brent.

By ensuring we have a good understanding of these contracts, how much we spend against them, how well the supplier is performing in delivering those contractual commitments and what needs to be done in advance of contract end dates and provide assurance that we are Actively Contract Managing and making best use of the resources we have.

Over the past 12 months Procurement have been actively working with all its stakeholders across the council build a comprehensive contracts register and currently stands at almost 400 contracts. The vast majority of the database is made of contracts that have followed a procurement process conducted by the Procurement team or the team have been involved in an advisory capacity and hence have knowledge of these contract awards.



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These contracts cover approximately 70% of the spend we incurred for the financial year 20/21. Not all of this spend is addressable some of this spend is to support significant capital build programmes of work as Brent continues to regenerate and develop the borough for the benefit of its residents and businesses.

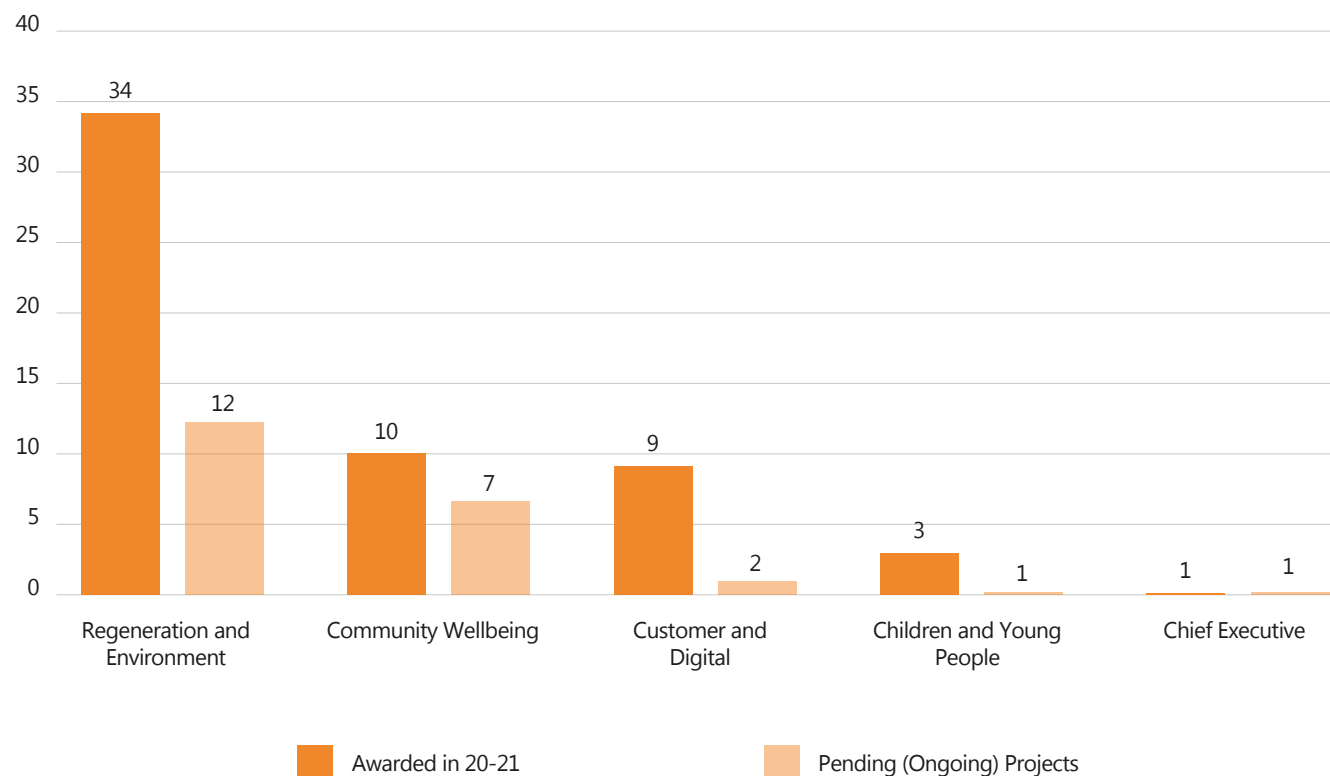
The register highlights when contracts are coming to an end, Procurement have commenced an exercise identifying all contracts that are due to end by March 2023, working with stakeholders across the Directorates to understand future plans and how best to see if there are opportunities to extract efficiencies. It also helps to decide how best to engage with the market on future procurements to ensure we are supporting the various pillars of the Procurement Strategy.

The spend analysis shows our Top 50 Suppliers this year make up almost 60% of our spend reaching almost £250m of which we have 29 contracts that are due to end by March 2023. These will form part of the review along with the identification of potential savings.

Contract awards for FY 20-21.

The Procurement team have been engaged on over 75 projects not including frameworks* (framework figures will be included in the overall figures moving forward). During the last financial year, 57 procurement projects were awarded between April 20 and March 21 and the value of those projects awarded amounted to £184m.

Number of Contracts awarded and pending award
April 20- March 21



*A framework agreement is where suppliers have already demonstrated their competence to supply, any questions about their capabilities have already been answered as part of the bidding process and they have been approved by the Framework Provider to be selected pre-qualifying themselves to be included onto that Framework. This will allow the supplier to bid for any opportunity whenever a public body wants uses that framework dependent on the rules set out on how to use that framework. The Framework may cover different types of Services or Works categories under the overarching agreement, the terminology for these different types of categories under the framework is known as LOTS.

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Social Value and Ethical Policy

KPI/Outcome Delivery

Local Investment from Brent contracts

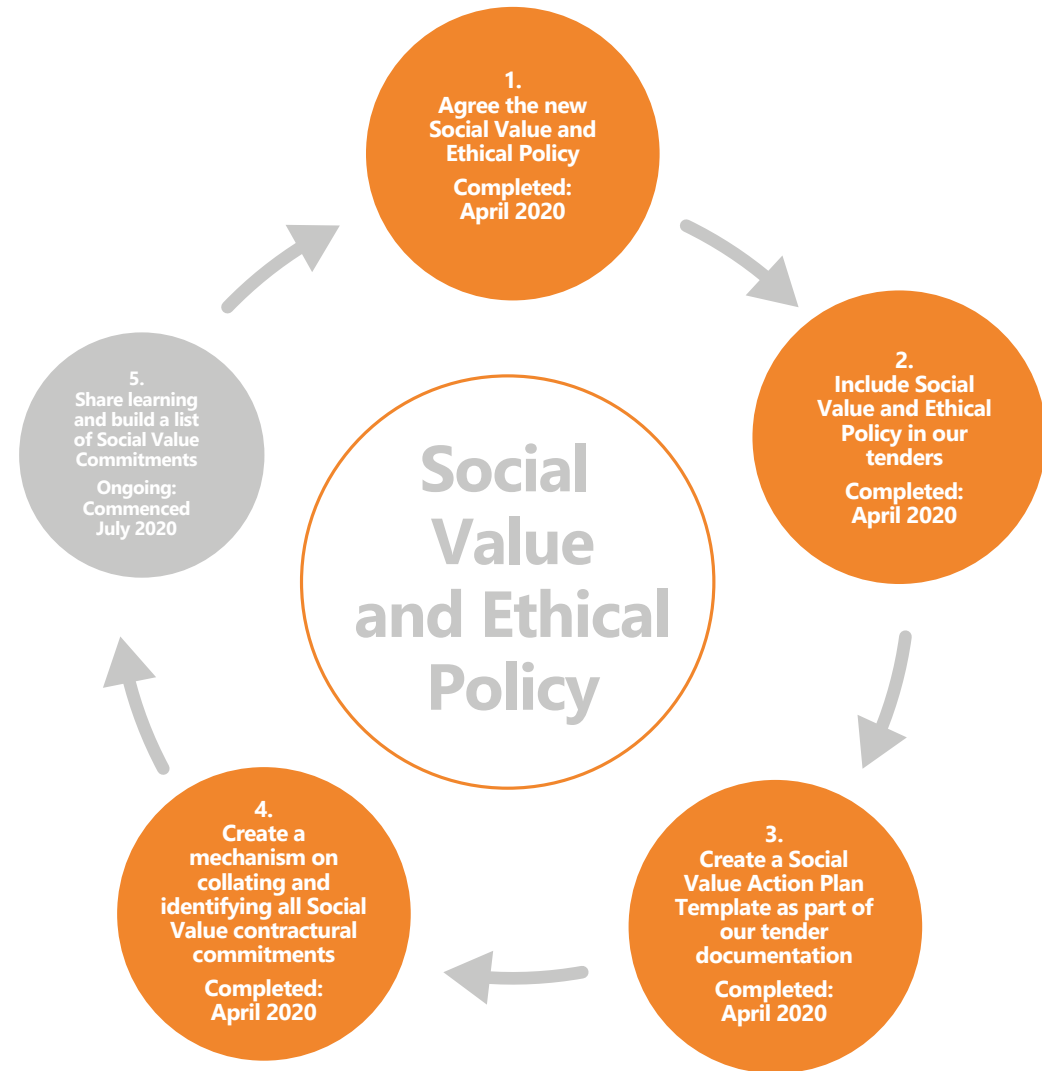
Indicators

- Number of Brent organisations who participate in the Council's Supply Chain.
- Supporting innovative delivery models such as co-operatives, community interest companies social enterprises.
- Total amount of social value delivered through Brent Contracts.

The work set out below shows the progress made in setting out the levels and types of local investment committed to from Brent contracts achieved through the procurement process.

The Council wants to ensure Social Value, is integral in all its procurements, benefitting Brent's communities and embraced by all involved.

To that end following from the milestones set out in the Council's Social Value and Ethical Policy was approved by Cabinet in April 2020 It has been formally incorporated into our procurements since June 2020.



Procurement Strategy – Annual Report FY 20-21.

To recap, the Social Value and Ethical policy has commitments that align to the Council's borough plan strategic priorities. Under each strategic theme the policy provides guidance on the areas we can increase the delivery of social value.

The Social Value delivery plan (Appendix 2) sets out the journey on how Brent's Procurement team would look to engage and embed social value within our procurements across the council, its members and supplier base.

March 2020 and April 20 we committed to schedule in Member training sessions on Social Value along with a programme of training and communication across the Directorates. Our intentions were to do this at the Civic Centre but due to the pandemic this was delayed and virtual Member sessions were held in October 2020 and training sessions held with Officers prior to this in September 2020. Both these sessions were very well attended and received.



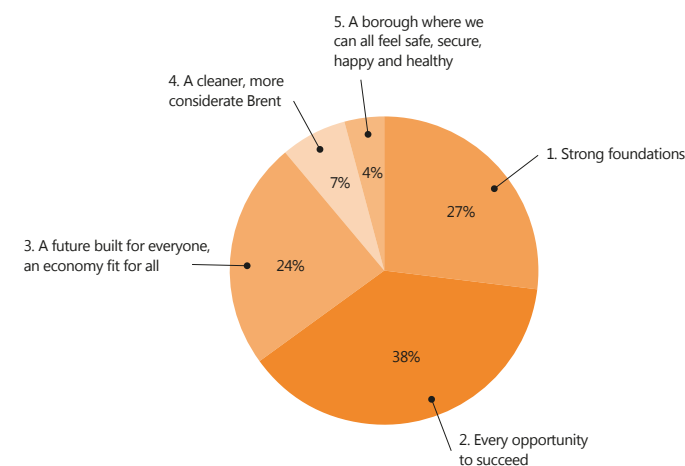
Breakdown of SV pillar

	Total value all years	Percentage
1. Strong foundations	£657,205.13	27%
2. Every opportunity to succeed	£947,394.00	38%
3. A future built for everyone, an economy fit for all	£597,176.59	24%
4. A cleaner, more considerate Brent	£162,286.28	7%
5. A borough where we can all feel safe, secure, happy and healthy	£108,048.92	4%

Total commitment among 21 received files £2,472,110.92 100%

The highest performance among all pillars was for **2. Every opportunity to succeed with 38%**

Percentage of Borough Priorities supported by Social Value



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Further information on which KPI's are being supported within each of the council's strategic priorities is set out below.

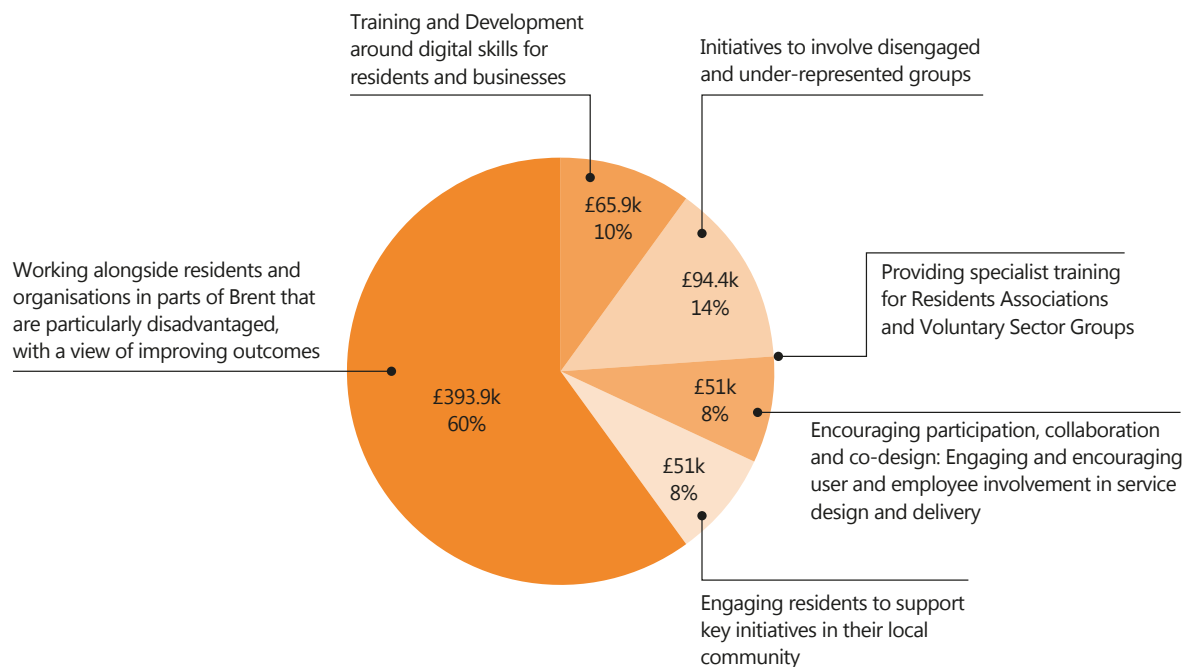
The breakdown above confirms that our suppliers are delivering social value across the priorities in the borough plan. The suppliers have set out the financial value they are willing to pass back to the council if they do not deliver the Social Value committed as part of the contract which equates to £2.4m of Social Value looking to be delivered through our procurements since June 2020.

Strong Foundations

To achieve our goal of improving the satisfaction of residents with the way the council does things, we must think carefully and creatively about the best ways to obtain value for money from our Suppliers.

Set out below are the opportunities we are looking to deliver through Social Value.

1. Financial Commitment of Social Value



1. Strong foundations (27%)

Total value all years

1.1 Training and Development around digital skills for residents and businesses	£65,960.00
1.2 Initiatives to involve disengaged and under-represented groups	£94,487.00
1.3 Providing specialist training for Residents Associations and Voluntary Sector groups	£750.00
1.4 Encouraging participation, collaboration and co-design: Engaging and encouraging user and employee involvement in service design and delivery	£51,046
1.5 Engaging residents to support key initiatives in their local community	£51,051
1.6 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£393,910.00

£657,205.13

In pillar 1. Strong foundations the top data captured and committed by the suppliers is for

- 1.6 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes
- 1.3 needs improvement as providing specialist training for Residents Association and Voluntary Sector groups are important

Providing specialist training for Residents Associations and Voluntary Sector groups.

Free training to Residents and Voluntary Sector in courses we deliver at our in-house training centre, where training is delivered by our Trainers and the health sector (at our expense).

Offer digital training targeting under-represented groups. We will aim to offer 4 face to face sessions and 4 sessions via Zoom.

Group 1: Family carers of people with learning disabilities

Group 2: People with learning disabilities.

Strong Foundations

Training and Development around digital skills for residents and businesses

What are you offering?: To sponsor one local Brent resident to complete a full ITQ course at North West London College including:

We will also give the candidate a bursary towards course costs and materials

Social Value Commitments Examples Achieved from our Procurements

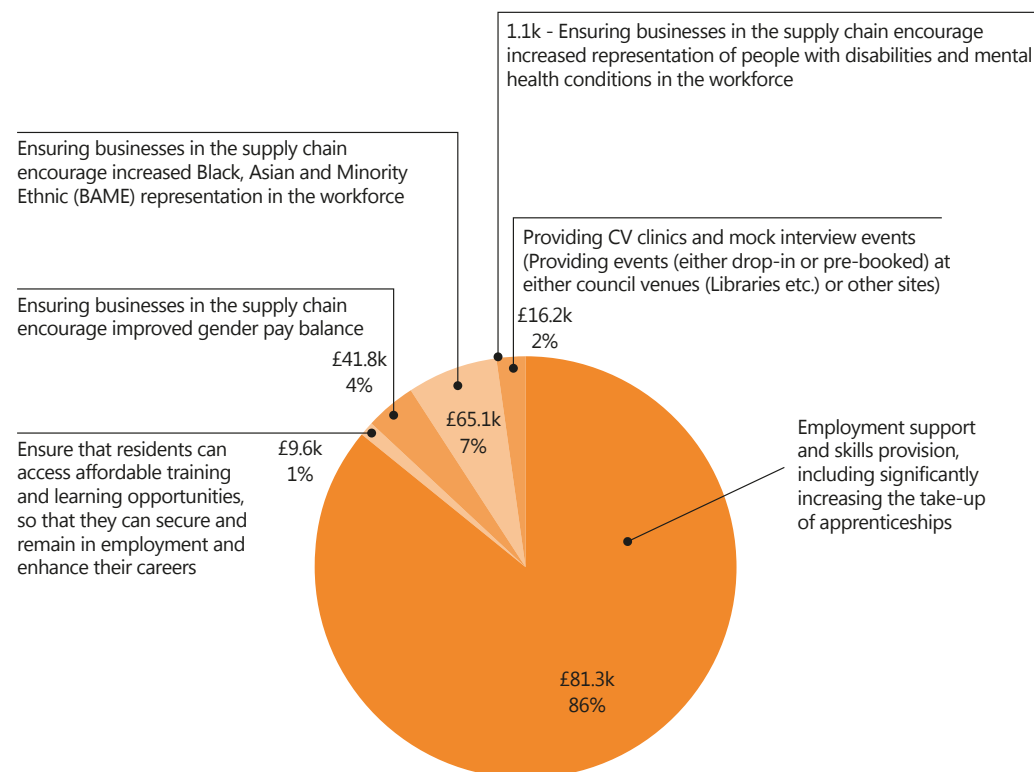
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Every Opportunity to Succeed

Our ambition is to create a borough where everybody has an opportunity to succeed and thrive; a place where they are able to realise aspirations of education, work and family. We will utilise social value initiatives to improve inclusion, equality and representation of groups currently underrepresented in further education and work.

Set out opposite are the opportunities we are looking to deliver through Social Value.

2. Financial Commitment of Social Value



2. Every opportunity to succeed (38%)

Total value All Years

2.1 Providing CV clinics and mock interview events (Providing events (either drop-in or pre-booked) at either council venues (Libraries etc.) or other sites)	£16,250.00
2.2 Employment support and skills provision, including significantly increasing the take-up of apprenticeships	£813,525.00
2.3 Ensure that residents can access affordable training and learning opportunities, so that they can secure and remain in employment and enhance their careers	9,600.00
2.4 Ensuring businesses in the supply chain encourage improved gender pay balance	£41,800.00
2.5 Ensuring businesses in the supply chain encourage increased representation of people with disabilities and mental health conditions in the workforce	£1,119.00
2.6 Ensuring businesses in the supply chain encourage increased Black, Asian and Minority Ethnic (BAME) representation in the workforce	£65,100.00
2.7 Ensuring businesses in the supply chain encourage more awareness and support for the improvement of staff mental health and wellbeing.	

£947,394.00

In Pillar 2. Every Opportunity to Succeed, the suppliers committed for Employment support and skills provision including take-up of apprenticeships. However, supporting people with Disabilities and mental health and supporting BAME backgrounds are under committed. There is also no commitment for Staff Mental health and wellbeing which is equally important

Work with our supply chain and Brent Council to identify an appropriate training and learning opportunity associated with Brent Council's "Be Lean" agenda and/or the construction industry. This training will provide the attendees with exposure to the expertise and knowledge required to successfully deliver building fabric improvements such as wall and roof insulation, glazing and draft proofing or similarly useful skills in health and safety and/or construction. The training will be provided, if possible, through a local accredited training organisation providing a recognised qualification at the end of the course.

Ensuring businesses in the supply chain encourage increased Black, Asian and Minority Ethnic (BAME) representation in the workforce

We plan to host a digital/place based open event about volunteering and becoming a charity trustee for at least 10 interested participants to find out about volunteering or becoming a trustee in a local charity. Some local organisations find it hard to attract and retain good volunteers and trustees, and this event will attract different people from groups who might not normally consider this kind of role within a charity. We will provide details of local vacancies, ask our BAME trustees to plan and facilitate the sessions and possibly mentor applicants who decide to apply.

Every Opportunity
to Succeed.

Social Value Commitments Examples
Achieved from our Procurements

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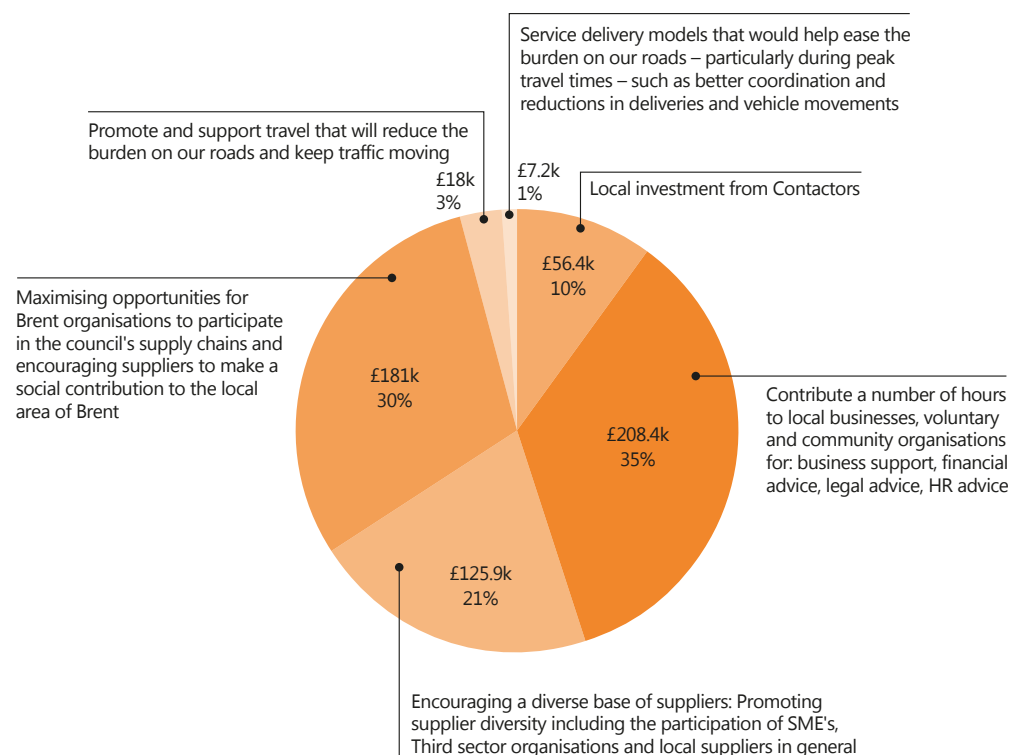
A future built for everyone, an economy fit for all

We have made huge strides in regenerating the borough we must now ensure we continue to build upon the inward investment in Brent, creating an attractive and prosperous place for

Businesses to operate and grow. We will work with SME's to make sure they are best placed to bid for Brent Contracts.

Set out below are the opportunities we are looking to deliver through Social Value.

3. Financial Commitment of Social Value



3. A future built for everyone, an economy fit for all (24%)

Total value All Years

3.1 Local investment from Contactors	£56,408.00
3.2 Contribute a number of hours to local businesses, voluntary and community organisations for: business support, financial advice, legal advice, HR advice	£208,490.59
3.3 Encouraging a diverse base of suppliers: Promoting supplier diversity including the participation of SME's, Third sector organisations and local suppliers in general	£125,915.00
3.4 Maximising opportunities for Brent organisations to participate in the council's supply chains and encouraging suppliers to make a social contribution to the local area of Brent	£181,073.00
3.5 Promote and support travel that will reduce the burden on our roads and keep traffic moving	£18,050.00
3.6 Service delivery models that would help ease the burden on our roads – particularly during peak travel times – such as better coordination and reductions in deliveries and vehicle movements	£7,240.00
	£597,176.59

In Pillar 3. A future built for everyone, an economy fit for all, the different areas addressed well. However, the service delivery model needs improvement to commit to this part too as it affects the local traffic issues. Local purchasing and generation of public savings can be considered at the time of awarding a contract?

Contribute a number of hours to local businesses, voluntary and community organisations for: business support, financial advice, legal advice, HR advice

2 remote Mental health and Wellbeing awareness sessions annually for voluntary and community organisations, 90 minutes each.

3 remote HR information sessions annually to voluntary, community organisations and SMEs, 60 minutes each. Including: safer recruitment, supervision, staff performance.

4 remote HR drop-in sessions annually, for voluntary, community and local organisations. Providing general advice, support. 60 minutes each.

Maximising opportunities for Brent organisations to participate in the council's supply chains and encouraging suppliers to make a social contribution to the local area of Brent

We will promote the use of SME's through our procurement practices. We will engage with employment and homeless charities in the Borough to provide employment opportunities. We have allowed for two site attendants on the project and would expect to fill these vacancies through this route.

A future built for everyone, an economy fit for all

Social Value Commitments Examples Achieved from our Procurements



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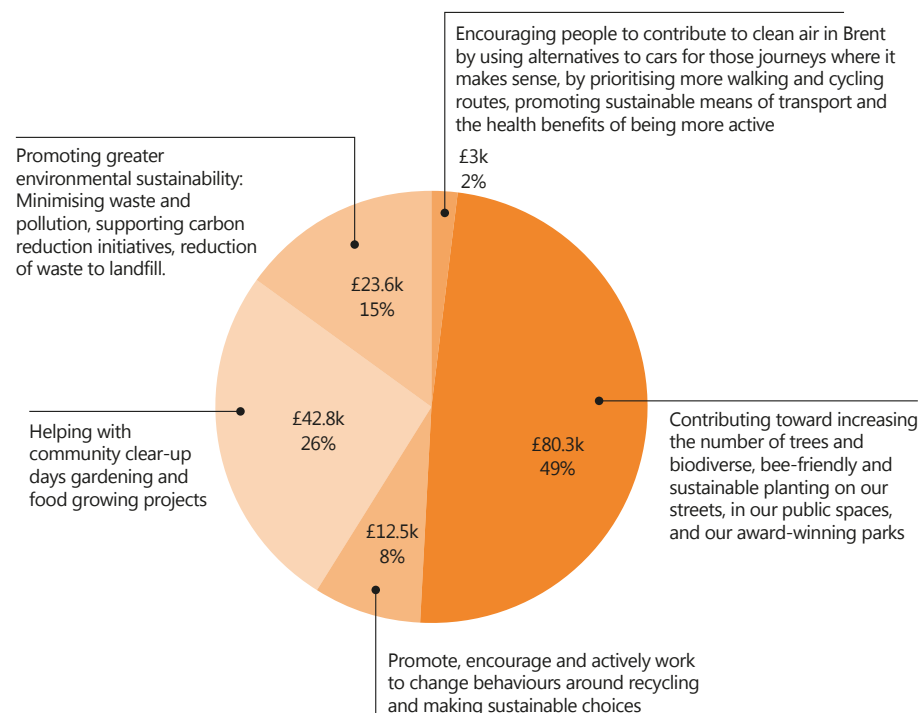
A cleaner, more considerate Brent

Brent council will strive for carbon neutrality by 2030 after joining more than 260 other councils and the Mayor of London, in declaring a climate and ecological emergency. The council is committed to taking a systematic approach to tackling the climate emergency, focusing on the following

environmental issues: carbon emissions reduction, warm homes, local resilience to the impacts of global heating, clean air, a circular economy, greener spaces and water conservation.

Set out below are the opportunities we are looking to deliver through Social Value.

4. Financial Commitment of Social Value



4. A cleaner, more considerate Brent (7%)

Total value All Years

4.1 Encouraging people to contribute to clean air in Brent by using alternatives to cars for those journeys where it makes sense, by prioritising more walking and cycling routes, promoting sustainable means of transport and the health benefits of being more active	£54,750.00
4.2 Contributing toward increasing the number of trees and biodiverse, bee-friendly and sustainable planting on our streets, in our public spaces, and our award-winning parks	£80,300.00
4.3 Promote, encourage and actively work to change behaviours around recycling and making sustainable choices	£12,500.00
4.4 Helping with community clear-up days gardening and food growing projects	£42,886.28
4.5 Promoting greater environmental sustainability: Minimising waste and pollution, supporting carbon reduction initiatives, reduction of waste to landfill.	£23,600.00
4.6 Suppliers reviewing how best to deliver energy efficiency products to prevent fuel poverty for local residents.	

£214,036.28

In Pillar 4. A cleaner, more considerate Brent, the data shows the suppliers need to commit more in this area. Considering climate change and the effect of modern life we should encourage the suppliers to commit and deliver on more eco-friendly choices, like carbon reduction.

A fleet of Bikes, Electric Bikes (E-Bikes) and Electric Scooters (E-Scooters) purchased and offered for use by our staff, as an alternative to driving or using buses.

Planting of 400 native saplings at Council locations within the new parks surrounding. These species would be selected to attract bees and wildlife.

A Cleaner,
more considerate
Brent.

The supplier propose to assess the needs of each building within the project scope to determine if they would benefit from the provision of the following:

- 1) Secure cycle storage/shelters
- 2) Big Belly Solar rubbish bins or similar solutions

Almost one in five households in Brent suffer from fuel poverty – more than 20,000 homes. We proposes to work with Brent Council to identify areas in fuel poverty and schools operating in those areas. We will then approach these areas identified and provide them with access to energy efficiency/renewable energy technologies (such as LED replacement bulbs)

Social Value Commitments Examples
Achieved from our Procurements

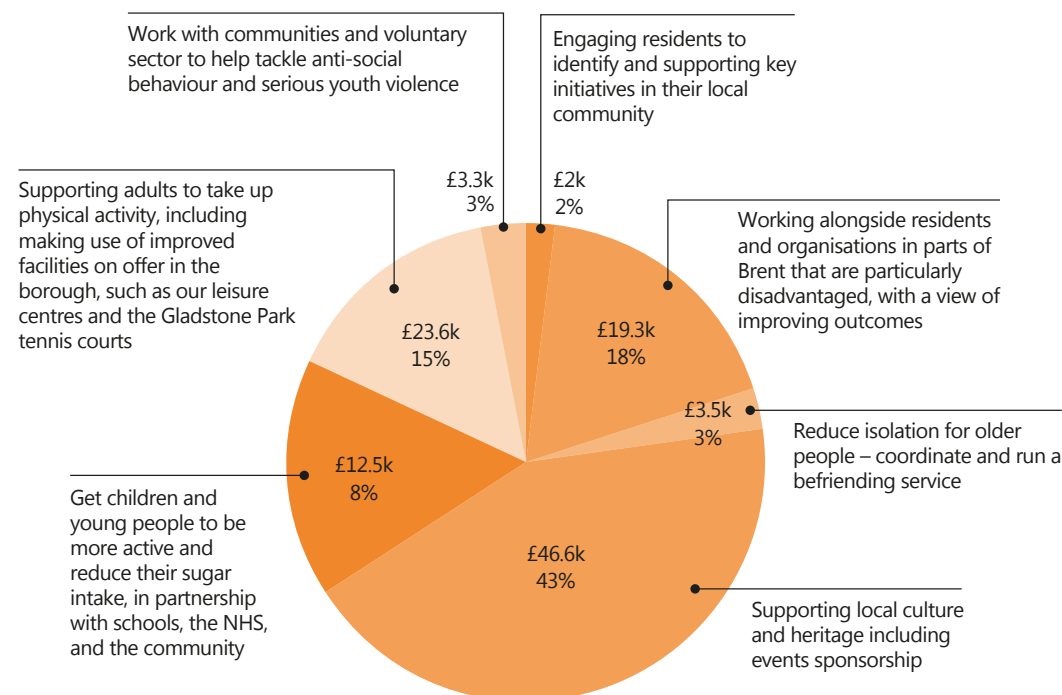
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A borough where we can all feel safe, secure, happy and healthy

It is vital for the council to support our most vulnerable residents -safeguarding children and young people and helping vulnerable adults to be independent at home. Crime is falling in Brent, and residents are clear that safety is what they value most. However, we still have work to do to prevent crime and anti-social behaviour, as well as reducing the fear of crime.

Set out below are the opportunities we are looking to deliver through Social Value.

5. Financial Commitment of Social Value



5. A borough where we can all feel safe, secure, happy and healthy (4%)

Total value All Years

5.1 Engaging residents to identify and supporting key initiatives in their local community	£2,000.00
5.2 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£19,320.00
5.3 Reduce isolation for older people – coordinate and run a befriending service	£67,752.00
5.4 Supporting local culture and heritage including events sponsorship	£46,669.92
5.5 Get children and young people to be more active and reduce their sugar intake, in partnership with schools, the NHS, and the community	£17,450.00
5.6 Supporting adults to take up physical activity, including making use of improved facilities on offer in the borough, such as our leisure centres and the Gladstone Park tennis courts	£15,750.00
5.7 Work with communities and voluntary sector to help tackle anti-social behaviour and serious youth violence.	£3,350.00
	£172,291.92

Work on this pillar continues to make a difference to ensure the suppliers adhere to LBB SV and commit to make LBB a place to feel safe, Secure, happy and healthy.

*Units captured for supplier commitments in different pillars are not included in this data as they are not same measures and are not comparable at this stage.

Reduce isolation for older people – coordinate and run a befriending service ‘Yellow Hub Events’. This would be a series of free events for Brent residents, held in

‘The Yellow’ in Wembley, which is open seven days a week with good transport links as well as designated disabled parking.

we will fund a % of non-contact time (up to 100 hours) on top of contracted hours for staff to act as community navigators to signpost clients and facilitate participation in day centres, befriending etc

A borough we can all feel safe, secure, happy and healthy

Social Value Commitments Examples Achieved from our Procurements

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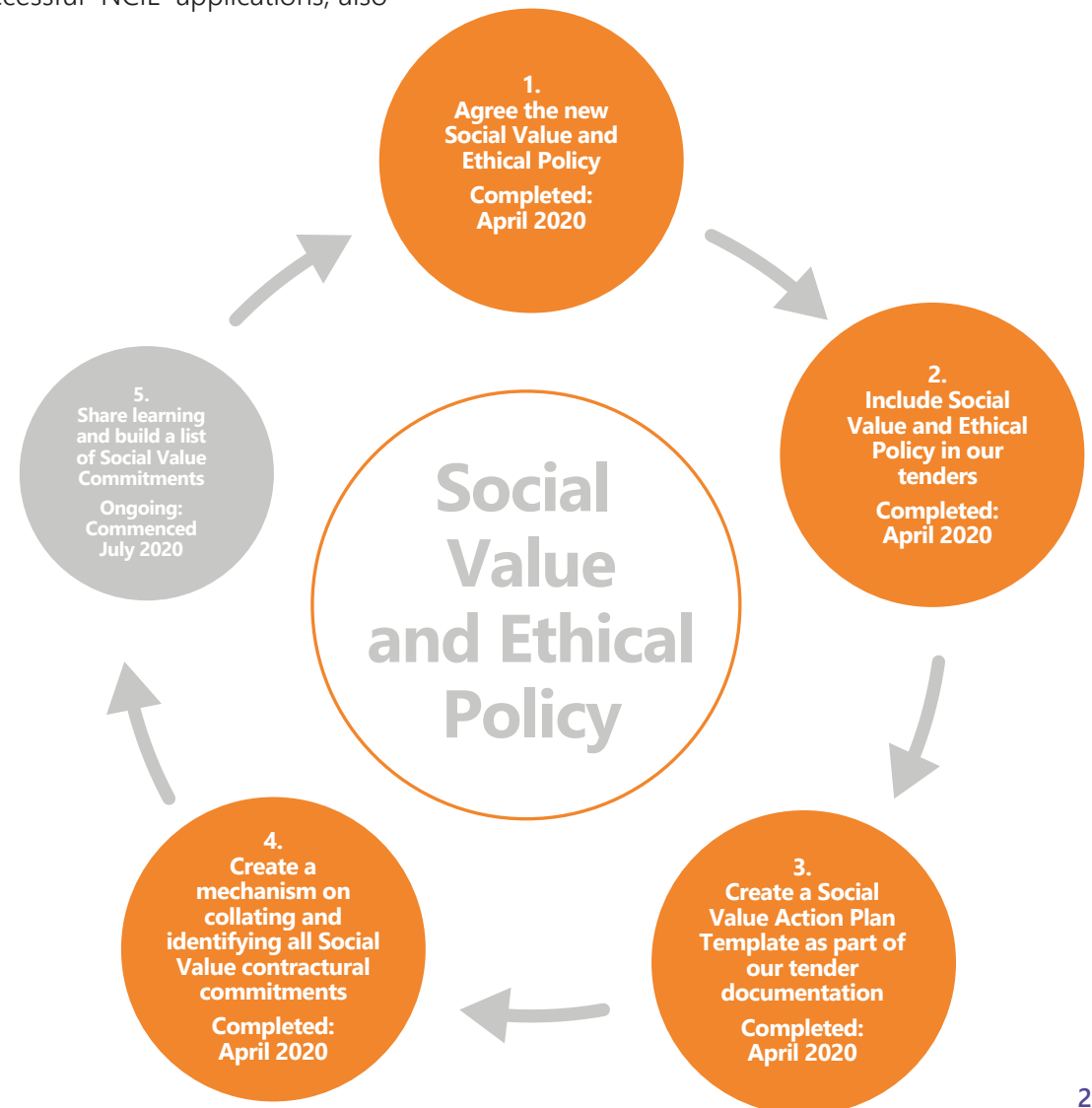
The summary report highlights that across our Directorates when looking to identify KPI's suitable for the Procurement being conducted, the Services were able to pick Social Value KPI's that best aligned with the procurement being delivered and the Councils key priorities.

The report highlights that A Future Built for Everyone and Economy Fit for All was the best supported across all the Council priorities with a total value of over £300k of Social Value committed by suppliers across all the Council priorities, meaning this would be money suppliers are willing to forego if the Social Value they have committed to is not delivered during the period stipulated in the contract.

The social value template is already in place and forms part of the procurement process where it is evaluated/ moderated and included in the contract for the successful supplier. It clearly sets out what the supplier(s) have committed to and in which financial year. The next steps are to keeping building our intelligence therefore Procurement will use this template to gather evidence when liaising with contract managers within the council to understand progress on delivery of suppliers Social Value Commitments.

The final step has also been completed. Procurement working with other key stakeholders to gather additional intelligence on where Social Value could help to provide an alternative method to support the community, looking at data gathered from unsuccessful and successful NCIL applications, also

feedback from Town Centre Managers on what local businesses would like to see in their high streets . This is has created an initial list to supplement the possible KPI's already built into the policy as set out Appendix 3



Procurement Strategy – Annual Report FY 20-21.

Sustainability

KPI/Outcome Delivery

Reduce waste through recycling.

Indicators

How many of our suppliers comply with ISO 14001: 2015 or equivalent and work towards ensuring as many suppliers within our existing supply chain are conforming. Moving forward it forms part of our evaluation criteria for suppliers wishing to work with the Council.

The third pillar of the Procurement Strategy is to ensure we have a Procurement Sustainability Policy to align to our commitment to the Green agenda. The annual direct spend on goods and services is approximately £400 million, so the scope to influence is significant and far-reaching. Improving environmental sustainability throughout our supply chain is an essential component of our commitment to reduce our environmental impact and lead by example.

Steps 1-3 that make up the Sustainability pillar were completed in line with the target dates set out within the strategy.

The policy's aim is to stretch across all aspects of sustainability and includes Brent's commitment to support Fairtrade and help suppliers with support to their understanding so they can deliver sustainable goods and services within their own organisation and across their supply chains.



Procurement Strategy – Annual Report FY 20-21.

This culminated in Brent having its first Sustainable Procurement Policy (Appendix 4) and has been embedded within our Procurements from April 21.

Step 4 was also completed in line with the target date, since October 20 the Procurement team have worked across the council to agree a set of principles and an initial range of key performance indicators to understand how the environmental impact will be mitigated which forms part of the policy.

Step 5 - Some of the Sustainability KPI's and Outcomes will be captured in the Social Value capture template under the priority A more cleaner considerate Brent. Where there are specific KPI's / Outcomes that fall outside of this are ensuring these are included in future Annual Procurement Strategy reports.

Sustainable procurement practices are an area that boroughs both sub-regionally in West London and in London as a whole are considering as part of their efforts to tackle the climate and ecological emergency. We are part of a sub-regional working group, working with other West London Alliance Boroughs to create a unified set of policies across the sub-region – therefore making it easier for suppliers to understand their requirements for bidding for services in West London, and ensure that West London Alliance boroughs are committed to similar ambitions and aims.



Procurement Strategy – Annual Report FY 20-21.

Circular Economy

KPI/Outcome Delivery

Reduced use of natural resources by purchasing goods and services using recycled materials and facilitate increased investment with local businesses who operate within the circular economy in Brent.

Indicators

- Percentage of businesses operating within the circular economy.
- What percentage of goods and services used in the supply chain are recycled.
- What percentage of good and services are recycled within supplier's organisation?
- What percentage of goods and services are recycled using the local supplier base?

The creation of the Procurement Sustainability policy underpins the need for Brent, to move towards a low carbon, circular economy. This will involve a radical shift away from our current linear economy and 'throwaway culture' where products are made used disposed to one in which resources and products are kept in use for as long as possible. Brent is well placed to enhance its low carbon circular economy over the next 10 years as it is already amongst the top London boroughs with the highest rates of employment in this sector. There are around 860 businesses in the borough involved in the circular economy. We will aspire to continue to build this sector and support this economic model of operation

as a key mechanism for tackling the climate and ecological emergency. This will also be at the centre of green economic recovery efforts following the COVID-19 pandemic and aid the transition away from our current linear economy. By leading by example and championing the importance of a

reduction in the environmental impact of our supply chain, it is hoped to have a positive impact within the council and community, and to encourage other organisations to do the same and adopt new sustainability procurement practices.

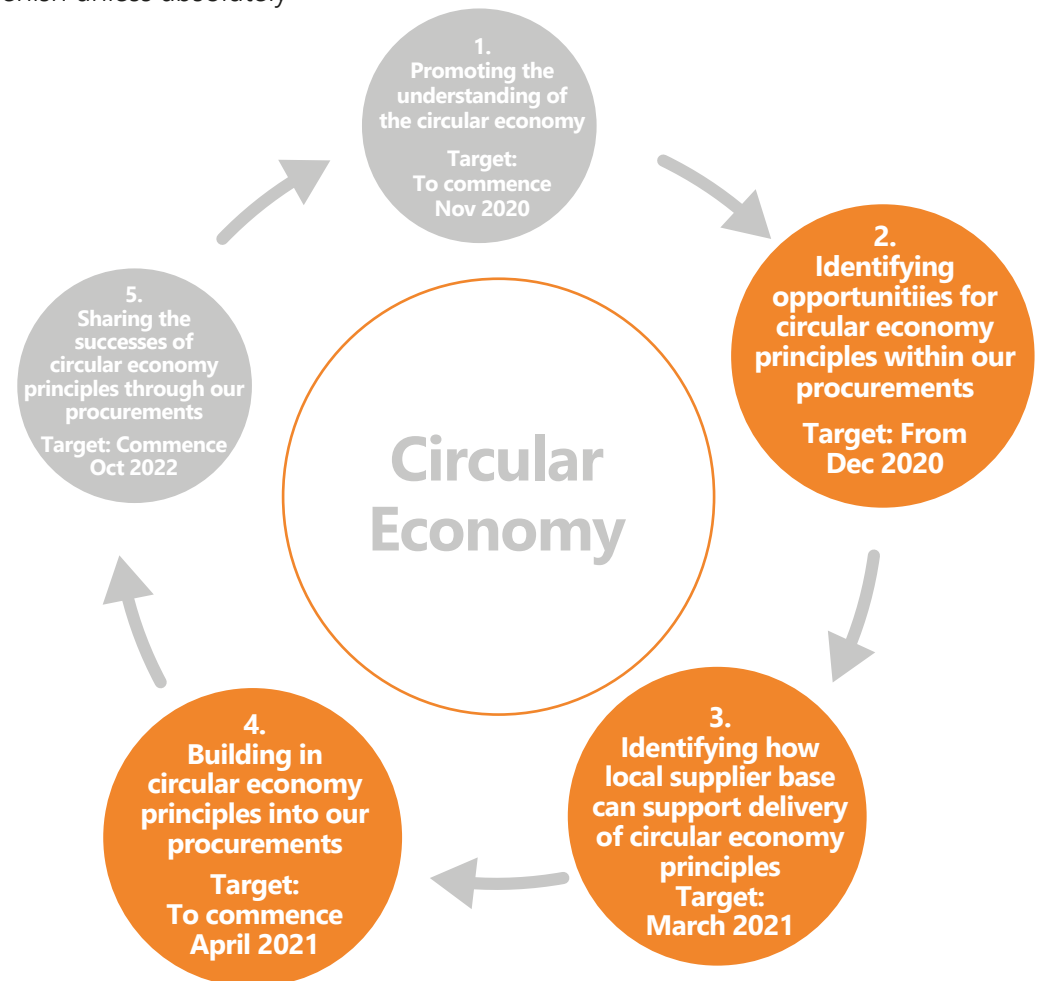
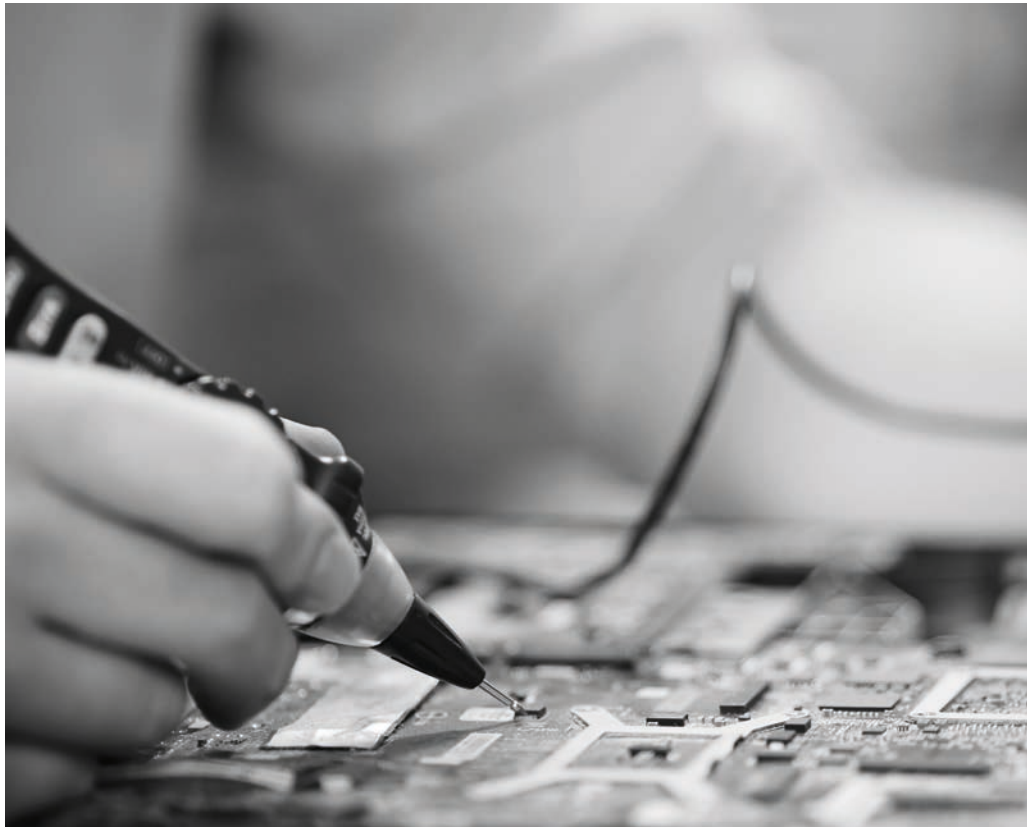


Procurement Strategy – Annual Report FY 20-21.

Step 1 commenced by taking members and more recently officers through the details of the various pillars.

Step 2- 4 require additional work to build on what has already been collated on businesses in the borough involved in the circular economy. By using this data and understanding the types of suppliers we already have in the borough will allow us to identify opportunities where we can look to bring in local businesses to support the circular economy principles we are looking to deliver through our procurements.

This will be further supported by intelligence gathered from the Sustainability, Community Wealth building, Active Procurement and Social Value Pillars. It's an important part of the pillar and we will look to bring together the work across the linked pillars to inform the progress being made so we can support the aim of reducing waste by ensuring the goods we buy remain in the system in some form for longer removing the need to replenish unless absolutely necessary.



Procurement Strategy – Annual Report FY 20-21.

Community Wealth Building

KPI/Outcome Delivery

Increase the number of local suppliers we use within Brent year on year from our current baseline.

Indicators

- Number of contracts awarded to local suppliers.
- Amount spent with the local supply chain.
- Number of local suppliers within the supply chain.
- Number of local suppliers used in our larger contractors supply chains.



Procurement Strategy – Annual Report FY 20-21.

Procurement have been actively working with the Services

In addition Procurement have specific KPI's to help support and develop our links with the local supplier base and ensure all our suppliers based in London pay their staff the London Living Wage.

Performance Indicator	Actual YTD	Target YTD	Good is?	RAG YTD (Calculated)
Percentage of relevant contracts being procured that follow the Brent London Living Wage	99%	99%	Bigger is Better	Green
Percentage of tenders in which local business were invited	100%	70%	Bigger is Better	Green
Percentage of tenders in which local businesses were invited and then participated	42%	30%	Bigger is Better	Green
Percentage of such tenders local business were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business	38%	30%	Bigger is Better	Green



Procurement Strategy – Annual Report FY 20-21.

Gap analysis required - What does the data show?

Through analysing various streams of external data its been identified we have 15,890 businesses in Brent FY 20-21, compared to our own records our business rates data has 8,245 businesses. There maybe a variety of reasons for this but further analysis required.

The goal is to understand at a micro level the make up of Brent businesses by ward. Review the type of suppliers we need against what we have and identify developing opportunities for new suppliers where we lack those skills and ability to spend more locally once we understand what type of suppliers we have and where they are located we can take a holistic approach to put these suppliers in touch so they can draw from each other on what requirements they need fulfilled for their businesses.

Aside from this strategic analysis we have also

undertaken other measures that can have an impact right now.

Under the Active Procurement pillar the analysis shows through our procurements we have achieved the targets agreed for the last financial year with local suppliers either being awarded contracts directly or be used within the supply chain of larger organisations.

As part of our strategy we want continue to build on this and provide as many suitable opportunities as possible for the local supplier base and have implemented the following to help support this.

Prior Information Notice

It's important that wherever possible to let the supplier base know of what opportunities may be arising over the coming year. To help support this, Procurement have let everyone registered onto our portal of the proposed procurements that will be

conducted outside of using frameworks so suppliers can be aware and make plans in preparation of the opportunity.

Procurement will commit to do this on an annual basis.

Procurement process registration.

Procurement want to broaden the understanding of working with council and to support suppliers not accustomed on how to bid for procurement projects we have created a step by step process showing suppliers how to sign up to our procurement portal and how to register for opportunities that they would want to receive notifications.



Procurement Strategy – Annual Report FY 20-21.

Supplier registration form

Another avenue Procurement have instigated is working with Employment Skills and Enterprise to develop our understanding of the local supplier base through a Supplier Registration form. This provides for local suppliers the opportunity to complete their details about their organisation, and the type of services they provide. The form was developed and went live early this year and amended slightly in March to understand more specific details about the supplier on their BAME make up.

Capacity building -Supplier events

Delivered a series of business support webinars and training such as:

- 'Doing business with Brent' webinars provided an

open platform for businesses to receive information and ask crucial questions to help them in pursuing upcoming opportunities how to register onto our portal and directing them to the supplier registration form. This event occurred in Jan 21.

- Fit To Bid workshops supporting businesses on how to write effective bids – several workshops held in Q3 of 2020 to support the voluntary sector.
- Feedback from some suppliers who attended the webinars:
- Thank you so much for this and I hope the Brent initiative takes off. As a local employer with employees in Brent we have to work together and shop local
- Tenders and contracts are so complex. Thanks for making it easy to understand.
- Thank you everyone! This has been incredibly informative and helpful. Also, we really value Brent

reaching out to the local supply community like this, so thank you.

Black Lives Matter –Brent Black Community Action Plan

Procurement is part of a wider group of Brent council officers and local representatives of the Black Community to forge a better way of linking and developing opportunities for the community of Brent. By setting out the initiatives above those representatives will be in a position to spread clear communication and guidance and encourage more participation in council procurements. The councils aim is also to link up suppliers to the council to those Black businesses in Brent to network and develop direct relationships creating the ability to realise any opportunities now and in the long term as they may arise.



Procurement Strategy – Annual Report FY 20-21.

Next Steps

Active Procurement Pillar

The deliverables of each part of the pillars remain but during 2021/22 financial year we will continue to focus on building our understanding of our spend data and start to look at focussing on developing relationships with key suppliers

Active Analysis

Continue to build on developing our knowledge of third party spend.

Work with Oracle Cloud implementation to put mechanisms in place to ensure we are capturing our third party spend in the most effective way allowing Procurement to extract the data to further support intelligence led decision making.

Target Date Dec 2021 - For first reports from

Oracle Cloud.

Active Contract Management.

Complete the savings and opportunities review of what contracts that will be expiring by March 23 and agree the appropriate methodology of how savings and opportunities will be captured and realised.

Target date October 2021.

Agree across each Directorates suppliers where more focus on mutually beneficial relationships would realise benefits that will support all parties' strategic objectives.

Target date December 2021.

Social Value and Ethical Pillar

Building on the work already set out, Procurement will continue to work across each of the Directorates ensuring that we explore every opportunity to be

more innovative and creative in the types of social value we can deliver through our contracts and feeding back on successes and lessons learnt with further training and knowledge share sessions.

Target Date October 2021 and February 2022.

Brent's Social Value Commitments.

Develop and share the list of possible opportunities Brent would be looking to extract from our procurements as part of Brent's Social Value Commitments in addition to the suggested indicators already part of the Social Value and Ethical Policy.

Target Date November 2021.

Set up and publicise the process where ideas of social value can be captured, considered and added to the list of Brent's Social Value Commitments on a quarterly basis.



Procurement Strategy – Annual Report FY 20-21.

Target Date November 2021.

Sustainability Pillar

Highlight and report on what specific Sustainability criteria is being measured through our procurements.

Target date April 2022

Continue to be part of the wider sub regional group supporting ensuring we are aligned and following best practice.

Target Date April 2022 to report on progress.

Circular Economy Pillar

Conduct further training and knowledge shares with Corporate Sustainability Board members on the principles of the Circular Economy.

Target Date Dec 2021.

Identify the types of suppliers that operate within the Circular economy in Brent.

Target Date Dec 2021.

Identify specific procurements that would realise Circular Economy benefits for the borough and report on the progress made on delivering procurements with Circular Economy benefits.

Target Date April 2022.

Community Wealth building

Complete as far as practicable the gap analysis identified. Understand at a micro level the make up of Brent businesses by ward. Review the type of suppliers we need against what we have.

Target Date Dec 2021.

Continue on building on the work already taking place and move to reporting specifically on the number of opportunities that have been created for local suppliers within Brent.

Target date – April 2022.



Appendices

Appendix 1 - Achievements from the last financial year



Achievements from the last financial year

Achievements from the last financial year

Social Value and Ethical Procurement Policy agreed April 20

In April 2020 we agreed a new Social Value and Ethical Policy. This presents us with a significant opportunity to ensure that we leverage our purchasing power to secure and deliver wider benefits for the borough of Brent and ensure those with whom we choose to do business reflect our values and standards. We want to see as much of Brent's money invested, in every sense of the word, in this borough. To help us achieve this, we have developed a new Social Value and Ethical Procurement Policy that will both help to ensure our suppliers are committed to delivering wider social value in Brent but also that they uphold and promote our strong values. This policy will enable us to effectively prioritise, target and monitor Social

Value investments and ensure that Social Value is embedded in our procurements, delivered in our communities and embraced by all involved.

Homecare Tender

The Community Wellbeing and Children's and Young People Directorates commenced one of the council's highest value and complex Procurements – Homecare.

With a spend coming in annually at approximately £20m per annum we agreed for the council moving to a patch-based model for older people, dividing the borough into 13 patches to align with proposed primary care networks, with a lead provider for each. This included specialist homecare services for people with Learning Disabilities, Children and Young People with Disabilities and Mental Health for these services there will be fewer patches due to the more specialist

tailored requirement. This would support the ultimate aim of providing the most vulnerable with the care they need in the most effective and efficient way.

One of the major changes to this procurement was to realise the council's objective in ensuring our suppliers paid their staff the London living wage so we agreed to a significant increase in the budget to allow for this. The contract was awarded in February 2021 and we are currently progressing the implementation phase.

During the award phase of the contract with the impact of COVID-19 the Council recognised it requires larger pool of providers than previously anticipated, to support the ongoing impact therefore we will be going out for a specific Lot for Homecare support later this year.



Achievements from the last financial year (continued)

Provided PPE to keep our staff safe

Whilst our colleagues across West London Alliance worked tirelessly with Brent officers to provide sufficient PPE supplies to our care providers after the first lockdown, the Procurement team coordinated all the PPE requirements for our staff to enable them to have right equipment to carry out their duties.

Black Lives Matter – Brent Black Community Action Plan

The significant and tragic events following George Floyd's death has led to all in denouncing racism and discrimination and a concerted effort by us here at Brent Council to actively and positively reach out and look for as many opportunities and links to support the Black Community.

The Brent Black Community Action Plan is a key input into the Procurement Strategy. Through the launch of the Black Business Network, we will work with Black businesses to gather more intelligence of the Brent supplier base and business ownership to promote and encourage supplier diversity and the entrepreneurial spirit we have in Brent. Through the network, we will also ensure the Black community are made aware of future opportunities and contracts considered for commissioning and in doing so we want to support local groups to be able to provide local services.

Poverty Commission

Findings from the Independent Poverty Commission in 2020 have helped shape how we deliver procurement in Brent and the procurement strategy.

In delivering on the Commission's recommendations, key procurement activity includes securing good quality apprenticeships and social value from council contracts, making sure our suppliers understand our expectation that contracts pay the London Living Wage, as well as securing more and better jobs in particular for young people in Brent. Going forward areas such as reducing period poverty and reducing food poverty will form part of our social value commitments and will be the basis of conversations with those wanting to do business in the borough.

Digital Strategy

Since the launch of the 2019 digital strategy, the importance of digital has increased. Covid-19 has highlighted how digital can both help overcome challenges, and how digital proficiency at an individual, organisational and borough level is no longer optional. Having a good internet connection, having strong digital skills and being able to access and use services through digital channels

are essential in the current world for residents, businesses and the council.

More residents and businesses have access to fast internet and the digital devices and skills they need - Connectivity throughout the borough has increased (from 4% full fibre to the premise in 2018 to 25.5% in 2021) and residents have received support through a Digital Fund, giving them access to skills, devices and/ or connectivity.

Residents can access more services when and where they want - MyAccount has been re-platformed, which now has improved functions, a more consistent experience, higher levels of security and more options for residents to self-serve and access services at their convenience.

Residents have gained from social investment - £2.8m in social investment was received from different organisations, ranging from support for the London Borough of Culture work, digital skills training for residents and staff, reduced digital development costs and full fibre programmes.



Achievements from the last financial year (continued)

Procurement Strategy agreed October 20.

The significant events and outcomes of key commissioned policy reviews set out above have helped to shape and highlight the impact that Procurement can make across all council priorities. This was bought together and along with my Cabinet colleagues we agreed a 3 year Procurement Strategy. This purposeful document demonstrates the influence procurement can have working alongside its stakeholders across the council and the community of Brent.

Once agreed we embarked on, providing member sessions focussed on Social Value and Ethical Procurement as well as the Procurement Strategy as a whole. These knowledge share sessions were also provided to officers of Brent. To ensure we started to build on the plans set out with each of the five pillars

of the strategy as soon as Cabinet approval was given a Procurement Strategy Implementation Group was created bringing together key stakeholders across the Directorates with a specific aim which was to help gather data and put the plans in place to support an effective delivery of the Procurement Strategy.

Sustainability Policy.

This focus can be evidenced in that within a short space of time with the Procurement Strategy Implementation group providing oversight in meeting the various steps set out the Sustainability pillar, culminated in Brent agreeing a Sustainable Procurement Policy which is now embedded within our Procurements from April 21 and mobilises £400m of council spending power to help tackle the

climate and ecological emergency. One of the most powerful actions that councils can take to tackle the climate and ecological emergency, is to ensure the local authority's supply chain is minimising carbon emissions through its procurement policies.

This aligns completely with the councils priorities as we declared a climate and ecological emergency in July 2019, and have since developed a Climate and Ecological Emergency Strategy which sets out the council's plan to achieve carbon neutrality in the borough by 2030. The Sustainable Procurement policy formalises Brent council's commitment to adopting an environmentally sustainable approach for all products and services it procures and to harness its purchasing power to help combat climate change reduce carbon emissions, waste and saving the planet's finite resources.

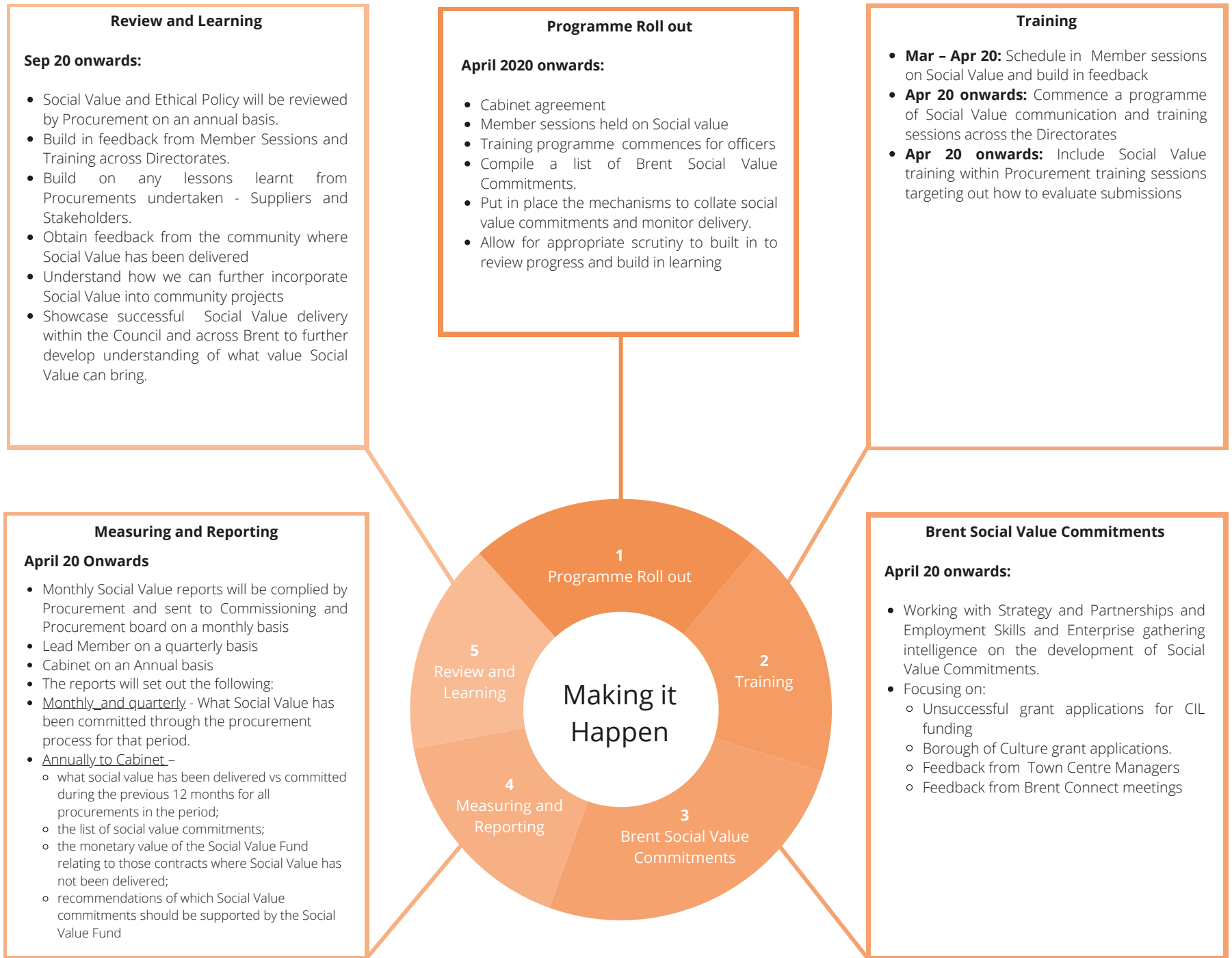


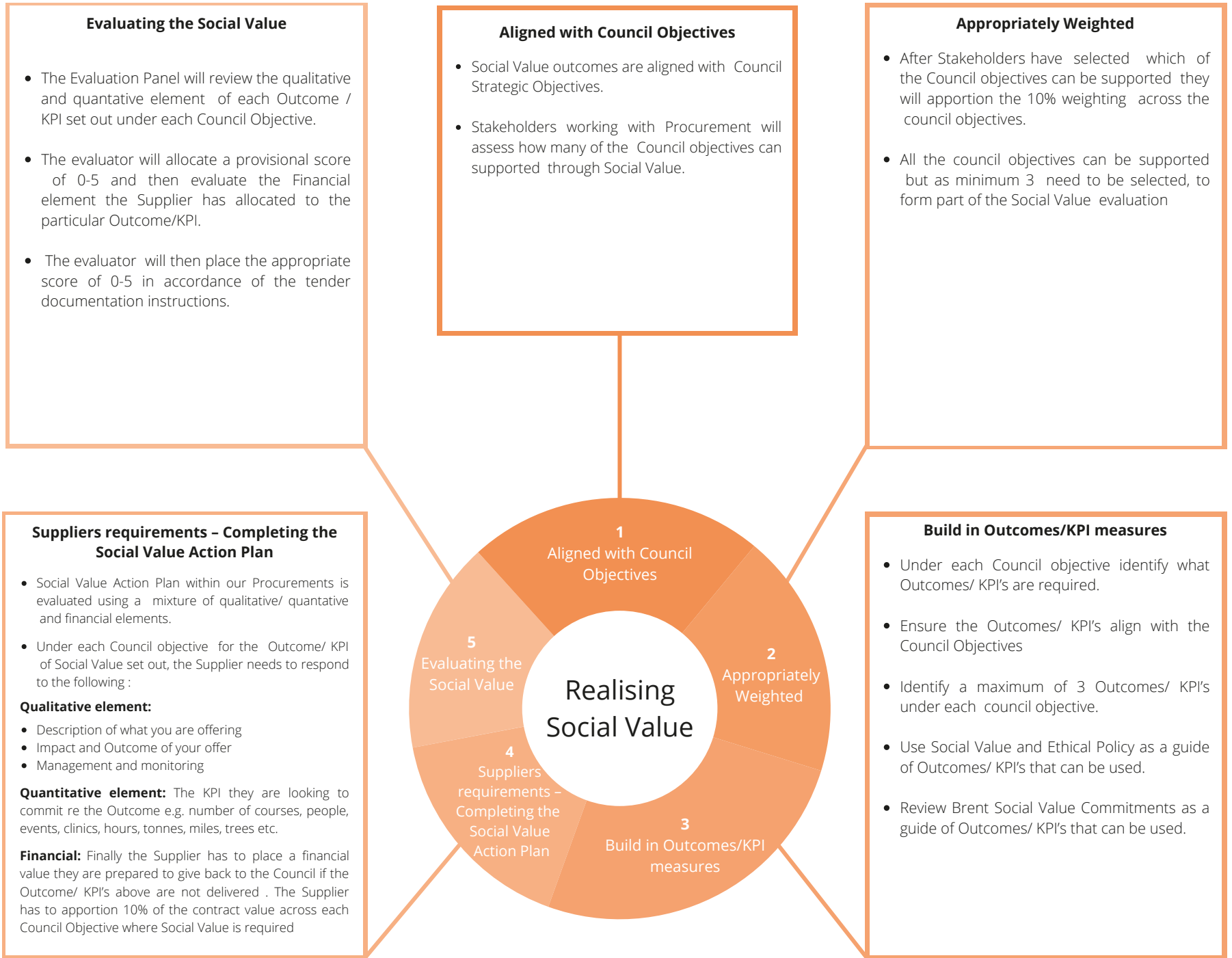
Appendix 2 - Social Value Delivery Plan

Social Value Delivery Plan

April 2020







Appendix 3 - Brent Social Value Commitments

Project	Neighbourhood	Focus	Strong Foundations	Every Opportunity to Succeed	A future Built for Everyone	A cleaner more Considerate Brent	Feel safe, secure and happy
Adult Digital inclusion classes and Chit Chat and Chai for Seniors	Wembley	Community Integration	Activities/ workshops	-	-	-	-
BACK ON TRACK-Steel Pan in The Community Inspiration through participation	Harlesden	Community Integration	-	-	-	-	Community activities
BOOST: Basketball for Outstanding Opportunities, Skills and Training	Kilburn and Kensal, Willesden, Sudbury Town Residents Association, Kilburn and K	Youth	-	Sport Sessions in the Community	-	-	-
Bramshill Open Space Improvement	Harlesden	Community Integration	-	-	-	Building Renovation	-
Brent Community Digital Support Project	Willesden	Community Integration	-	Activities/ workshops	-	-	-
CAM - Creative Arts & Media Workshop	Willesden, All Brent	Health and Well Being	-	-	-	-	Activities/ support

Project	Neighbourhood	Focus	Strong Foundations	Every Opportunity to Succeed	A future Built for Everyone	A cleaner more Considerate Brent	Feel safe, secure and happy
Chalk hill Community Radio Well Being Support Project	Wembley, Harlesden	Youth	-	-	-	-	Communication/ outreach
Crime Reducing Rate Project	Harlesden, Willesden	Youth	-	-	-	-	Youth Crime
Inclusion & Well-being of BAME & Vulnerable Carers	Willessden, Wembley, Kingsbury and Kenton, Kilburn and Kensal	Disabilities	-	-	-	-	Disability Support in the community
Kilburn State Of Mind	Kilburn and Kensal, Willesden	Community Integration	-	-	-	-	Support activities in the community
Kilburn Tube Mosaic	Kilburn and Kensal	Community Integration	-	-	Building Renovation	-	-
Language, Integration & Employability: supporting young migrants to settle successfully in Brent	Wembley, Harlesden Town Residents Association, Harlesden	Ethic Minorities	-	Support activities in the community	-	-	-
Musical Ingredients	Wembley, Willesden, Wembley, Sudbury Town Residents Association, King	Youth	-	-	-	-	Mobile music sessions

Appendix 4 - Sustainable Procurement Policy

Procurement Sustainability Policy

1 Introduction

Brent council is committed to adopting an environmentally sustainable approach for all products and services it procures and to harness its purchasing power to help combat climate change and reduce carbon emissions; reduce waste, save resources and promote the circular economy; improve air quality; and enhance green space and biodiversity. The annual direct spend on goods and services is approximately £400 million, so the scope to influence is significant and far reaching. Improving environmental sustainability throughout our supply chain is an essential component of our commitment to reduce our environmental impact and lead by example.

2 Policy Context

The Public Contract Regulations 2015 allows contracting authorities to incorporate social and environmental considerations into specifications, award

criteria and contract conditions, where these are linked to the subject matter of the contract, proportionate to what is being procured and will not result in unequal treatment of bidders or discriminate against bidders.

This policy will align with the Council's priorities from the following:

The Borough Plan 2019-2023

The Borough Plan focuses on five themes:

- o Strong Foundations
- o Every Opportunity to succeed
- o A future built for everyone, an economy fit for all.
- o A cleaner, more considerate Brent
- o A borough where we can all feel safe, secure, happy and healthy.

The main focus will be the theme which cover a Cleaner More Considerate Brent. (See Appendix 1)

Brent Climate Emergency Strategy 2021-

2030

Highlights our commitment to doing all we can to aim for carbon neutrality by 2030 and work with the government to achieve the 2050 target. This strategy is to be approved by cabinet in Spring 2021

Air Quality Action Plan 2017-2022

This highlights actions Brent has committed to take in order to improve air quality across the borough. Brent has declared an Air Quality Management Area for Nitrogen Dioxide (NO₂) and Particulate Matter (PM₁₀) and this plan details how Brent will aim to reduce levels of these pollutants in line with the national air quality targets.

Procurement strategy 2020-2023.

The strategy comprises five core pillars:

1. Community Wealth Building
2. Sustainability
3. Circular Economy
4. Social Value and Ethical Procurement

5. Active Procurement

The policy will incorporate the principles of the Sustainability Pillar and elements of the Circular Economy Pillar to seek every opportunity to integrate sustainability considerations through our procurements and contract management procedure.

3 Corporate Objectives

A corporate sustainable procurement policy is to ensure a clear and consistent approach in the procurement process for awarding contracts.

It will include working with our existing contracts and throughout our supply chain to support the Council's sustainability priorities.

Brent like other local authorities is confronting unprecedented times with pressure to reduce costs wherever possible. This policy recognises the potential tension but aims to combine environmental sustainability with cost-effectiveness and efficiencies wherever possible.

The approach will outline a set of commitments that will be integrated into our procurements to reduce our environmental impact. It will address key environmental risks across procurement categories.

4 Sustainability Commitment

To achieve this goal we will:

- As a minimum, comply with all relevant environmental and social legislation, procurement regulations, industry guidance, codes of practice and voluntary agreements (together referred to as "Minimum Requirements").
- Include Sustainability Commitments in contracts where linked to the subject matter of the contract and permissible under the Public Contract Regulations 2015 or any subsequent replacement legislation.

Sub Categories of Sustainability Commitments

Ecology

Support options which encourage biodiversity and green infrastructure.

Energy

Reduce energy consumption and maximise the use of clean and/or localised energy sources.

- Reduce the energy consumption and subsequent contribution to the ICT equipment and electrical appliances

Food

- Brent is a Fairtrade Borough. Raise awareness of our Fairtrade principles. Collate information on suppliers signed up to the Fairtrade foundation as a Fairtrade company or equivalent.
- Ensure catering contracts include appropriate environmental certification such as soil association and marine stewardship council or equivalent.

Transport

- Reduce carbon dioxide, nitrogen oxides and particulate matter emissions that contribute to global heating and local air pollution from contracted services, thereby improving local health and well-being.
- Support services which support improved air quality and healthy streets in the borough.
- Reduce transport impacts through reduced and smarter delivery options and encourage greener vehicles in freight services on the council's behalf.

Waste and Resources

- Ensure that waste is reduced, reused, and recycled wherever possible.

- Increase the amount of reclaimed, reused or recycled materials.
- Support the council's aims to reduce usage of single use plastic and reduce plastic waste.
- To avoid the unnecessary use of chemicals, and to prevent the use of hazardous chemicals wherever possible on our own estate and within our contracted services.
- Prioritise services with circular economy and closed loop systems.

Water conservation

- Efficient water systems design, water conservation measures, water reuse/ recycling systems, and through service contracts such as grounds maintenance e.g. drought resistant planting.

Cross-cutting sustainability commitments

- Ensure that construction projects seek to minimise environmental impacts in design, construction and operation.
- Ensure green purchasing of products such as office stationery, printed materials, marketing materials, horticultural supplies and textiles.

5 Delivery and Reporting

The Procurement Service will work with service areas to identify relevant sustainability considerations to be included during procurements that will be undertaken.

The sustainability commitments will be embedded through the following process:

Pre Procurement

1. Sustainability assessment

The assessment will ask a series of questions to recommend which sustainability commitments must be included. To ensure that the recommendations are considered proportionate and do not discourage SME participation; it will include questions to identify:

- Procurement category: To identify services that fall into a Key Procurement category and have a requirement to ordinarily include sustainability commitment, (Appendix 3).
- Procurement Process – if using a framework, check how it can support Brent's sustainability commitment.
- Contract value – over 100k, unless falls under Key Procurement categories in Appendix 3

2. Sustainability assessment result

The results will provide the information set out below.

Where the assessment does not highlight the procurement as key Procurement category, then the following must be included:

Industry specific measures related to sustainability if applicable;

The Minimum Requirements; and

- Measures from Social Value Action Plan that cover sustainability as detailed in Appendix 2.

The above will not be applicable if the contract is below £100,000 in value.

For Procurement categories where sustainability commitments must ordinarily be included:

- Requirements to be included in the specification.
- Quality/Technical evaluation questions to be added to meet sustainability commitments and understand how environmental impact will be mitigated.
- The evaluation criteria must be linked to

the subject matter of the contract.

- The weightings to questions are applied by the Service in consultation with Procurement.

Monitoring Requirements

The appropriate KPI's are to be inserted into the specification.

For Fairtrade, the tender will include a question for monitoring purposes only and will not be scored.

Terms and Conditions

To include all relevant environmental and social legislation, procurement regulations, industry guidance, codes of practice and voluntary agreements.

Authority to Tender Report

To include details of sustainability considerations in the table at section 3.2 of the Authority to Tender Report.

Contract Award and Contract Management

Once a procurement exercise is concluded, the responsibility for ensuring the sustainability commitments are delivered

will fall to the service responsible for contract management.

The KPI's used to measure the impact of our sustainability commitments are included in Appendix 2.

Collation of sustainability measures achieved to be sent to Corporate Procurement team quarterly for reporting purposes.

The data will be reported through to cabinet as part of our Annual Procurement Strategy report.

Midterm contract reviews (Gateway 3) to cover sustainability deliverables and outcomes of the contract.

6 Policy review

Procurement Service will work to:

- Continually improve our performance by measuring and analysing the environmental impact from procurement activities and conducting an annual review.
- Ensure that this policy is kept up to date with corporate policy, intended outcomes and will review this policy every year together with the Corporate

Sustainability Board.

Appendix 1: Details of the Cleaner more considerate Brent theme that has a focus on sustainability.

Appendix 2 For proposed KPIs for suppliers to demonstrate performance that can support annual corporate environmental reporting activity.

Appendix 3 For procurement categories where sustainability commitments must ordinarily be included.

Appendix 1

Appendix 2 – Proposed KPI's

The KPI's listed in this Appendix are not exhaustive and will be reviewed annually.

Sustainability KPI's where linked to the subject matter of the contract.

High Level Measures

Suggested Contract KPI's

KPI

Carbon Emission Reduction

Actions to reduce carbon emissions.	Suggested Contract KPI's	Miles of travel or transportation per year converted to zero or low emissions within Brent
KPI	3.5	4.2
Minimising waste and resources and promoting circular economy	Promote and support travel that will reduce the burden on our roads and keep traffic moving	Contributing toward increasing the number of trees and biodiverse, bee-friendly and sustainable planting on our streets, in our public spaces, and our award-winning parks
Reduction of waste sent to landfill / reduced packaging and increase in recycling rates.	Miles of travel or transportation per year converted to zero or low emissions within Brent	
KPI	3.6	No. of trees to be planted on our streets, in our public spaces and parks
Comply with ISO 14001:2015 or equivalent	Service delivery models that would help ease the burden on our roads – particularly during peak travel times – such as better coordination and reductions in deliveries and vehicle movements	4.3
Actions through Environmental Management System to reduce environmental impact.		Promote, encourage and actively work to change behaviours around recycling and making sustainable choices
Monitoring Information	Miles of travel or transportation per year converted to zero or low emissions within Brent	Reduction of waste sent to landfill / reduced packaging and increase in recycling rates
Suppliers signed up to Fairtrade foundation as a Fairtrade company or equivalent.	4.1	4.4
For monitoring purposes.	Encouraging people to contribute to clean air in Brent by using alternatives to cars for those journeys where it makes sense, by prioritising more walking and cycling routes, promoting sustainable means of transport and the health benefits of being more active	Helping with community clear-up days gardening and food growing projects
Sustainability measures and KPI's included in the Social Value Action Plan		Value in the amount of new green spaces created as part of the project or bought back into use as part of the project
Social Value Measure		

4.5

Promoting greater environmental sustainability: Minimising waste and pollution, supporting carbon reduction initiatives, reduction of waste to landfill.

Use of recycled /refurbished goods in contract delivery

4.6

Suppliers reviewing how best to deliver energy efficiency products to prevent fuel poverty for local residents.

Miles of travel or transportation per year converted to zero or low emissions within Brent

Appendix 3

Key Procurement categories where sustainability commitments must ordinarily be included:

1. Energy (Includes lighting, gas and electric utilities)

2. Waste (Includes packaging from goods, empty/obsolete products such as IT equipment, furniture and clothing as well from delivering services such as catering and horticulture)

3. Water (Contract with high level of water usage e.g. cleaning and horticulture)

4. Design and Construction (Includes new build, housing development, non-domestic development , existing buildings, housing refurbishment, regeneration and development, highways, schools and temporary accommodation)

5. Vehicles and Transport (All contract where vehicles are used for deliveries, transportation of goods or people, security, enforcement, repairs and maintenance. Use of vehicle owned by contractor such as taxi or courier service)

6. Food (Includes catering contracts for schools, staff or hostels etc)

7. Furniture and Soft Furnishings

8. Textiles (Includes PPE and uniforms)

9. Paper, Stationery and Promotional Products

10. Printed Products and Printing Services

11. Printers and Toners

12. ICT Equipment

13. Electrical Equipment

14. Paints PVC Products and other Chemicals

15. Horticulture (Includes parks and grounds maintenance)

16. Cleaning and Janitorial Products

17. Facilities Management (Includes corporate portfolio)

18. Home Care

The sustainability commitments must be linked to the subject matter of the relevant contract rather than to the contractor's business as a whole.

