

Procurement Strategy

Annual report 21-22



Foreword

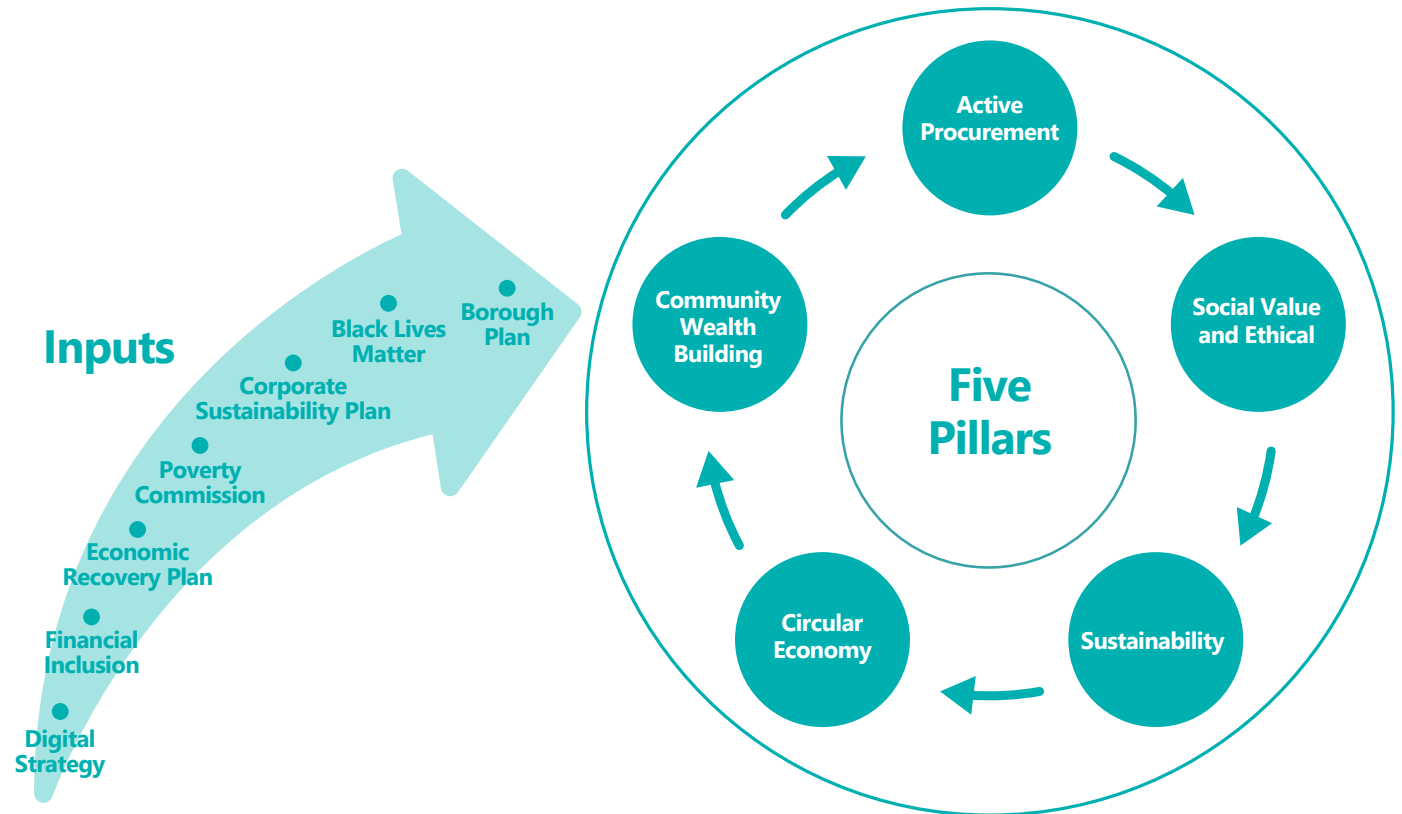


Last year's Annual Procurement Strategy plan was set against the backdrop of the pandemic and the work we were doing during 20-21 to support our local communities and businesses recover from the impact. The 2nd Annual Procurement

Strategy report continues to build on the previous year and highlights the progress made across each of Brent's Five Pillars of the Procurement Strategy from April 21-March 22.

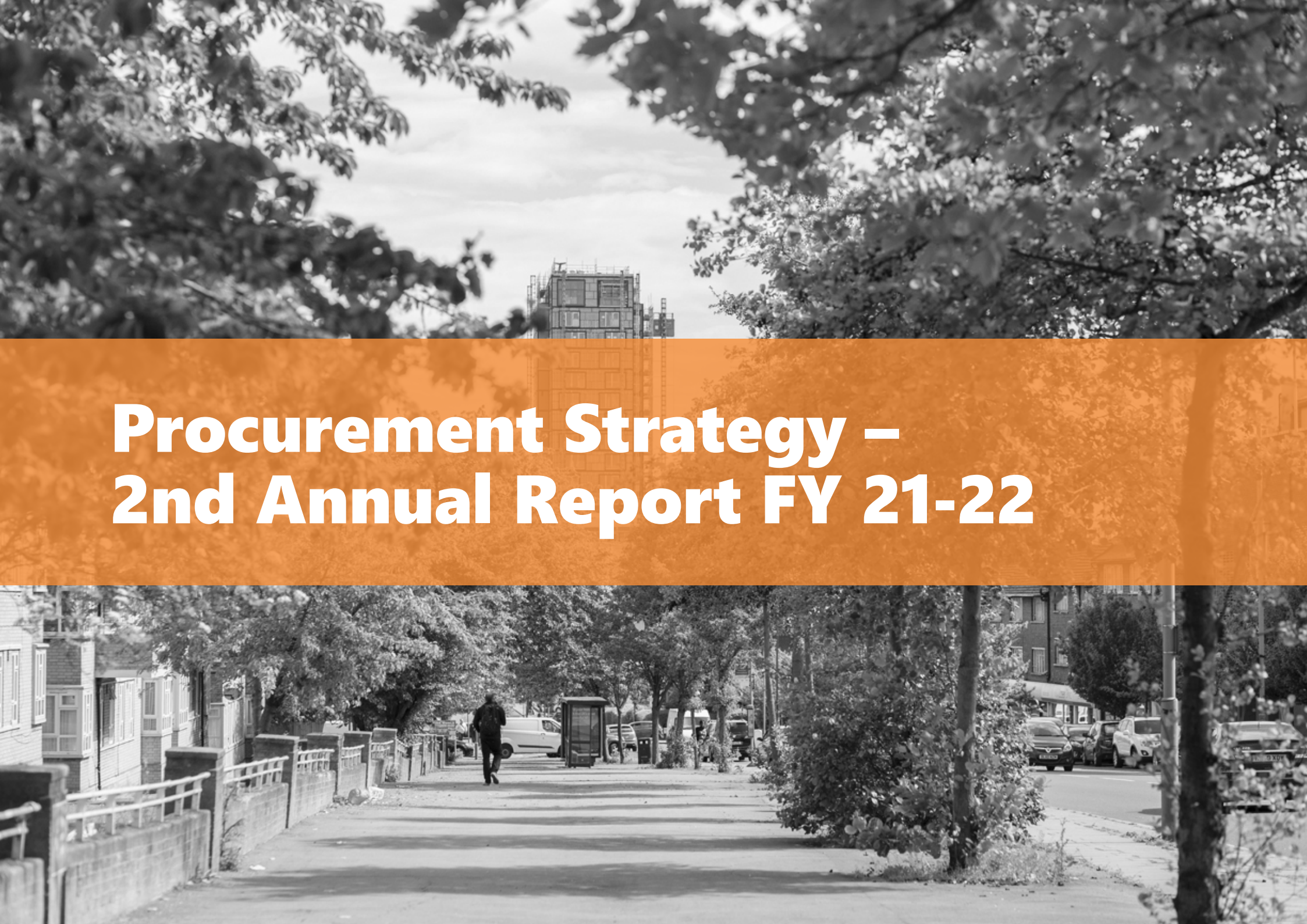
The report starts with the Active Procurement pillar and shows how the council is spending its money with our supplier base and across which categories and then continues to highlight the ongoing work achieved on our contracts register through to how the Social Value pillar is now a key element of our procurements evidencing the work that has been achieved. The report then continues to show the progress made supporting the Sustainability and Circular Economy pillars finishing off with the work currently being undertaken, building up and developing our engagement with the local suppliers in support of our Community Wealth building pillar.

Brent's Procurement Strategy comprises of five pillars.



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 second annual report on the progress and impact of the Procurement Strategy across its Five Pillars in line with the Council's strategic objectives.

Each Pillar starts with the key performance indicator (KPI) / Outcomes that we are looking to achieve followed by the progress made against each of the stages highlighted 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.



Procurement Strategy – 2nd Annual Report FY 21-22

Procurement Strategy – 2nd Annual Report FY 21-22

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.



Procurement Strategy – 2nd Annual Report FY 21-22

The focus for this report will be the Active Analysis and Active Contract Management stages of the pillar 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.

In the last year, the procurement team have carefully considered how Active Communication can be used to better support the council with delivering Brent Council's strategic priorities. Procurement are preparing a communication strategy to engage with Directorates across the Council via a number of different methods. This includes:

- Publication of a Procurement Newsletter
 - Will highlight outcomes of key strategic procurement projects and provide guidance and general information to help officers within Brent council. Yammer will also be used to supplement information sharing.
- Continue to engage with Directorate Management Teams

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.

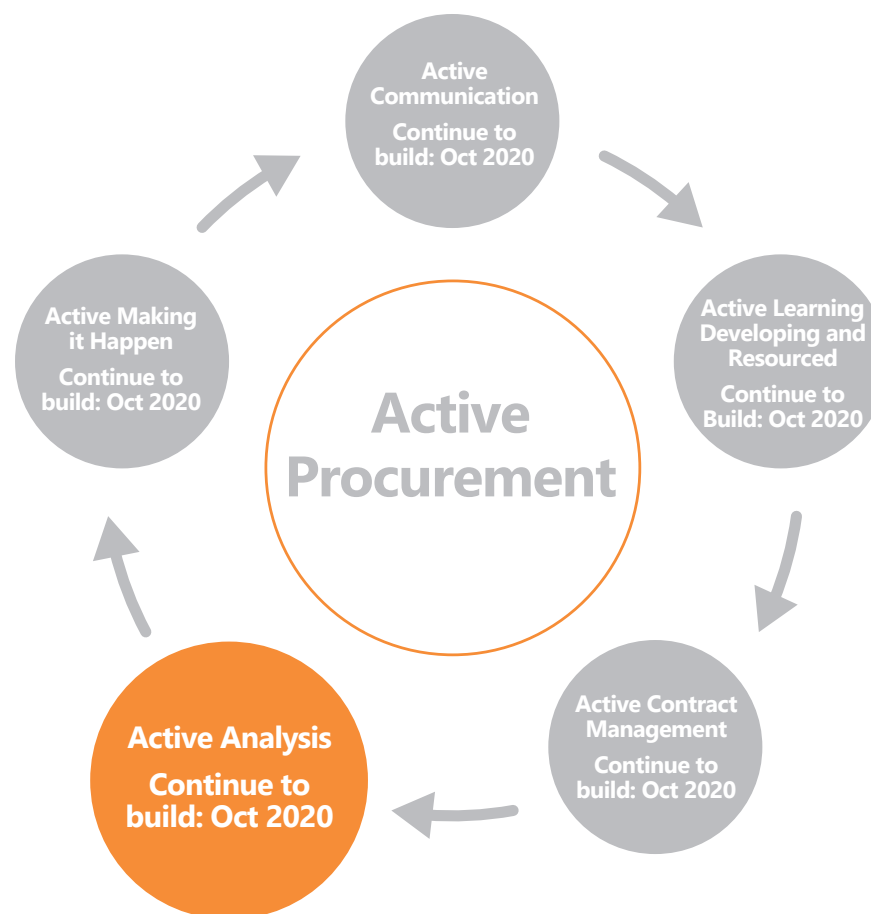
Procurement working with the council's Transformation and Commissioning team have delivered 3 sessions during 21/22.

1. Commissioners Network Session - Value for Money in Commissioning - Tue 13/07/2021
2. Commissioners Network Session – Theme Reflection - Tue 09/11/2021
3. Procurement & Legal Essentials Network Session - Thu 24/03/2022

All sessions were well attended with positive

feedback on the information received and interaction.

- Deliver a programme of Member briefings - Consisting of training sessions on key council priorities that relate directly to Procurement Strategy



Procurement Strategy – 2nd Annual Report FY 21-22

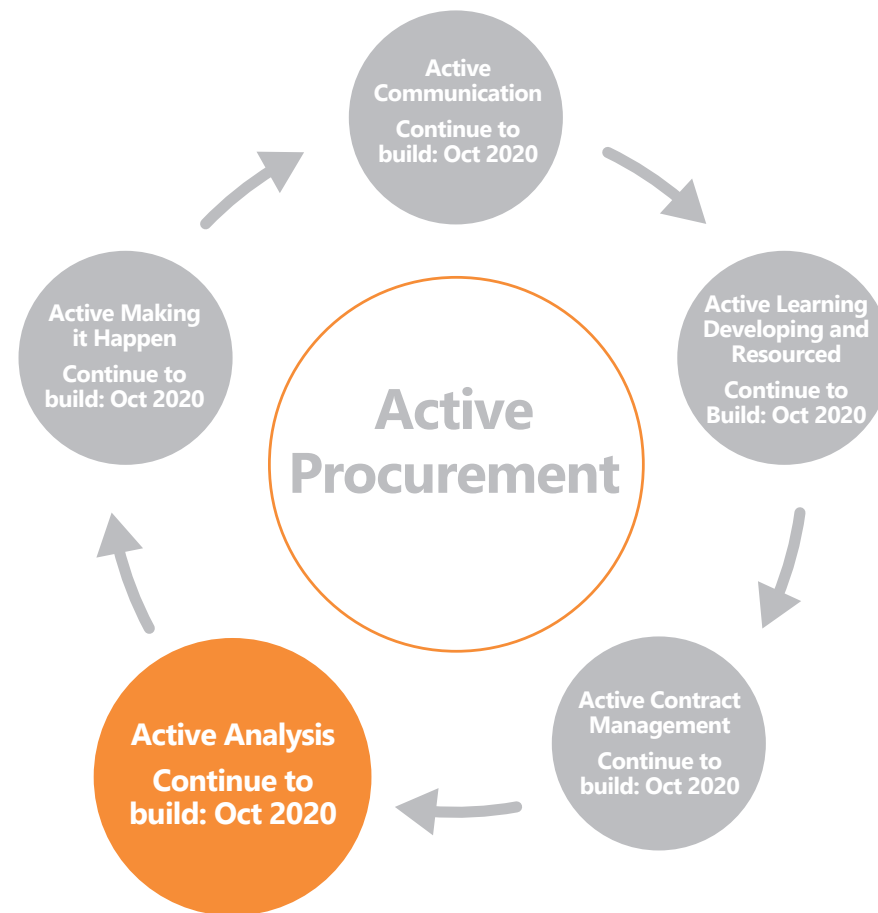
- Procurement have considered how it can best engage with suppliers, particularly those local to Brent to encourage participation in procurement processes to supply to the council. This engaging with the local supplier base should help to make participation in our procurement process easier to understand.
- Procurement will support officers within the Council via the delivery of training sessions for the organisation providing an overview of Procurement including a run through the main highlighting the contract standing orders and our governance processes.
- Build on any lessons learnt from Procurements undertaken and obtain feedback from suppliers and stakeholders. This will inform an action plan that will address any issues highlighted, reviewed quarterly.



Procurement Strategy – 2nd Annual Report FY 21-22

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 the need to produce actual savings either through value engineering of our specifications to considering where appropriate, in-house and decommissioning opportunities.



Procurement Strategy – 2nd Annual Report FY 21-22

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 2021-22 Brent has spent c£440m 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.

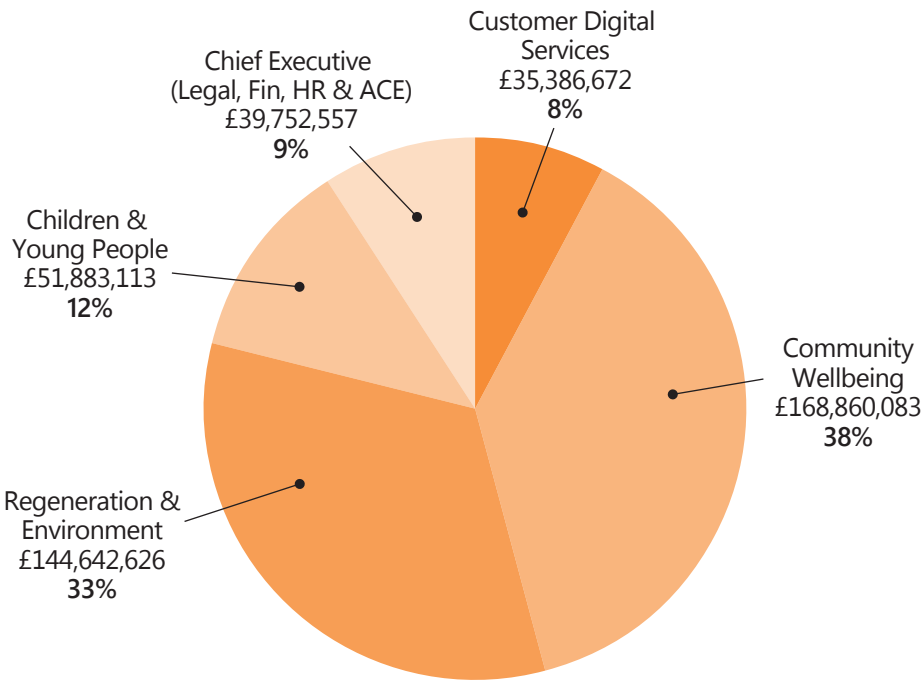


Community Wellbeing which covers the care and support we provide to our most vulnerable adults across Social Care, Public Health and our joint working with the Clinical Commissioning Groups/Integrated Care Systems makes up one of the two largest Directorates of spend. This Directorate is also responsible 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, footpaths, 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	£168,860,083
Regeneration & Environment	£144,642,626
Children & Young People	£51,883,113
Chief Executive (Legal, Fin, HR & ACE)	£39,752,557
Customer Digital Services	£35,386,672
	£440,525,051

Spend per Departments 21-22
£440M



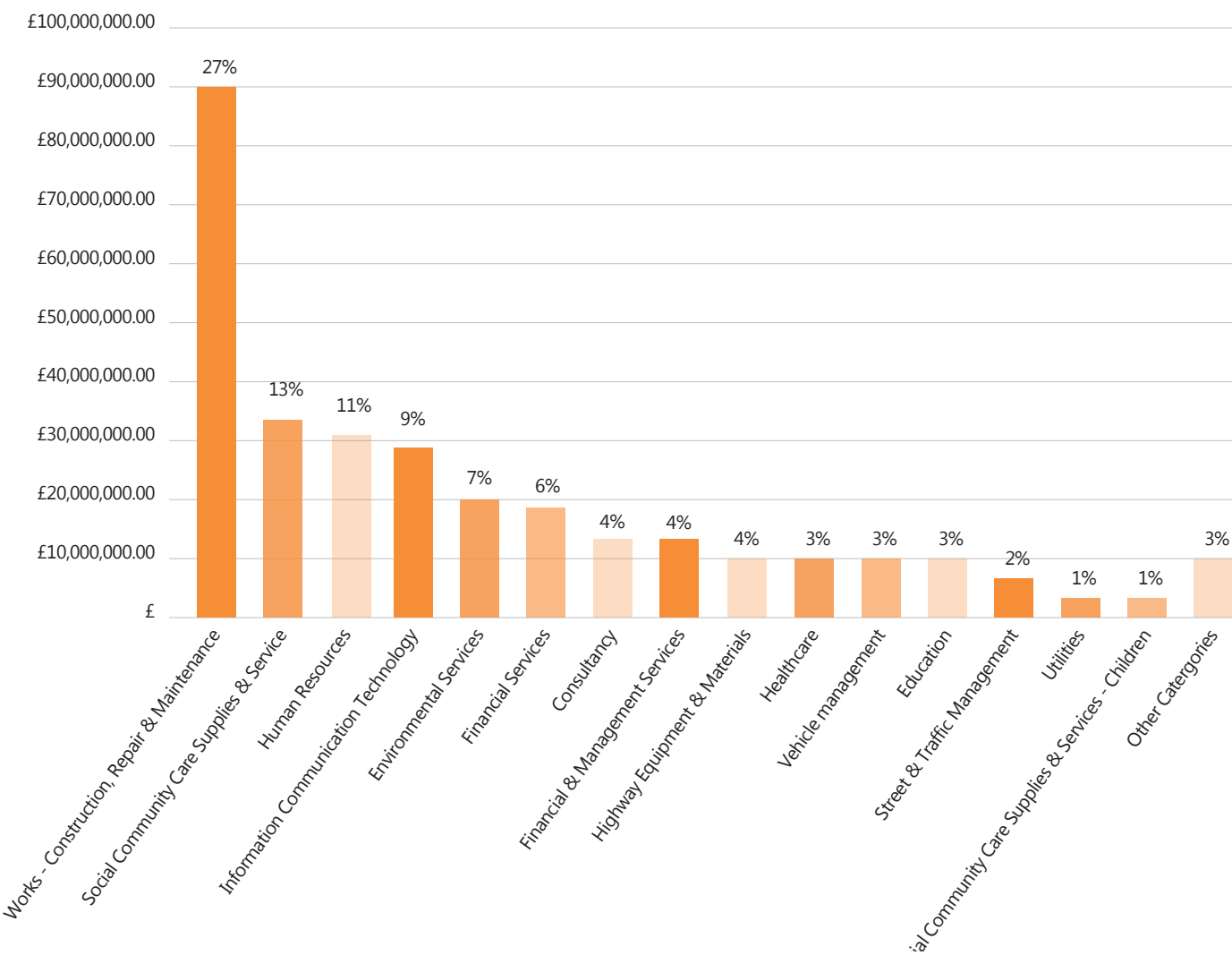
Procurement Strategy – 2nd Annual Report FY 21-22

Brent Supplier Spend.

Brent council's spend spans across approximately 4,670 suppliers with the top 50 Suppliers this year making up 57% of our spend reaching almost £250m. The chart on the right sets out the most significant categories of spend across the council ranked in order on spend showing Construction, Social Care, HR and Information Technology making up the top four categories of spend.



Top 15 Categories of spend 21-22 (PO Spend)



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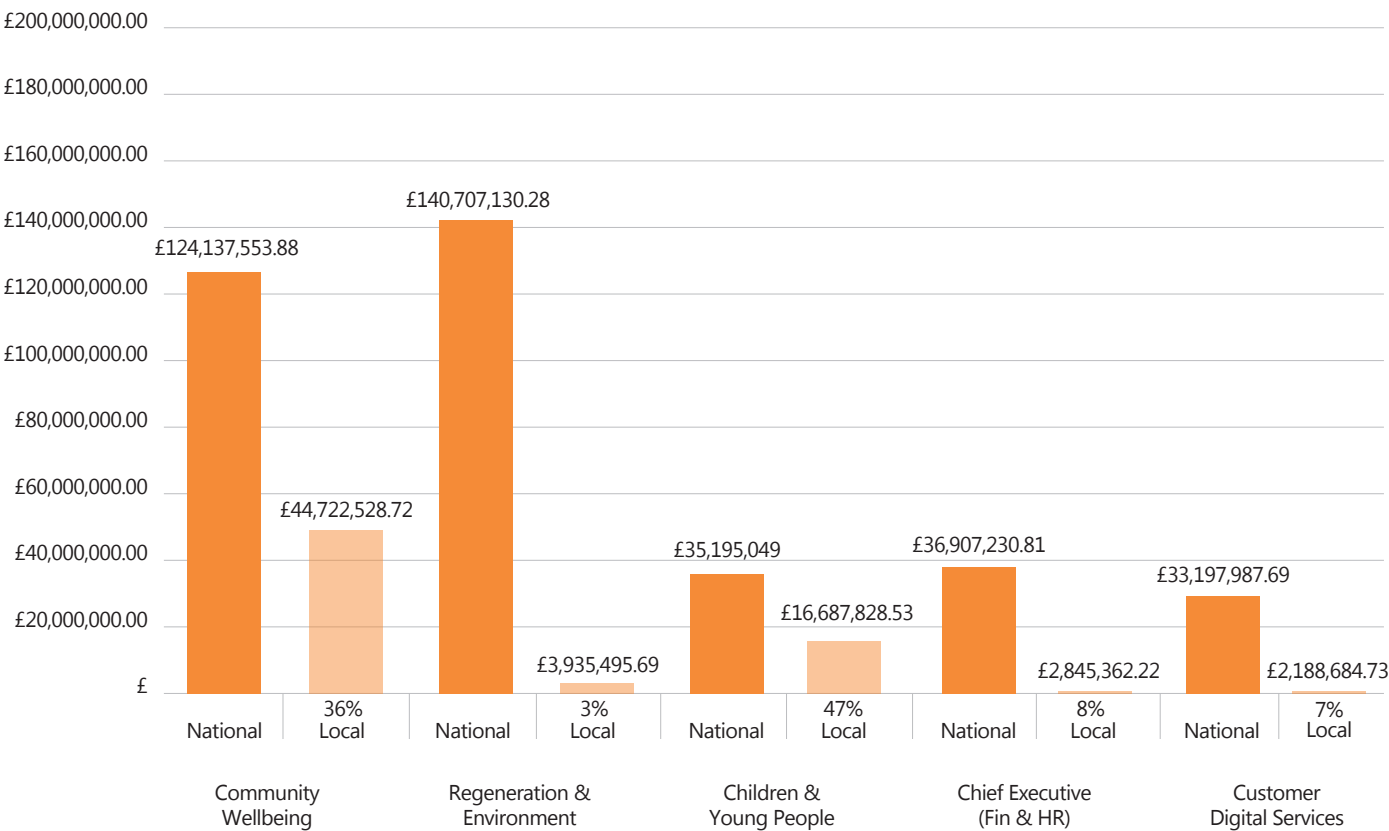
Brent local Supplier Spend.

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 £70m of our third party spend is conducted with local suppliers registered within a Brent postcode. This is across over 1376 local suppliers with the top 50 local suppliers making up 69% of that spend mostly across social care.

The chart shows the proportion of local supplier spend that makes up the Directorates overall spend with Community Wellbeing having 36% of their overall spend being delivered by the local supplier base and Children and Young People with 47% of their overall spend being delivered by the local supplier base.



Spend Per Directorate vs Local Spend within them (21-22)



Procurement Strategy – 2nd Annual Report FY 21-22

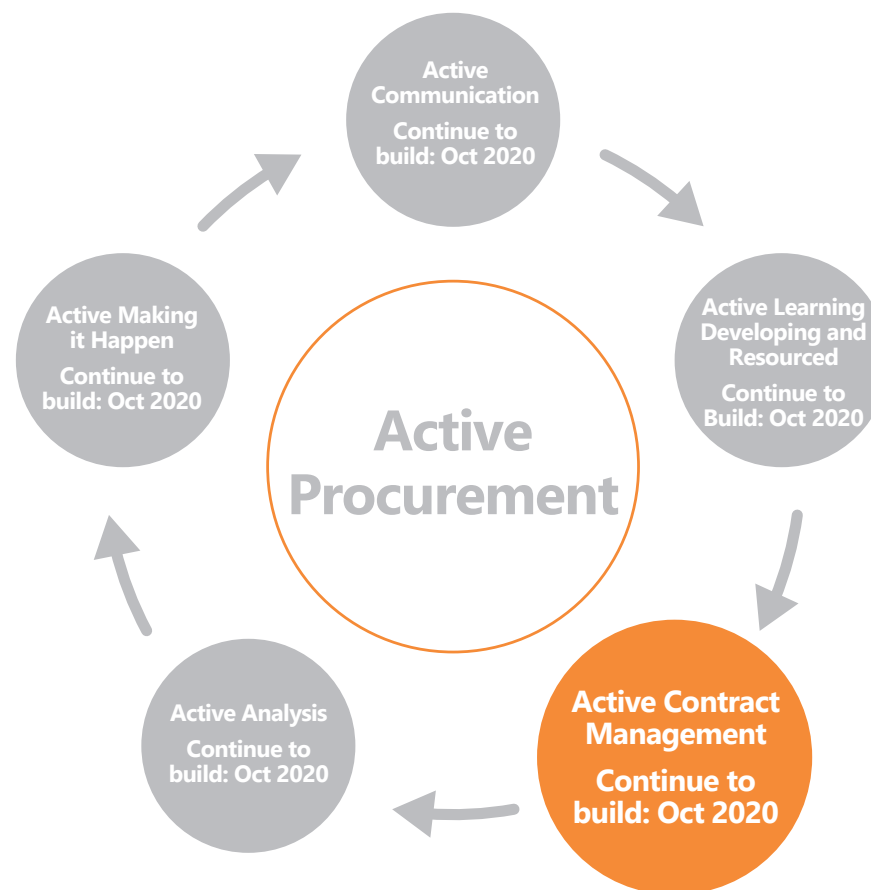
Active Contract Management.

Procurement have been working with Directorates across the Council to create a contracts register of all known contracts and then taking our spend data and aligning actual spend data in year 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.

Procurement continue to work with stakeholders across the council, building and refining a comprehensive contracts register which currently stands at over 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.

The work on building and refining the register, is further supplemented with the formal requirement of Contract Purchase Orders (CPA's). Since moving to Oracle Fusion as of October 2021 every commercial supplier that is set up on our system has a spend limit (CPA) placed upon it and when that limit is reached it is highlighted to Procurement to review to determine if further spend against that supplier should be approved. Where spend limits are increased compliant contracts are provided to Procurement which in turn are then added to the contracts register.



Procurement are also continuing to focus on encouraging good contract management across the Council providing a contract management toolkit supplemented by training so contract managers have enough guidance to enable them to, monitor how well the supplier is performing in delivering those key performance indicators and outcomes and what needs to be done in advance of contract end dates or possible extensions to

provide assurance that we are Actively Contract Managing and making best use of the resources we have.

These contracts cover approximately 66% of the spend we incurred for the financial year 21/22. Not all of this spend is addressable (which means where we can look to deliver efficiencies) as some of this spend is to support significant capital

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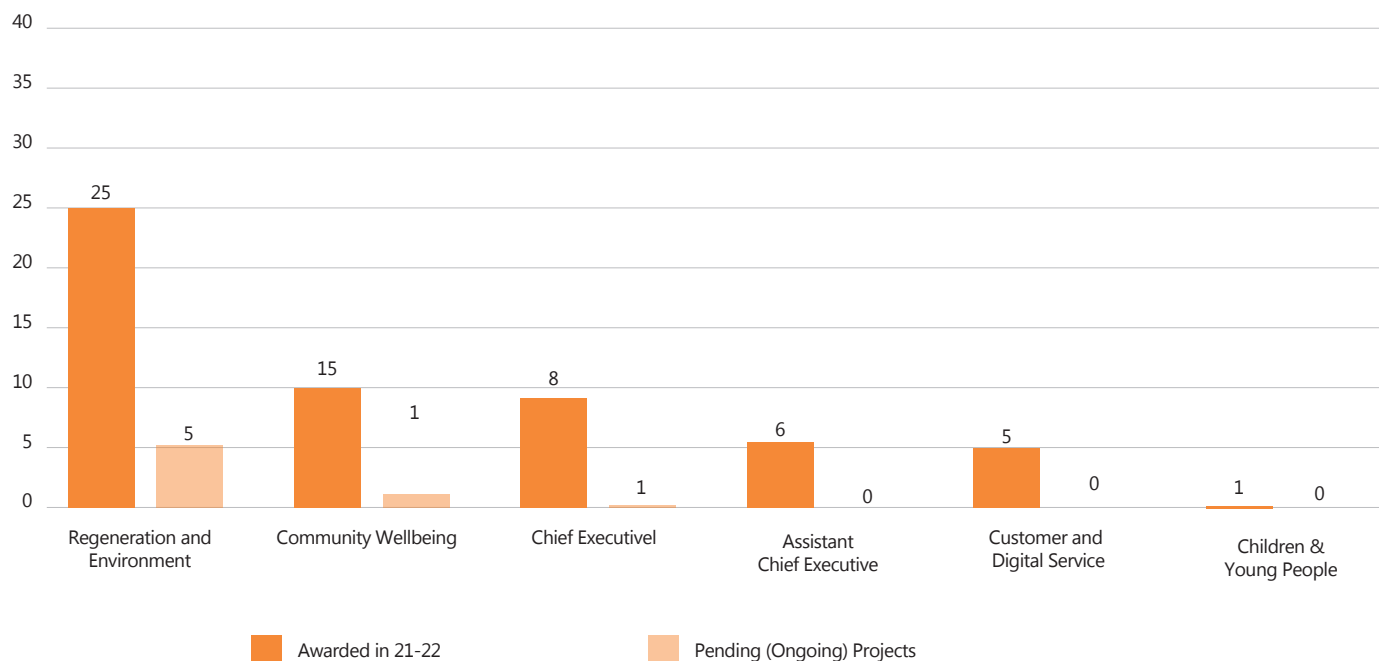
build programmes of work as Brent continues to regenerate and develop the borough for the benefit of its residents and businesses.

The register highlights when contracts are coming to an end, Procurement have completed 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.

Contract awards for FY 21-22.

The Procurement team have been engaged on over 68 projects not including frameworks* (framework figures will be included in the overall figures moving forward). During the last financial year, 61 procurement projects were awarded between April 21 and March 22 and the value of those projects awarded amounted to £19m.

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



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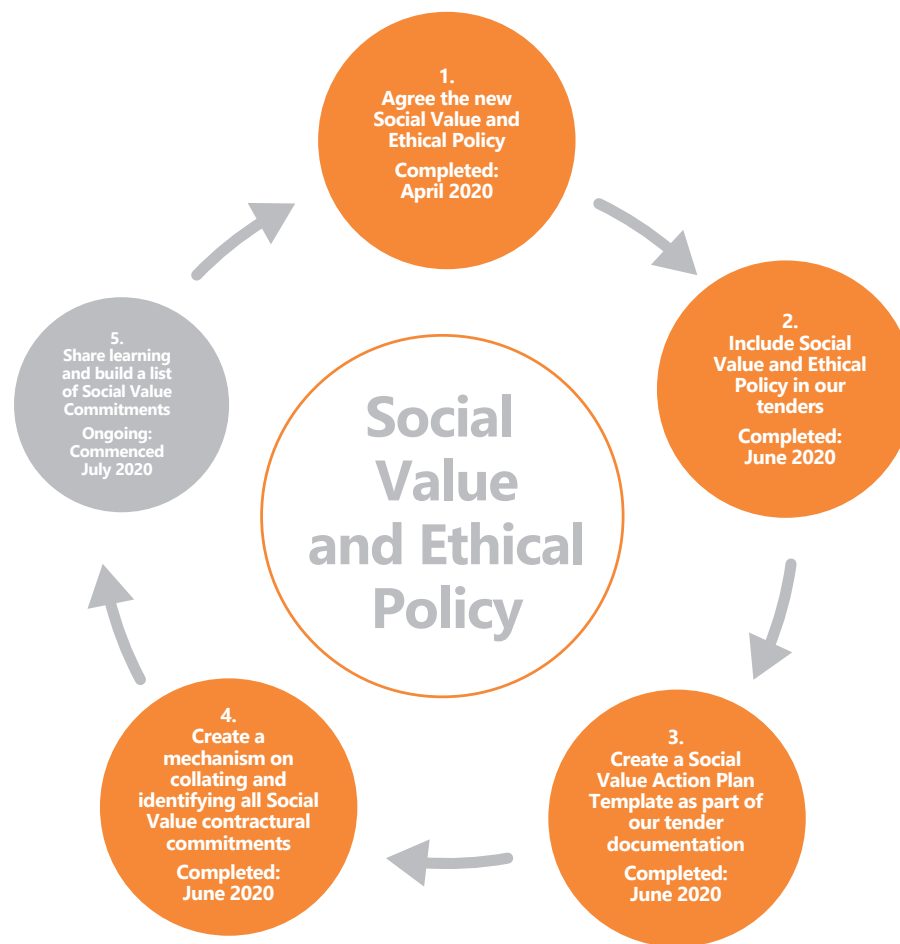
Social Value and Ethical Policy

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.



Procurement Strategy – 2nd Annual Report FY 21-22

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

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.

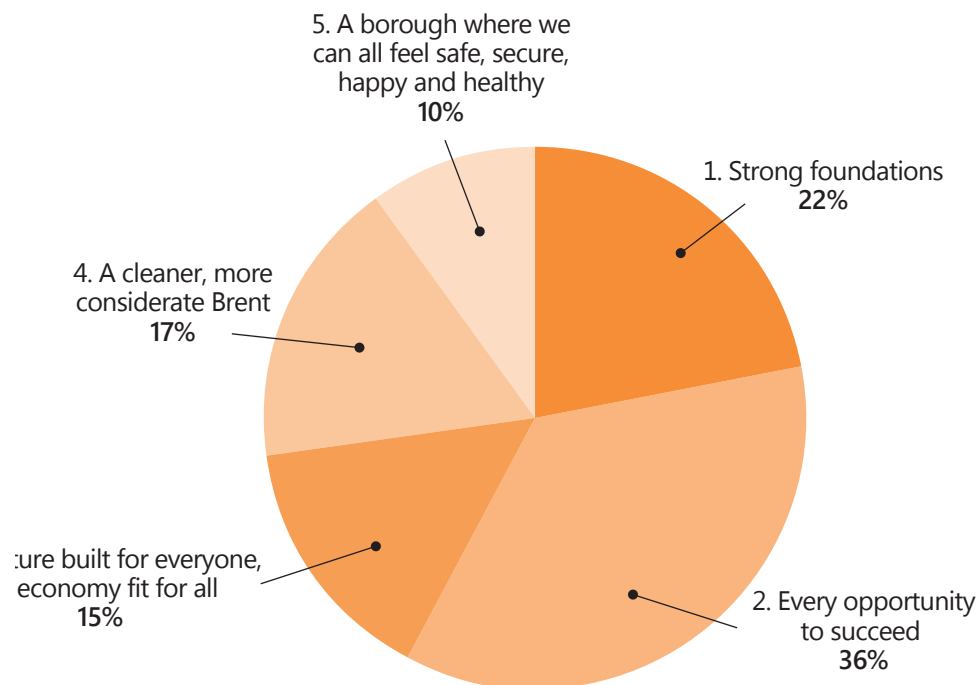
The chart and table to the right sets out how well each of the borough strategic priorities are looking to deliver social value.

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

The breakdown confirms that our suppliers are delivering social value across each of 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.

The total Social Value commitment for FY21-22 equates to £1,284,382.07

Percentage of Borough Priorities supported by Social Value



Breakdown of SV pillar

	Total value all years	Percentage
1. Strong foundations	£280,485.47	22%
2. Every opportunity to succeed	£466,647.87	36%
3. A future built for everyone,an economy fit for all	£195,012.22	15%
4. A cleaner, more considerate Brent	£217,321.17	17%
5. A borough where we can all feel safe, secure, happy and healthy	£124,915.53	10%
Total commitment among 21 received files	£1,284,382.07	100%

The highest performance among all pillars was for **2. Every opportunity to succeed with 36%**

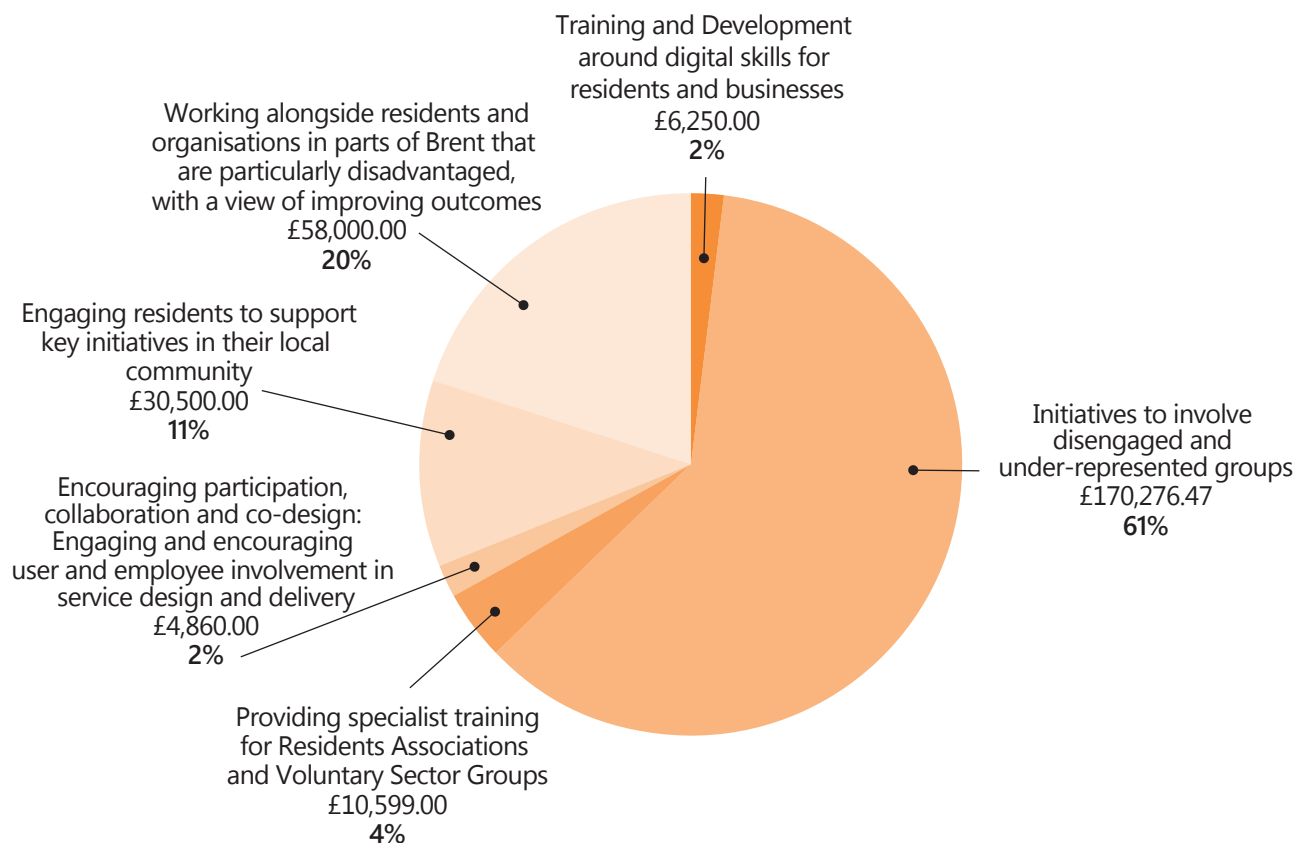
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The following charts and tables break out in further detail the various KPI's / Outcomes that suppliers will be delivering and the financial commitments that they have placed against those KPI's / Outcomes that will be given back to the Council if the social value is not delivered.

Strong Foundations

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

1. Financial Commitment of Social Value



1. Strong foundations 22%

	Total value all years
1.1 Training and Development around digital skills for residents and businesses	£6,250.00
1.2 Initiatives to involve disengaged and under-represented groups	£170,276.47
1.3 Providing specialist training for Residents Associations and Voluntary Sector groups	£10,599.00
1.4 Encouraging participation, collaboration and co-design: Engaging and encouraging user and employee involvement in service design and delivery	£4,860.00
1.5 Engaging residents to support key initiatives in their local community	£30,500.00
1.6 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£58,000.00
	£280,485.47

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

Build meaningful peer to peer relationships within the community, coach, and mentor residents to build on existing skills whilst acquiring new ones. Tangible course aims defined in the programme overview document (here) include, learning how to create documents, spreadsheets and presentations. Advancing learner's confidence and ability to carry out basic digital tasks.

Delivery of free school taster days to give young children the opportunity to take part in tennis at school with no cost to the individual or school. We would engage a wide number of schools, with particular focus on schools within proximity to a park with tennis courts

Social Value Commitment Examples

Strong Foundations

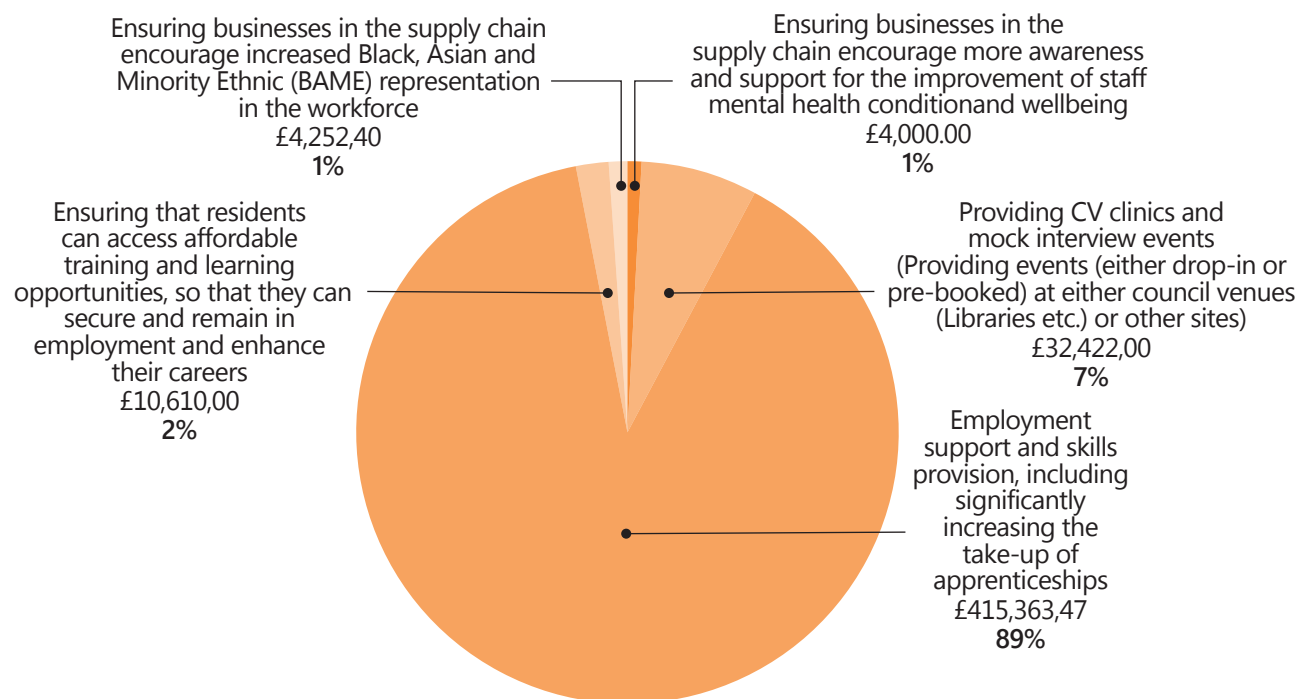
Procurement Strategy – Annual Report FY 20-21.

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 36%

	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)	£32,422.00
2.2 Employment support and skills provision, including significantly increasing the take-up of apprenticeships	£415,363.47
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	£10,610.00
2.4 Ensuring businesses in the supply chain encourage improved gender pay balance	£0.00
2.5 Ensuring businesses in the supply chain encourage increased representation of people with disabilities and mental health conditions in the workforce	£0.00
2.6 Ensuring businesses in the supply chain encourage increased Black, Asian and Minority Ethnic (BAME) representation in the workforce	£4,252.40
2.7 Ensuring businesses in the supply chain encourage more awareness and support for the improvement of staff mental health and wellbeing.	£4,000.00
	£466,647.87

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

We are offering paid work for at least eight linguists (working a minimum of at least 16 hours per week) over the life of the contract providing Brent based linguists with the confidence that the Brent offers them the opportunity to succeed.

Creation of new jobs, focusing on disadvantaged groups which otherwise may not have been presented with an opportunity.

Every opportunity to succeed

Social Value Commitment Examples

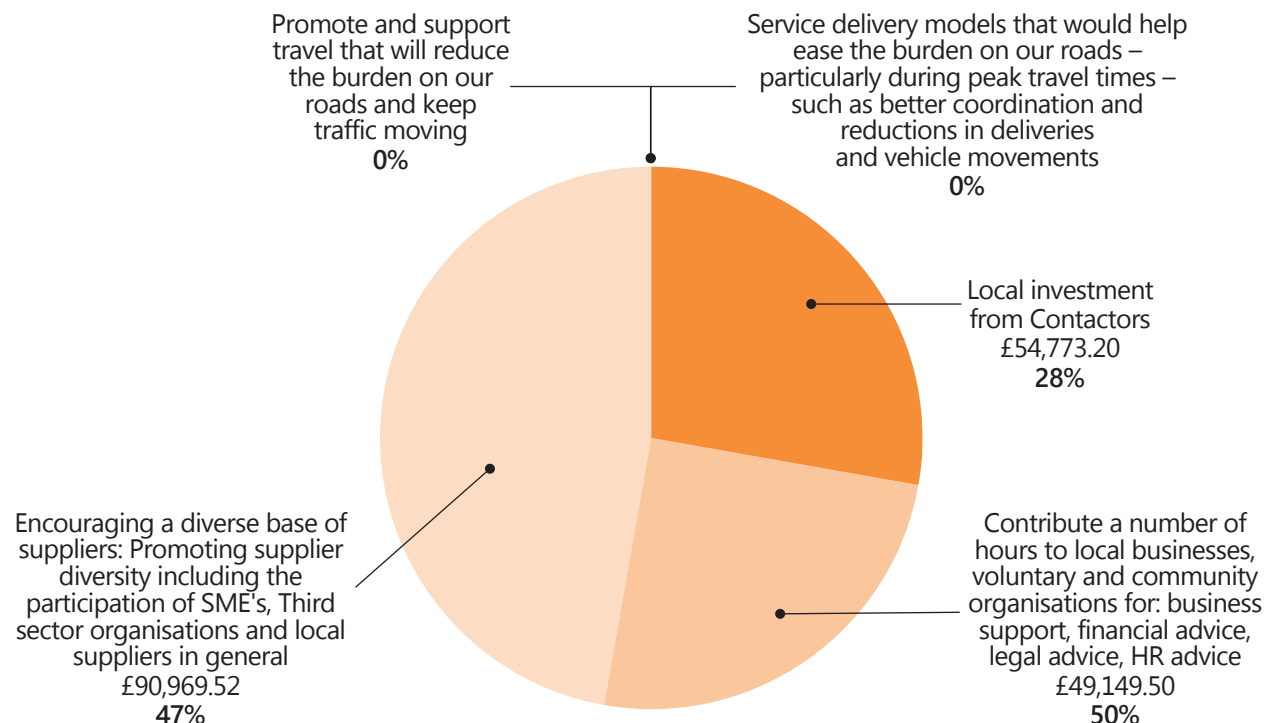
Procurement Strategy – Annual Report FY 20-21.

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	£54,773.20
3.2 Contribute a number of hours to local businesses, voluntary and community organisations for: business support, financial advice, legal advice, HR advice	£49,149.50
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	£90,969.52
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	£0.00
3.5 Promote and support travel that will reduce the burden on our roads and keep traffic moving	£0.00
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	£0.00

£195,012.22

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

- * Repainting the Year 1 Classrooms
- * Repainting / Repairing the damaged areas from previous water ingress

- * Improvement of the garden areas / Early Years outdoor area
- * Contribution to an outdoor / main playground reading area

A future built
for everyone

Social Value Commitment Examples

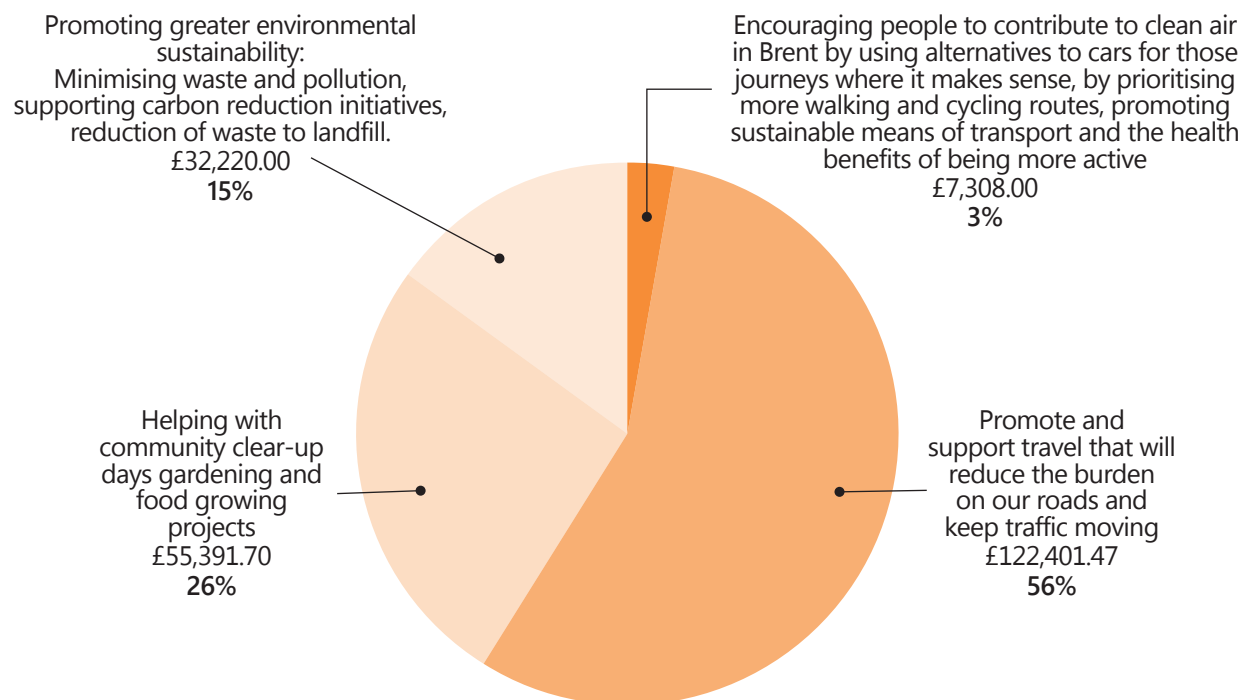
Procurement Strategy – Annual Report FY 20-21.

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 17%

	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	£7,308.00
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	£0.00
4.3 Promote, encourage and actively work to change behaviours around recycling and making sustainable choices	£122,401.47
4.4 Helping with community clear-up days gardening and food growing projects	£55,391.70
4.5 Promoting greater environmental sustainability: Minimising waste and pollution, supporting carbon reduction initiatives, reduction of waste to landfill.	£32,220.00
4.6 Suppliers reviewing how best to deliver energy efficiency products to prevent fuel poverty for local residents.	£0.00
	£217,321.17

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

A reduction in vehicle movements can be made by the following practices:

- a) sharing vans to site to reduce number of vehicles and reduce vehicle miles and pollution,
- b) working from home where possible to avoid commuting.

The KPI will focus on reducing van fleet use as this is the largest contributor of emissions.

Social Value Commitment Examples

A cleaner
more
considerate
Brent

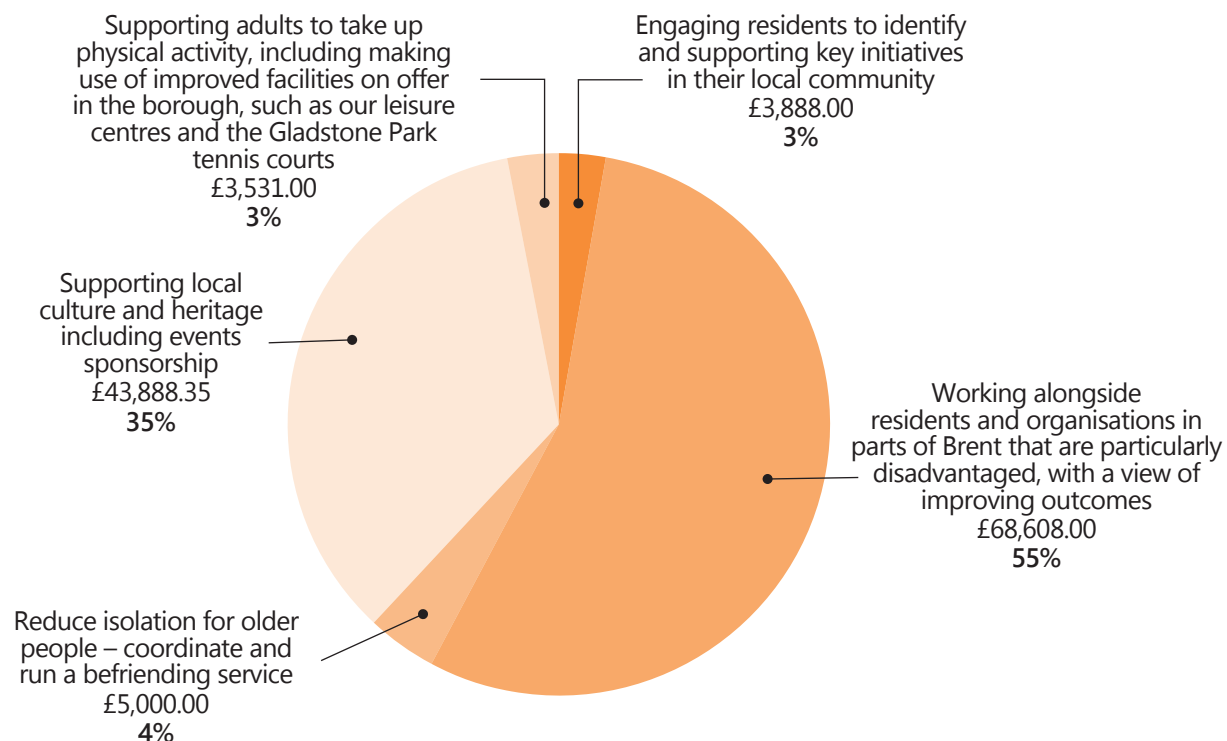
Procurement Strategy – Annual Report FY 20-21.

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 10%

	Total value all years
5.1 Engaging residents to identify and supporting key initiatives in their local community	£3,531.00
5.2 Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£68,608.00
5.3 Reduce isolation for older people – coordinate and run a befriending service	£5,000.00
5.4 Supporting local culture and heritage including events sponsorship	£43,888.35
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	£0.00
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 and the Gladstone Park tennis courts	£3,888.00
5.7 Work with communities and voluntary sector to help tackle anti-social behaviour and serious youth violence.	£0.00
	£124,915.35

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

We will offer the time of a clinician from these services to run at least one wellbeing event for residents, looking at coping mechanisms and ways to support positive mental health. Centres will also display information relating to physical and mental health and wellbeing e.g., mindfulness tips, signposting resources, etc.

Resources to help young people and children to be kind to each other and to be safe in the way they enjoy themselves eg. online and in the parks and what being healthy means.

A borough where we can all feel safe and secure

Social Value Commitment Examples

Procurement Strategy – 2nd Annual Report FY 21-22

From April 2020 to March 2022 we have delivered several internal training sessions on Social Value and are working closely with stakeholders to ensure measurable and suitable KPI's are included within Social Value Action Plans. Exercises included lessons learned from previous awarded contracts where areas of improvement were identified. External training sessions have also been held to support the supplier market to

understand the Council's Social Value priorities. Further sessions will need to be held across the other directorates to ensure as council we are all following a consensus when it comes to setting suitable Social Value KPI's that benefit the local community.

Evidencing Social Value delivery.

Procurement have developed Social Value audit

tools where all Social Value committed and to be delivered during the life of the contract is captured. Thereafter at six and twelve monthly cycles Procurement will reach out to the Directorates and gather evidence on supplier's progress in actual delivery of social value.

Set out below and on the next page is an extract of the Social Value Audit template.

How are we monitoring Social Value?

Procurement have worked to produce an Audit Template spreadsheet to enable Contract Managers to easily access the Social Value Action Plans and Method Statements aligned with the designated contract commitments from providers.

The spreadsheet has parameters displaying each contracts Social Value themes that fall in line with the Procurement Strategy i.e. Strong Foundations etc.

Each theme has monetary commitments associated for that Financial Year with a description of what has been committed, whether it has been delivered and what form of evidence has been provided and stored internally.



Example of Social Value Audit Template

Contract name	Contract Value	Total Social Value Price Commitment	SV Priority Committed	Unit of measure	Description of Social Value has been committed	Year of social value Commitment	Financial Value of SV Commitment KPI/ Outcome per year	KPI Delivered	Evidence (Hyperlink)	Provide detail of the SV delivered - note this could be used as part of the Annual Procurement Strategy Report	Action to be taken - following performance review of SV plan	Year of Social Value Commitment
			Strong foundations	Number of people	Number of work experience opportunities provided to pupils (for disadvantaged groups)							2021
			Every opportunity to succeed	Number of clinics	Number of CV clinics provided							2021
			A future built for everyone, an economy fit for all	Number of hours	Number of volunteer hours provided by the supplier to be delivered within Brent							2021
			A cleaner more considerate Brent	Number of miles	Miles of travel or transportation per year converted to zero or low emissions within Brent							2021
			Strong foundations	Number of events	Number of training events provided for community organisations and voluntary groups							2022
			A future built for everyone, an economy fit for all	Number of hours	Number of volunteer hours provided by the supplier to be delivered within Brent							2022

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

Delivery of Social Value commitments

Strong Foundations

Total KPI's Delivered	Monetary Commitment Value
15	£167,590.00

Good News Stories

Masefield, Wordsworth and Dickens (MW&D)

Work experience - worked with 'Beyond the Box' to launch a youth social action programme. This worked with young people 16-21 to design social action projects via their 'Young Innovators Fund'. £2,000 went to each innovation idea. Also co-designed a Skills Exchange Programme.



Images designed by
Karakusevic Carson Architects

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

Delivery of Social Value commitments

A future built for everyone

Total KPI's Delivered	Monetary Commitment Value
13	£311,332.00



Good News Stories

The Jerram Falkus staff delivered an hour's presentation to the 15 first-year Business Administration students on career pathways within the construction industry and the roles that are achievable with a Business Administration qualification. There was also time for a Q&A session, in which the students asked quite a few questions.

Jerram Falkus has agreed to deliver further careers talks to the College of North West London in order to support the students with their academic and career development. The company is committed to offering educational experiences to students that will ultimately give a greater knowledge into pathways to careers in construction.

Thomas Kelly, Associate Construction Director of Jerram Falkus, said

"This emerging partnership with the College of North West London demonstrates that Jerram Falkus is committed to supporting local communities and to offering skills through knowledge to students which can be built upon to support their journey into the world of work."

Tommy Allain, Commercial Manager, said "Its an honour to be able to pass on my knowledge and skills to the upcoming cohort of students – I really hope that I have inspired them to consider a career in construction."

Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

Delivery of Social Value commitments

A cleaner more considerate Brent

Total KPI's Delivered	Monetary Commitment Value
16	£166,120.00



Procurement Strategy – 2nd Annual Report FY 21-22

Social Value and Ethical Policy

Delivery of Social Value commitments

Every Opportunity to Succeed

Total KPI's Delivered	Monetary Commitment Value
13	£311,332.00

Good News Stories

Pathway Works at Leybourne Open Space

9 paid roles funded. 1 x engagement officer (now permanently employed at the South Kilburn Trust), 7 x young innovators, 1 x project assistant, 1348 hours. £14,728



Procurement Strategy – 2nd Annual Report FY 21-22

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, services and works contracts is approximately £388 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.

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

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

below are some extracts of KPI's, Officers can use when to support the Sustainability through our procurements.



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Business Category	Sustainability KPI selected	Sustainability commitment
Printed products and printing services	Reduction of waste sent to landfill / reduced packaging and increase in recycling rates.	Reduce amount of waste produced by 5% Increase recycle and reuse by 6%
Design and Construction	Actions to reduce carbon emissions	Carbon emission Action plan. BREEAM Assessment to reduce CO2 emissions by 35%. Reducing fleet emissions by 30% by 2025
Design and Construction	Actions to reduce carbon emissions	Traffic management plan

Sustainable Procurement Policy and has been embedded within our Procurements from April 21. Above are some extracts of KPI's, Officers can use to support Sustainability through our procurements. 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 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. The documents and policies developed include:

- Climate Commitment Charter - Suppliers are asked to join us in collectively tackling the climate emergency and to set out the actions they will take to reduce their organisation's carbon emissions.
- West London Carbon Procurement Policy - This sets out the commitment of the West London Alliance
- Tool kit and Guidance - Created to help embed carbon considerations across the procurement and commissioning cycle and is supported by a bank of questions to include in tenders.
- SME Guidance on Low Carbon Procurement



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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.

This will be achieved by:

- Identifying across the variety of forthcoming procurements where we can utilise and embed the circular economy principles.
- Using the intelligence gained from local supplier research and gap analysis to identify opportunities to encourage local suppliers to promote the longevity of resources that we are using.
- Building the opportunities identified into our procurements and contracts through the circular economy principles, along with the ability for the local supplier base to be used in the repair, refurbishment and recycling process.
- Encouraging confidence and uptake across the Council by promoting examples of procurements where circular economy principles were applied and are being delivered.

Indicators

- Percentage of businesses operating within the circular economy.

There are a number of businesses in the borough involved in the circular economy. This list will be refined to assist bidder use local suppliers that are

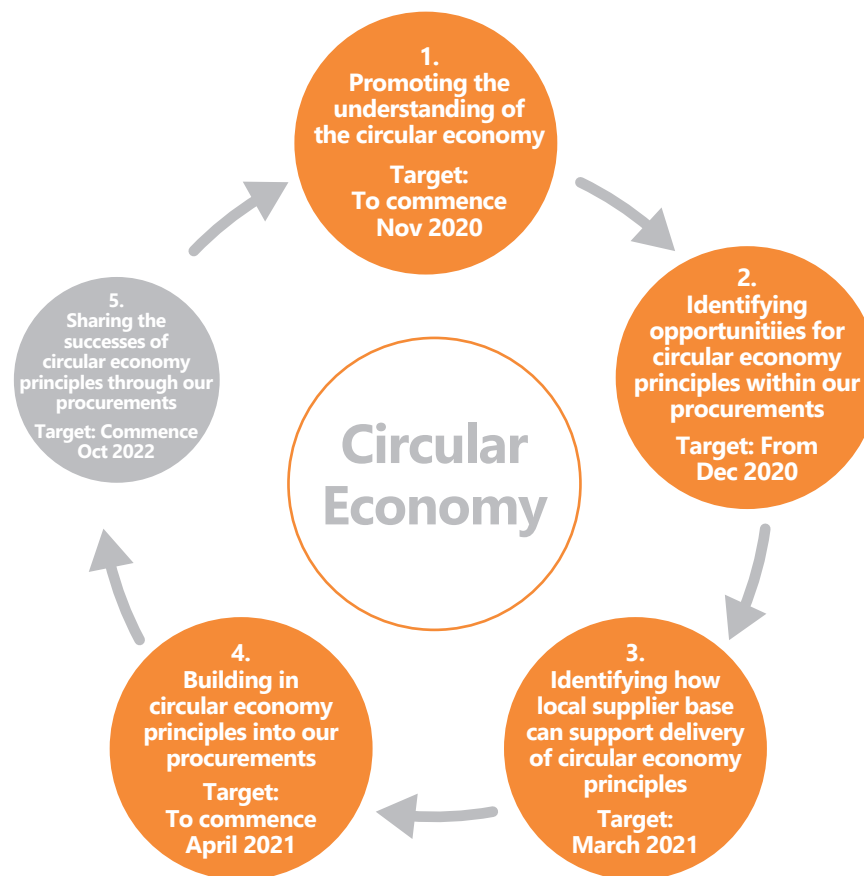
involved in the circular economy.

By the end of this financial year Brent will have a Circular Procurement policy that will provide more detail on how our suppliers are supporting the Circular Economy principles.

Below we have set out some of the measures we will be looking to incorporate and measure.

- What percentage of goods and services used in the supply chain are recycled.

Suppliers that are bidding for tenders will be required to explain what happens at the end of the product life. They will need to detail how they will support the circular economy principles to avoid waste by arranging for products to be re-used, recycled or upcycled.



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- What percentage of good and services are recycled within supplier's organisation?

Suppliers that are bidding for tenders will provide details of what percentage of their goods in their organisation are re-used, recycled or upcycled.

- What percentage of goods and services are recycled using the local supplier base?

Suppliers that are bidding for tenders will be signposted to local supplier base operating within the circular economy. Supplier will provide details of what percentage of their goods in their organisation are re-used, recycled or upcycled 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.

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 circular economy procurement practices.



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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 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.



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Performance Indicator	Q4 YTD	Target YTD	Good is?	RAG YTD Calculated
Percentage of relevant contracts being procured that meet the London Living Wage standard	99%	99%	Bigger is Better	Green
Percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business	35%	35%	Bigger is Better	Green
Hours contributed towards supporting/financial commitment for sponsorship of community-led initiatives [SVEPP]	59%	50%	Bigger is Better	Green
Number of local apprenticeships/work experience opportunities (including focus on disadvantaged groups) [Social Value and Ethical Procurement policy]	17%	15%	Bigger is Better	Green

Brent 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 £70m of our third party spend is conducted with local suppliers registered within a Brent postcode. This is across over 1376 local suppliers with the top 50 local suppliers making up 69% of that spend mostly across social care.

The next milestone 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 developing opportunities for the existing and new suppliers to be able to bid for future opportunities so we can aim to spend more locally.

Also once the council have more clarity re our local supplier base, the type of suppliers we have, where they are located we can also facilitate network sessions to put these suppliers in touch

so they can draw from each other on what requirements they need fulfilled looking to create opportunities amongst themselves.

The aim is to create and maintain a reliable and up to date Brent Local Supplier Directory with details of who they are and their offering in a practical format to the buyers of the Council as well as the wider group i.e. contractors and other businesses to increase local spend and keep wealth within Brent.

Brent recognise that Community Wealth Building is not a quick win and requires a complete holistic approach which requires internal and external collaboration to ensure tangible benefits are achieved for the local suppliers. We have created a step by step plan by liaising with internal departments within the Council to be successful in our goal:

- Conduct a gap analysis to demonstrate what we are looking to procure at a micro level across our programmes of work versus the types of

local suppliers (identified in the form of Brent Local Supplier Directory.

- Identify the number of social enterprises, for example, mutuals, co-operatives, community interest companies etc. in the local community.
- Understand what services the above sector can provide and look to conduct reserved contract procurements in line with new legislation.
- Through on going supplier events and by improving our online offer specific to local suppliers, we can enable local suppliers to learn more about the available support, future opportunities and how to register onto the procurement portal.
- Review future opportunities including larger scale and under £25k upcoming procurements within the Council, supply chain analysis to create links for larger suppliers next milestone to use our local supply chain and encourage creation of more social enterprises that will support Community Wealth Building.

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- Engage with other anchor institutions who can support the local economy.

By using an evidence based approach to demonstrate the journey, we can report and celebrate success and continue to promote and recognise the benefits of supporting local suppliers for the economy.

Prior Information Notice

It's important 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 not including frameworks so suppliers can be aware and make plans in preparation of the possible opportunities. This may allow for local suppliers to collaborate with some of the larger suppliers for high value procurements.

Procurement will commit to continue 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.

This has been shared with suppliers who have

registered an interest and those who are new to the bidding process.

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.

So far we have had around 300 registered suppliers which has enabled us to target local suppliers and provide capacity building workshops to support in the bidding process.

Capacity building -Supplier events

Procurement in collaboration with the Economic Growth team has 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. Three webinars were held in 2021/22 with 83 attendees across the three events.

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"

Black Lives Matter – Brent Black Community Action Plan

Procurement in Brent is an active part of the Councils engagement with the voluntary and community sector. Through engagement with Voluntary Sector Forums and the Black Community Action Plan Steering Group, we have clear channels of communication that allow us to improve local understanding of procurement, share opportunities across the sector and involve local businesses. By utilising these existing relationships we have key community leaders available to amplify and distribute our Procurement work and extend our reach directly into communities. The council's aim is also to link up suppliers to the council to local businesses in Brent to network and develop direct relationships resulting in the ability to realise procurement opportunities now and in the long term.

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Next Steps

Active Procurement Pillar

The deliverables of each part of the pillar remain but during 2022/23 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 with particular focus on tail spend.

Target Date March 2023

Active Contract Management.

Continue building and sharing the intelligence gathered from the Contracts Register so the Council can proactively look at using the data where contracts will be expiring by March 24 and agree the appropriate methodology of how any savings will be captured and realised.

Target Date Q3 2022.

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: Q4 2023

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 March 2023.



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Sustainability Pillar

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

Target date March 2023

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

Target Date: Ongoing

Circular Economy Pillar

Conduct further training and knowledge shares across the Directorates.

Target Date : Ongoing

Identify the types of suppliers that operate within the Circular economy in Brent which could support forthcoming procurements.

Target Date March 2023.

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 March 2023

Community Wealth building Pillar

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 March 2023.



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 – Ongoing.