

Procurement Strategy

Annual report 22-23



Foreword



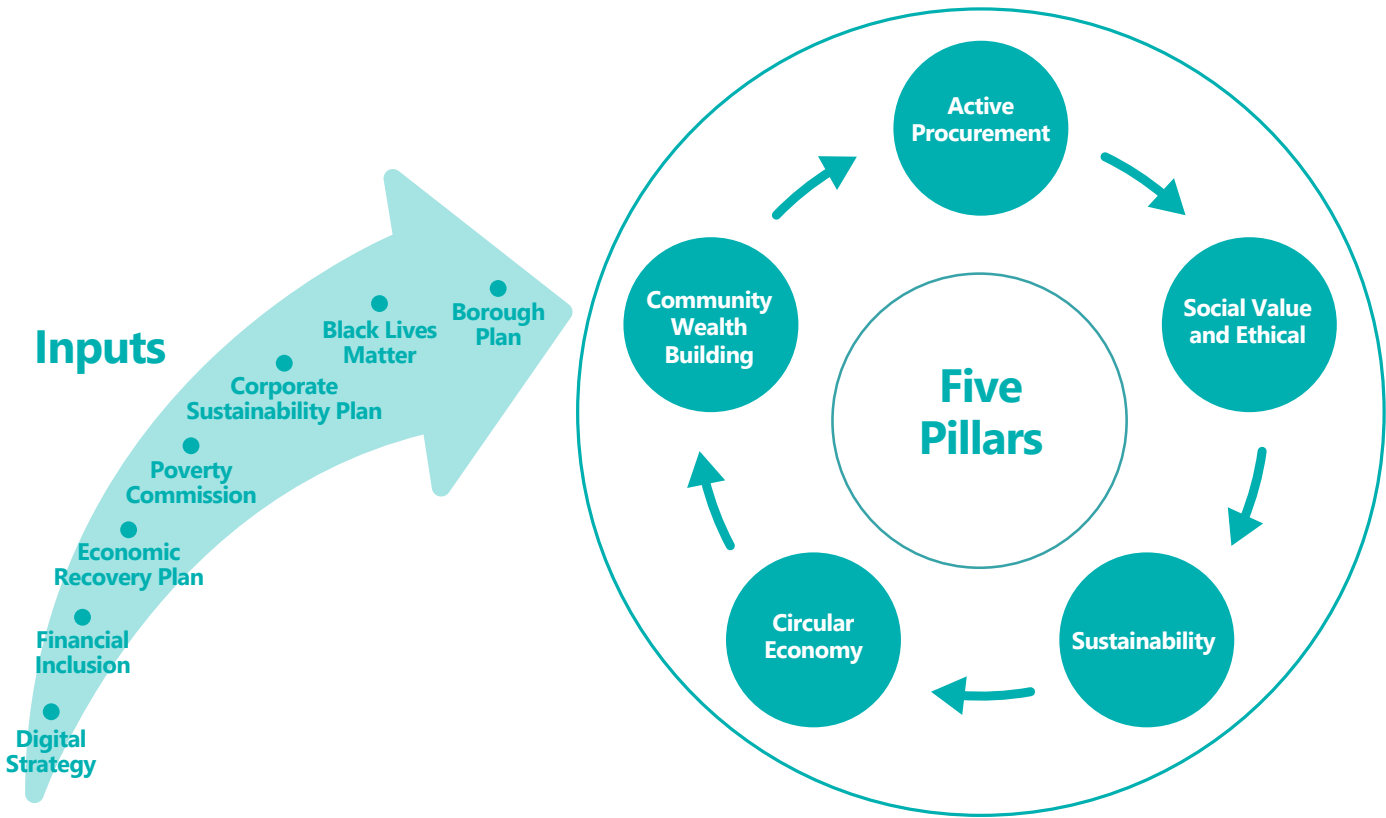
The third Annual Procurement Strategy report continues to build on the previous years and highlights the progress made across each of Brent's Five Pillars of the Procurement Strategy from April 22- March 23.

The Annual Procurement Strategy is reflecting on financial year 22-23 thereby specifically for the Social Value pillar update will refer to the previous Borough plan priorities.

The report will systematically go into detail across each of the pillars. Each Pillar starts with the KPI/ Outcomes that we are looking to achieve followed by the progress made against each of the stages highlighted within the Pillar. We start with the Active Procurement pillar and how the council is spending its money with our supplier base, across which categories also setting out the good work achieved on compiling council wide contracts register.

The report then moves to discuss the Social Value pillar, which is developing into a key element of our procurements, providing examples of the social value projects that have been committed to and some examples of what has been delivered by the suppliers under each Borough plan priority at that time. This is then

Brent's Procurement Strategy comprises of five pillars.



followed by progress made on the Sustainability and Circular Economy pillars finally finishing off with the work we are doing, 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 third annual report on the progress and impact of the Procurement Strategy across its Five Pillars in line with the Council's strategic objectives. 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 – 3rd Annual Report FY 22-23

Procurement Strategy – 3rd Annual Report FY 22-23

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.

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



Procurement Strategy – 3rd Annual Report FY 22-23

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 contracts register and work with Directorates/ Sections to identify opportunities to bring different services together under one contract. 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:

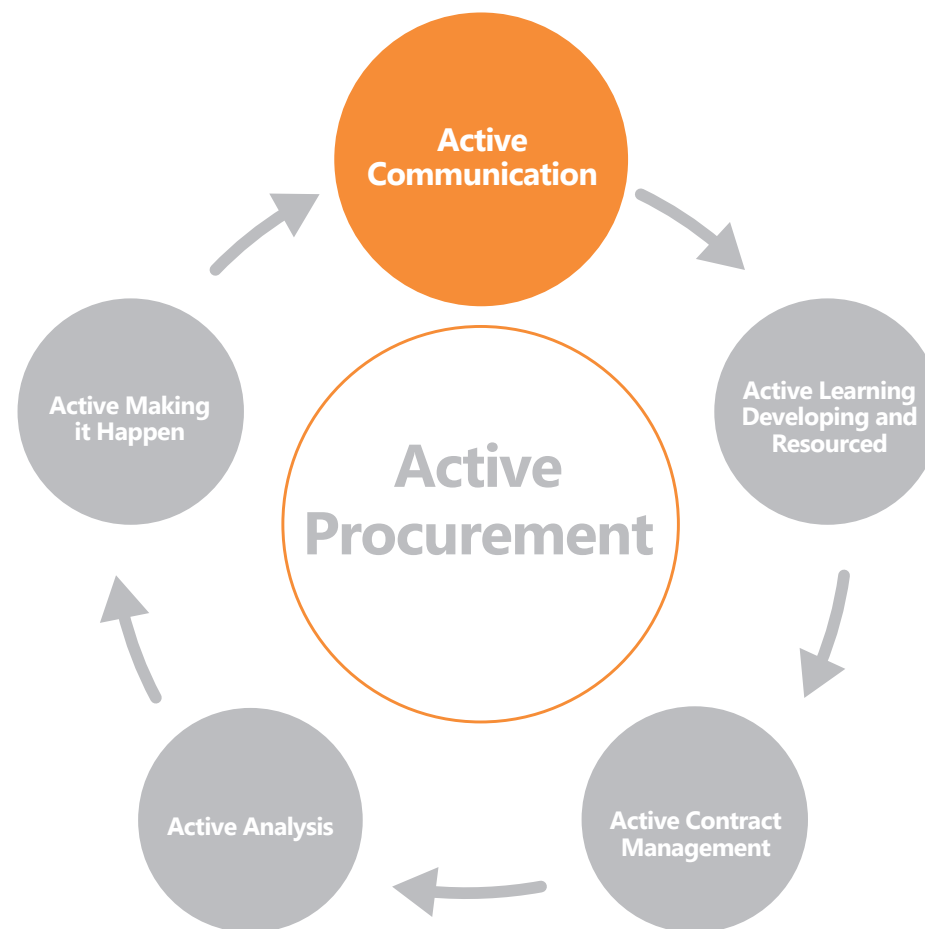
Procurement have engaged widely across Directorates to highlight how working together will deliver the pillars of the strategy bringing together the various pieces of the work conducted under each pillar into this annual report.

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 have developed a communication strategy to engage with Directorates across the Council via several different methods.

- Procurement have developed an internal lessons learned process which will encourage improvement in best practices for future projects to deliver better outcomes.

- Delivered our first in-person, Introduction to Procurement training session with good participation and questions. An advanced training session for council employees is also scheduled for Q4 2024. Both training sessions will continue on a quarterly basis and officers can sign up through our internal Learning and Development portal.



Procurement Strategy – 3rd Annual Report FY 22-23

- Commissioning Network Sessions are also undertaken on a quarterly basis to discuss topics associated with the Procurement Strategy to help support officers to understand their importance and how they can contribute to their success. The recent training session on Sustainability and the Circular Economy was very well attended by officers across the Council where good feedback was received and officers went away thinking more about ways in which we can support this agenda through our procurement activity.

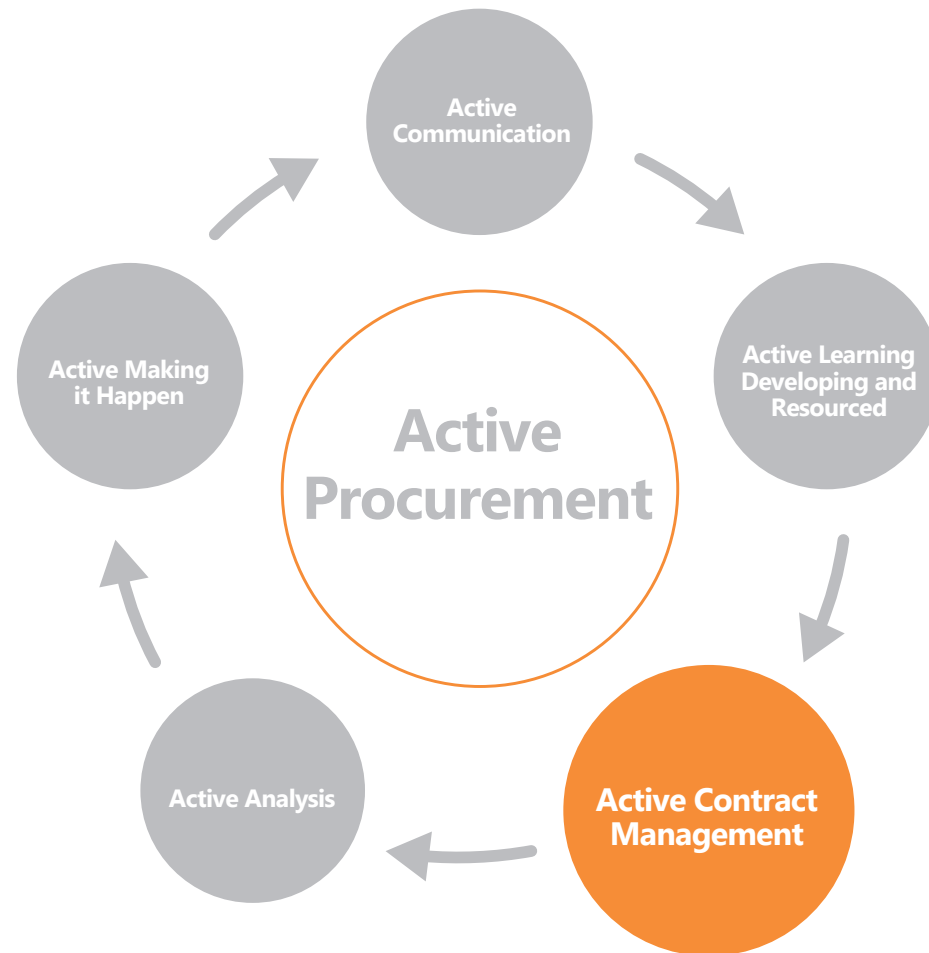


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Active Analysis:

We need to have a good understanding of what the council spends with its suppliers across each of its Directorates alongside building and maintaining 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 from value engineering of our specifications to considering where appropriate 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 2022-23, Brent has spent c£447m 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.

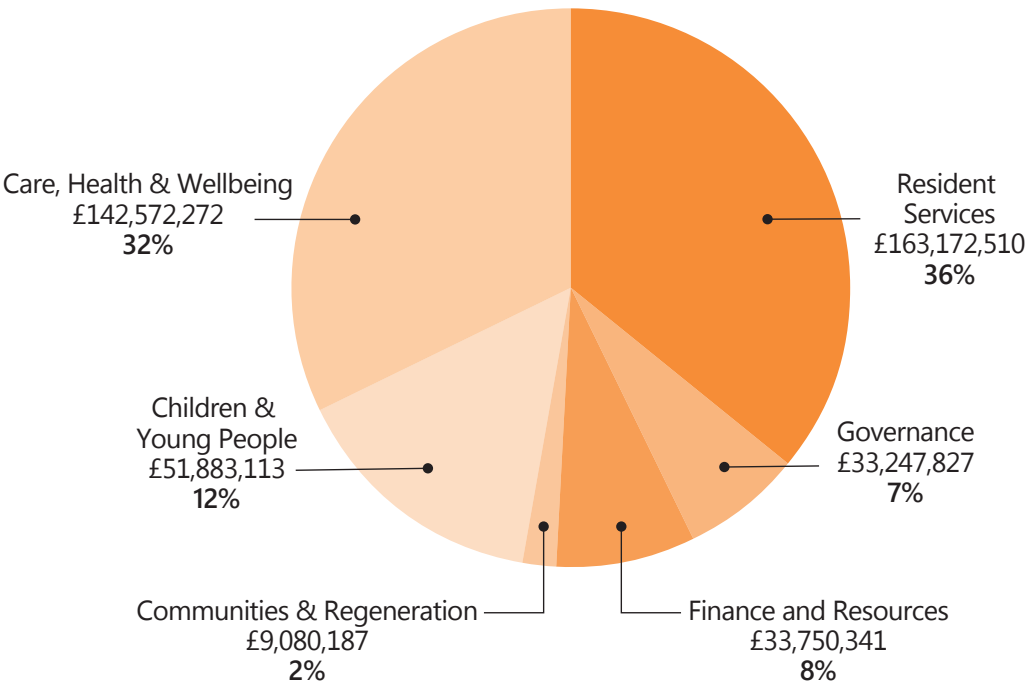


Care Health and Wellbeing, which covers the care and support we provide to our most vulnerable adults across Social Care, Public Health and our joint working with the Clinical Commissioning Groups, makes up one of the two largest Directorates of spend. The other major area of spend is Residential Services. This area maintains our existing housing stock, sets out requirements and strategies to build more new affordable homes as well as maintaining our highways, street, parks and collecting and recycling the waste we generate. The chart and table below

split out our third party spend per Directorate.

Row Labels	Sum of Amount
Resident Services	£163,172,510
Governance	£33,247,827
Finance and Resources	£33,750,341
Communities and Regeneration	£9,080,187
Children and Young People	£65,909,171
Care, Health & Wellbeing	£142,575,272
Grand Total	£447,735,309

Spend per Directorate 22-23
£447M



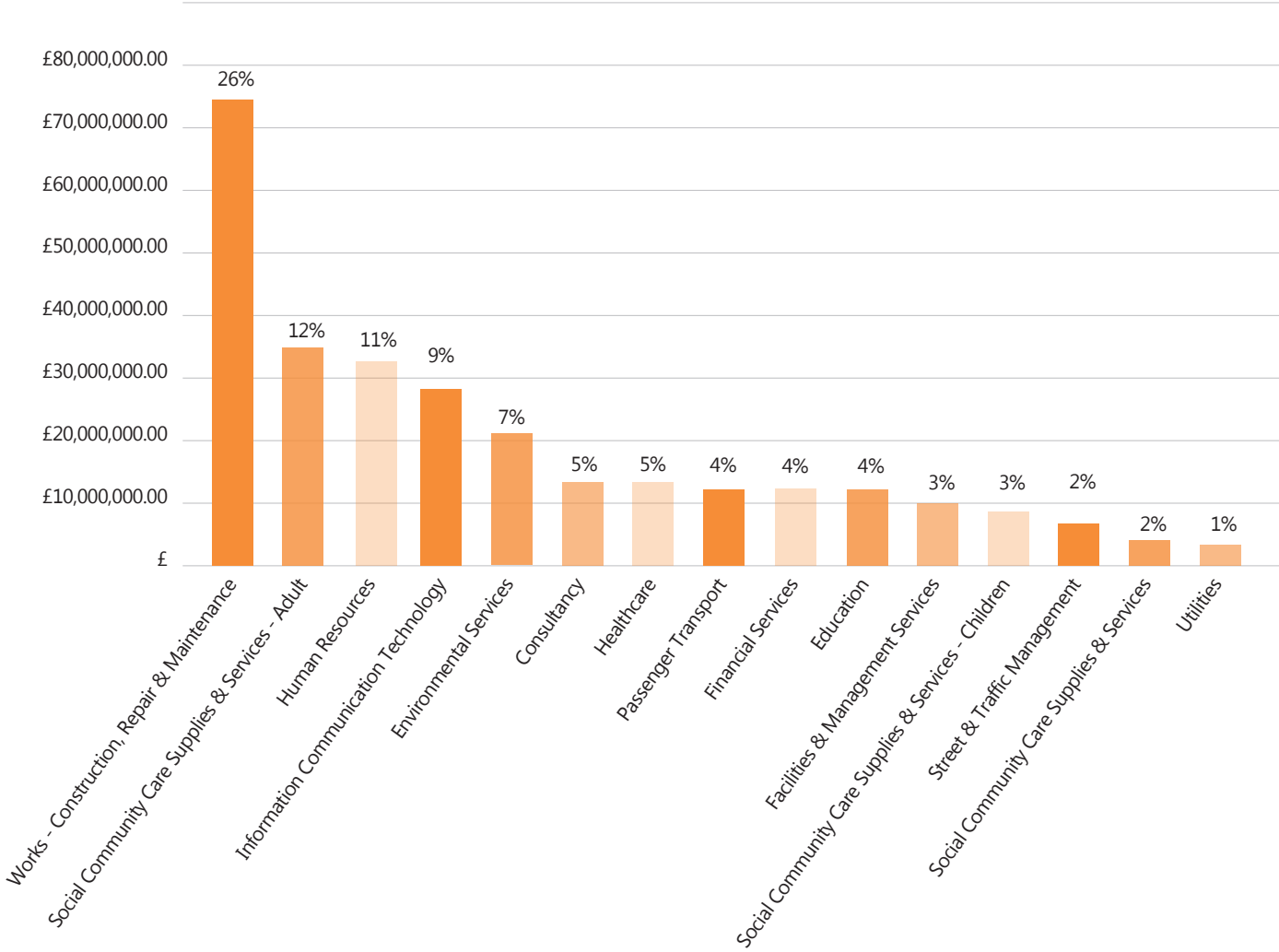
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Brent Supplier Spend.

Brent councils spend spans across approximately 3,900 suppliers, with the top 50 Suppliers this year making up 52% of our spend, reaching almost £232m. The chart below sets out the most significant categories of spend across the council, ranked in order of spend, showing Works - Construction and building repair, Adult Social Care and Human Resources making up the top three categories of spend.



Top 15 Categories of spend 22-23 (PO Spend)



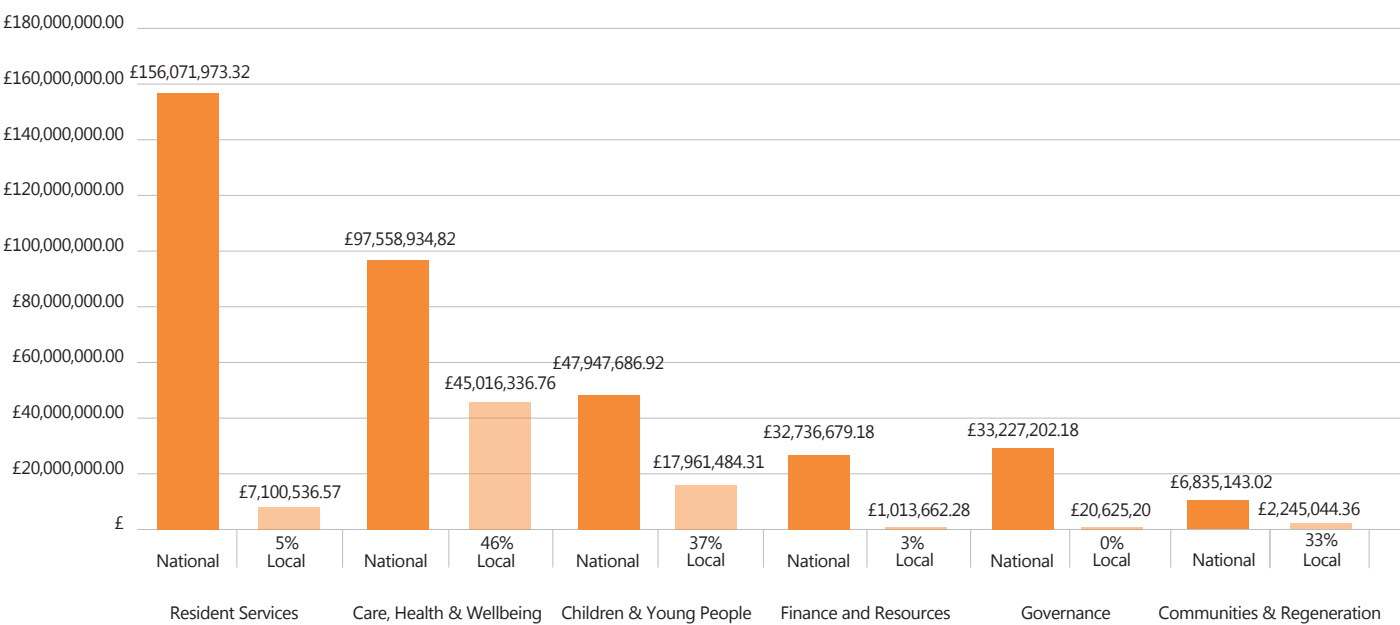
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Brent local Supplier Spend.

Spend with our local supplier base is a key focus for Brent and the strategy is looking to increase our local spend year on year as we progress the various pillars of the strategy. Currently approximately £73m (16%) of our third party spend is conducted with local suppliers registered within a Brent postcode. This is across over 868 local suppliers with the top 50 local suppliers making up £51m (70%) of that spend mostly across social care.

The chart shows the proportion of local supplier spend that makes up the Directorates’ overall spend, with Care, Health & Wellbeing having 46% of their overall spend being delivered by the local supplier base and Children and Young People with 37% of their overall spend being delivered by the local supplier base.

Spend Per Directorate vs Local Spend within them (22-23)



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Active Contract Management

Currently the Contracts Register 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 in which 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 the Oracle Fusion as of October 2021 every commercial supplier that is set up on our system has a spend limit (CPA) placed upon it in line with the contract and when that limit is reached it is highlighted to Procurement to review to determine if further spend against that supplier and contract should be approved. Where spend limits are increased, processes need to be agreed to ensure this is done in a compliant manner.

Procurement are also continuing to focus on encouraging good contract management across the Council, providing a contract management toolkit supplemented by training. This ensures contract managers have enough guidance to enable them to monitor how well the supplier is performing in delivering key performance indicators and outcomes and to know 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 86% of the spend we incurred for the financial year 22/23. 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 build programmes of work as Brent continues to regenerate and develop the borough for the benefit of its residents and businesses.

New Procurement Bill

Procurement intends to actively engage with all departments supported by Legal to ensure officers can benefit from training sessions, in preparation for the Procurement Bill being enacted into law.

Procurement is proactively keeping up to date with updates and available knowledge drop

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sessions. It is worth noting that the Procurement Bill proposes a number of additional requirements in respect of transparency in relation to contract management, involving publication of information throughout the life of the contract, which is not currently required.

Procurement is proactively keeping up to date with updates and available knowledge drop sessions. It is worth noting that the New Procurement Bill proposes a number of additional requirements in respect of transparency in relation to contract management, involving publication of information throughout the life of the contract, which is not currently required.

Contracts Register

Procurement have been working with Directorates across the Council to create a contracts register of all known contracts. This work has included overlaying our spend data and aligning actual spend data in year against contracted spend. Procurement have now agreed with each Directorate that the contracts we hold, and the data associated with this on the Contracts Register is accurate.

Gateways 4 Process.

One of the many benefits of an up-to-date Contracts register is that it allows the Council to support the implementation of key initiatives e.g. currently we need to deliver efficiencies and using the contract register have identified all contracts that are due to expire by March 2024, where there is an intention to reprocure. The Procurement team



have shared this information with Directorates to understand future plans and identify if there are opportunities to deliver savings and efficiencies through re-procurement or other delivery models.

To support this process a new Gateway 4 process has been created by Procurement to explore if either cashable or non- cashable savings can be extracted from future re-procurements.

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Strategic Contracts Register

Arising from an Internal Audit review of contract management, it was determined (after an options appraisal) that it would be appropriate for CMT to have oversight of key contracts and the Strategic Contracts Register has been agreed. Procurement will facilitate the gathering of information to feed into the Annual Procurement Strategy to demonstrate if contract management processes are being followed and if the supplier is providing the services in line with their contract obligations in respect of these strategic contracts.

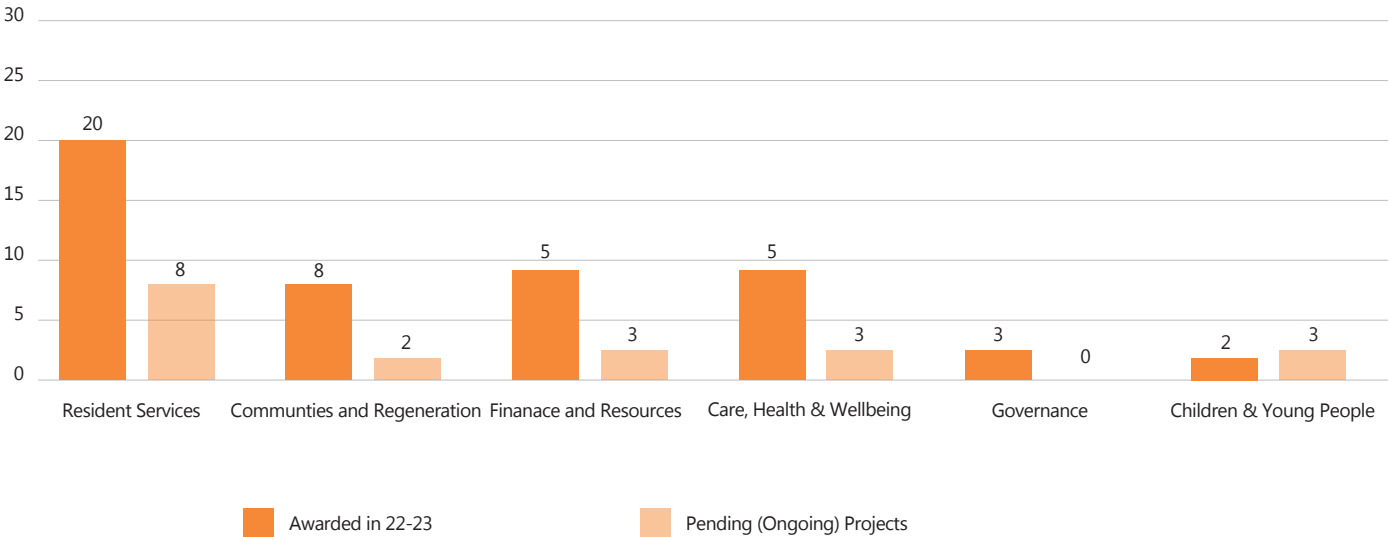
Having a good understanding of all our major contracts is important, it enables us to ensure we are focussing our intentions on areas of spend and contract value which have a major impact on the community and businesses of Brent. The biggest savings will come from managing key contracts identified effectively.

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

Contract awards for FY 22-23

The Procurement team have been engaged on over 77 projects. During the last financial year, 43 procurement projects were awarded between April 22 and March 23 and the value of those projects awarded amounted to £543m.

Number of Contracts awarded and pending award
April 22- March 23



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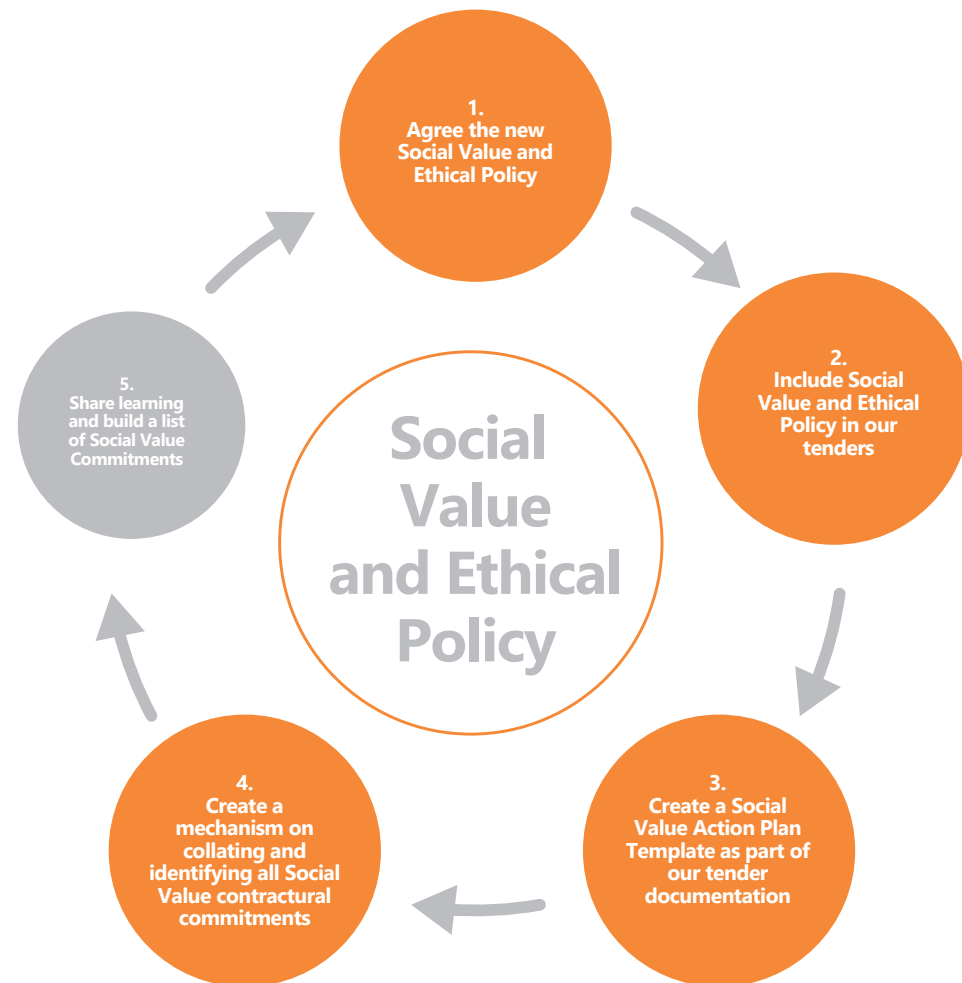
Social Value and Ethical Policy

KPI/Outcome Delivery

Local Investment from Brent contracts

Indicators

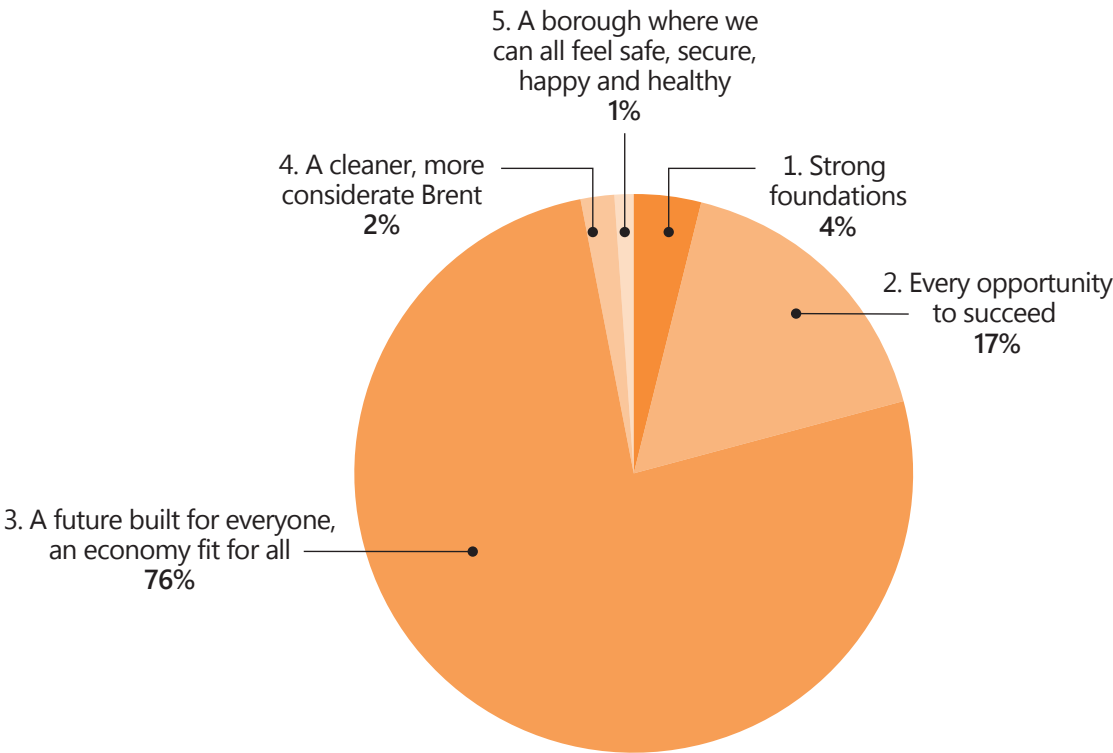
- Number of Brent organisations who participate in the Council's Supply Chain.
- Supporting innovative delivery models such as co-operatives, community interest companies social enterprises.
- Total amount of social value delivered through Brent Contracts.



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Percentage of Borough Priorities supported by Social Value



Breakdown of SV pillar

	Total value all years	Percentage
1. Strong foundations	£1,426,292.34	4%
2. Every opportunity to succeed	£6,211,647.27	17%
3. A future built for everyone, an economy fit for all	£27,575,281.99	76%
4. A cleaner, more considerate Brent	£531,781.51	1%
5. A borough where we can all feel safe, secure, happy and healthy	£394,312.55	1%
Total commitment among 27 received files	£36,139,315.65	100%

The highest performance among all pillars was for 3. A future built for everyone, an economy fit for all with 76%

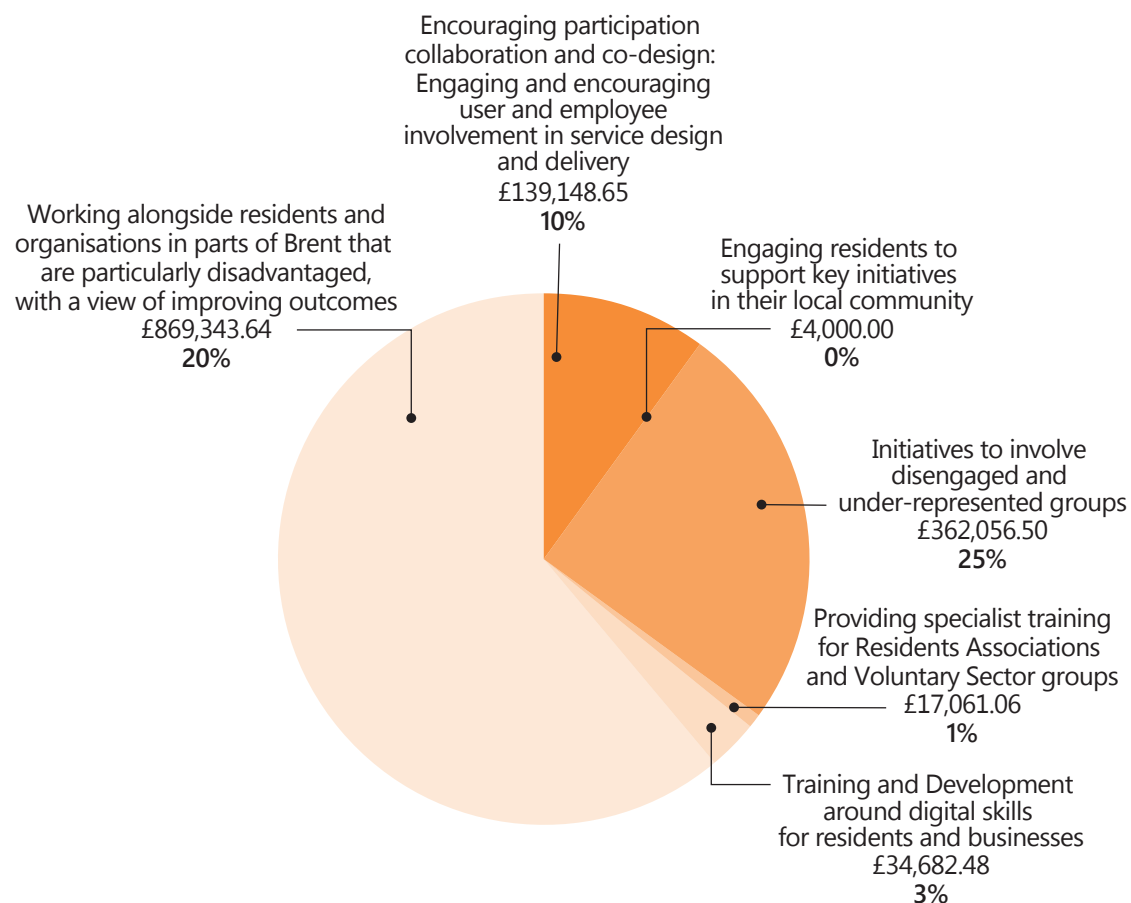
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The following charts and tables break out in further detail the various KPI's / Outcomes that suppliers will be delivering and the financial commitments that they have placed against those KPI's / Outcomes that will be given back to the Council if 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 4%

	Total value all years
Encouraging participation, collaboration and co-design: Engaging and encouraging user and employee involvement in service design and delivery	£139,148.65
Engaging residents to support key initiatives in their local community	£4,000.87
Initiatives to involve disengaged and under-represented groups	£362,056.50
Providing specialist training for Residents Associations and Voluntary Sector groups	£17,061.06
Training and Development around digital skills for residents and businesses	£34,682.48
Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£869,382.64
	£1,426,292.34

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Social Value and Ethical Policy

Provide sponsorship for library digital skills programme. Provide appropriate digital hardware (laptops, tablets) for use in digital skills training

Number of community engagements events delivered to improve outcomes in the community

Number of IT courses provided or sponsored in the community for residents and businesses. Management and monitoring

Strong Foundations

Social Value Commitment Examples

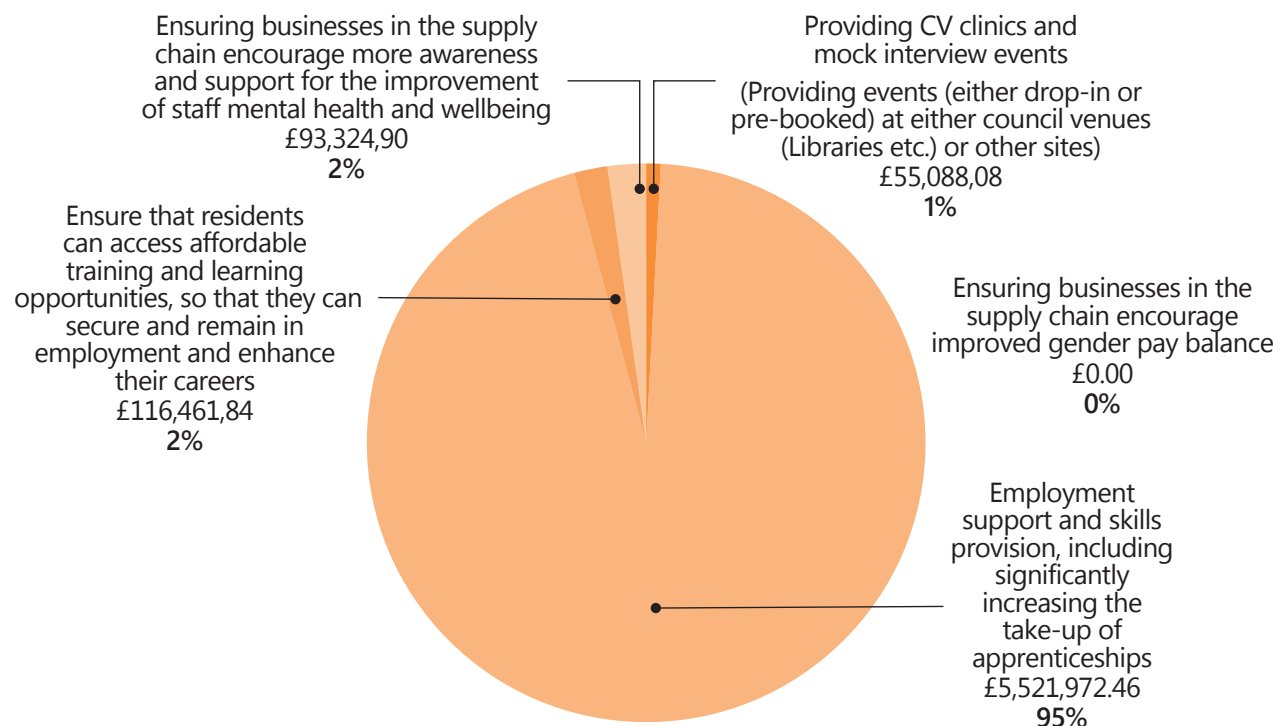
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Every Opportunity to Succeed

Our ambition is to create a borough where everybody has an opportunity to succeed and thrive; a place where they can 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 17%

	Total value all years
Employment support and skills provision, including significantly increasing the take-up of apprenticeships	£5,521,927.46
Ensure that residents can access affordable training and learning opportunities, so that they can secure and remain in employment and enhance their careers	£116,461.84
Ensuring businesses in the supply chain encourage improved gender pay balance	£0.00
Ensuring businesses in the supply chain encourage increased Black, Asian and Minority Ethnic (BAME) representation in the workforce	£424,800.00
Ensuring businesses in the supply chain encourage increased representation of people with disabilities and mental health conditions in the workforce	£0.00
Ensuring businesses in the supply chain encourage more awareness and support for the improvement of staff mental health and wellbeing	£93,324.90
(Providing CV clinics and mock interview events	£55,088.08
(Providing events (either drop-in or pre-booked) at either council venues (Libraries etc.) or other sites)	£6,211,647.27

Procurement Strategy – 2nd Annual Report FY 22-23

Social Value and Ethical Policy

Number of events to encourage increased BAME representation in the supply chain (your organisation and contractors) as appropriate for the local demographic

A minimum of 1: new apprentice and/or new jobs to be created by your organisation for Brent residents as a result of this contract over the contract period (4 years)

Number of staff and community engagement events provided focusing on mental health and wellbeing

Every opportunity to succeed

Social Value Commitment Examples

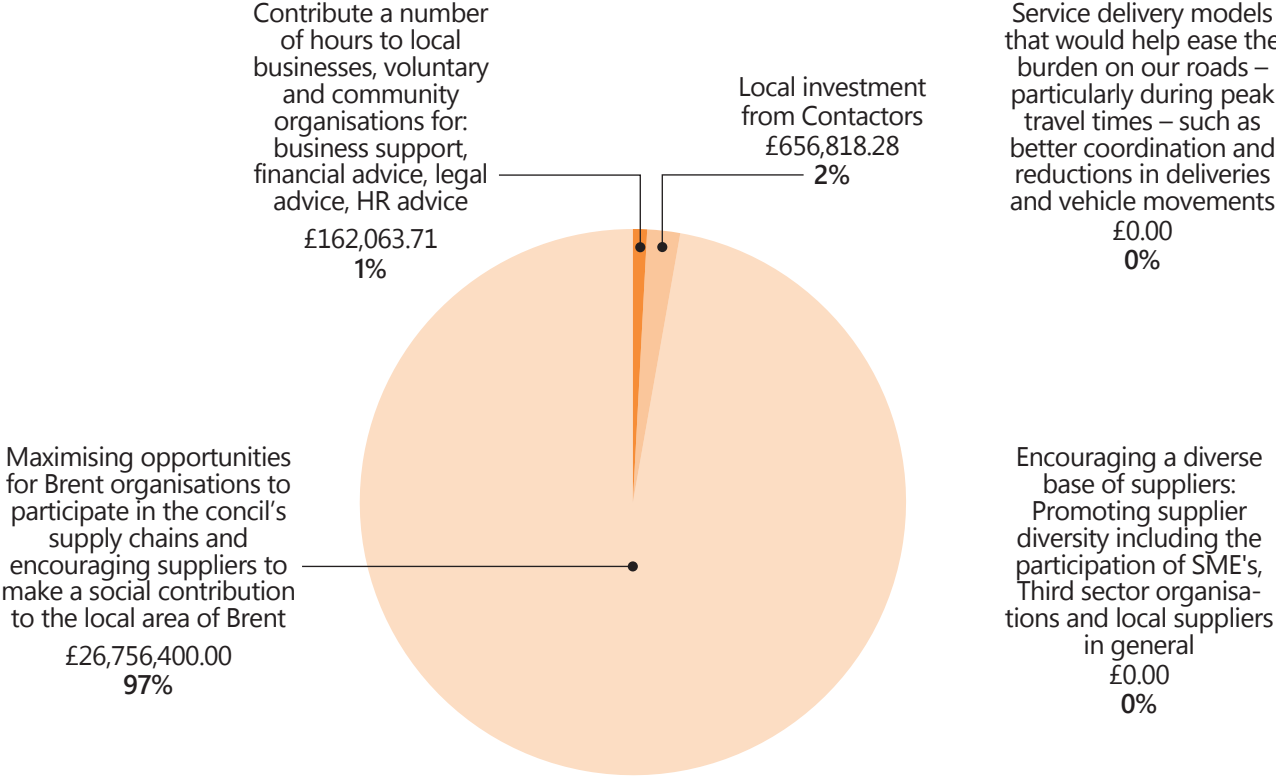
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A future built for everyone, an economy fit for all

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 SMEs 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 (76%)

	Total value all years
Contribute a number of hours to local businesses, voluntary and community organisations for: business support, financial advice, legal advice, HR advice	£162,063.71
Encouraging a diverse base of suppliers: Promoting supplier diversity including the participation of SME's, Third sector organisations and local suppliers in general	£0.00
Local investment from Contactors	£658,818.28
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	£26,756,400.00
Promote and support travel that will reduce the burden on our roads and keep traffic moving	£0.00
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

£27,575,281.99

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Social Value and Ethical Policy

Provide at least one financial contribution per year during the contract period to a community organisation in London Borough of Brent

Number of hours contributed in providing energy advice in London Borough of Brent

Money to be spent locally within the Stonebridge Ward

A future built for everyone

Social Value Commitment Examples

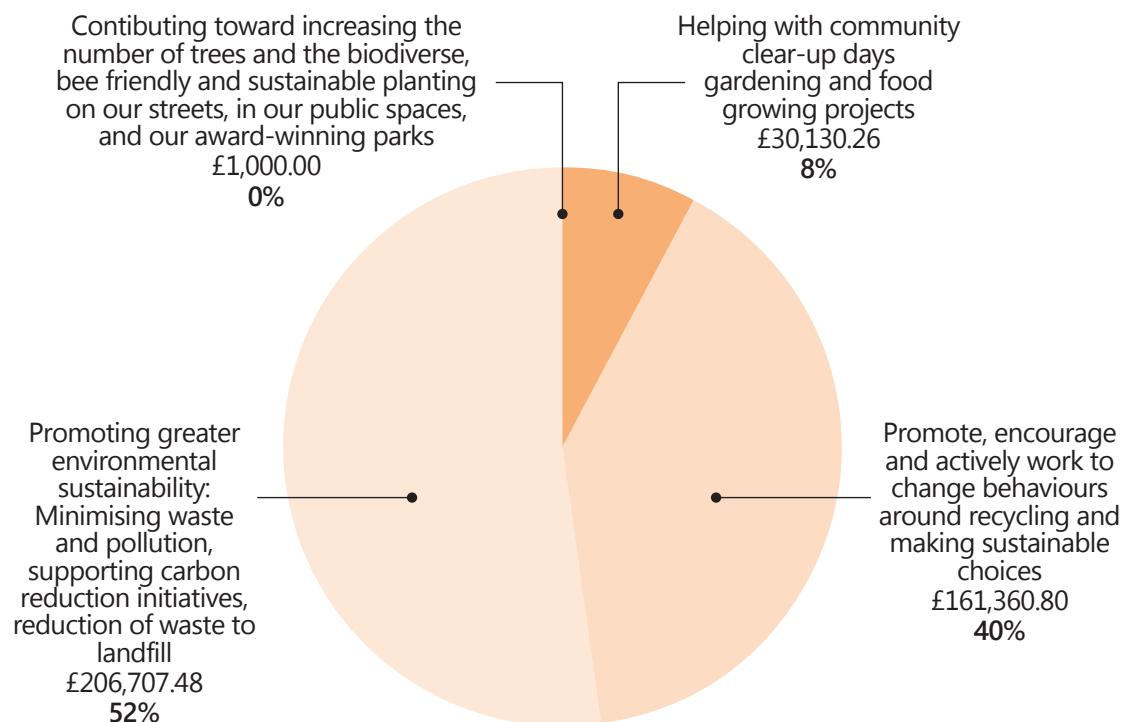
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A cleaner, more considerate Brent

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 1%

	Total value all years
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	£1,000.00
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	£132,582.96
Helping with community clear-up days gardening and food growing projects	£30,130.26
Promote, encourage and actively work to change behaviours around recycling and making sustainable choices	£161,360.80
Promoting greater environmental sustainability: Minimising waste and pollution, supporting carbon reduction initiatives, reduction of waste to landfill.	£207,707.48
Suppliers reviewing how best to deliver energy efficiency products to prevent fuel poverty for local residents.	£0.00
	£531,781.51

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Social Value and Ethical Policy

Reduction of waste sent to landfill/reduced packaging and increase in recycling rates

Value in the amount of new green spaces created as part of the project or bought back into use as part of the project

Number of trees to be planted on our streets, in our public spaces and parks

A cleaner
more
considerate
Brent

Social Value Commitment Examples

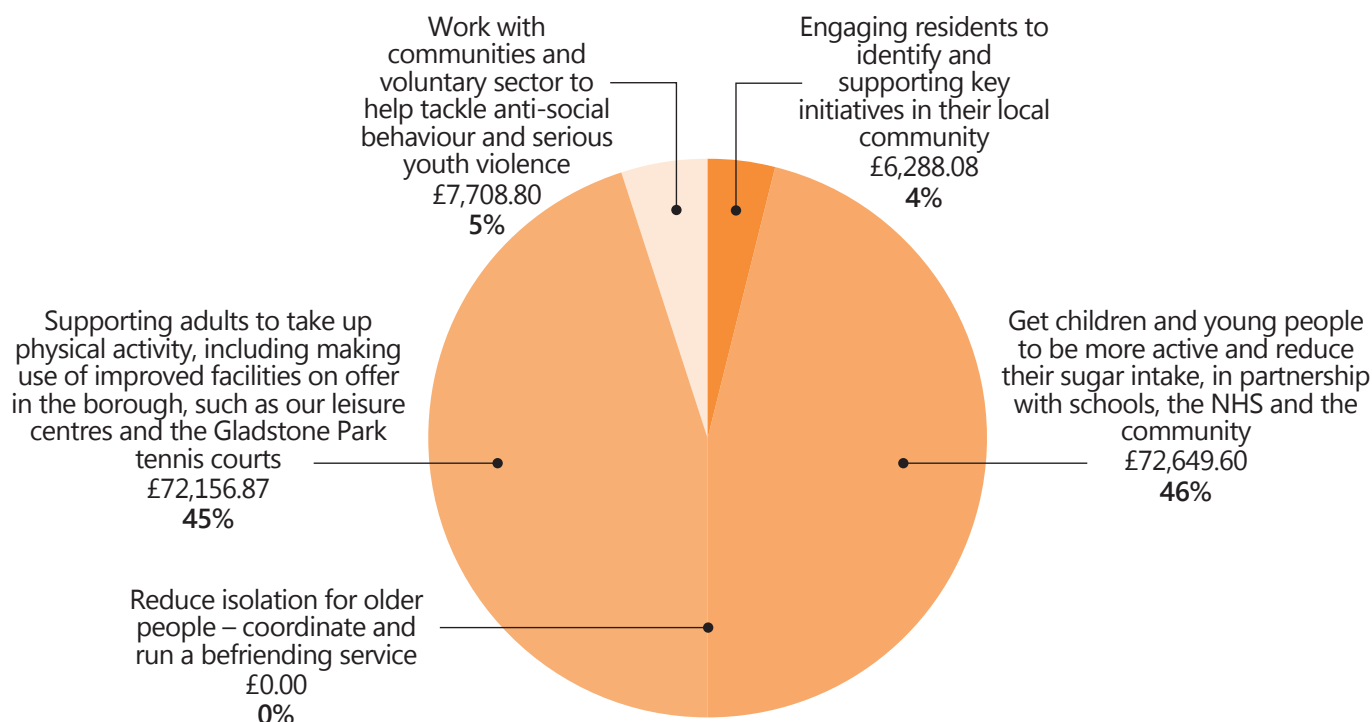
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A borough where we can all feel safe, secure, happy and healthy

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 1%

	Total value all years
Engaging residents to identify and supporting key initiatives in their local community	£6,288.08
Get children and young people to be more active and reduce their sugar intake, in partnership with schools, the NHS, and the community	£72,649.60
Reduce isolation for older people – coordinate and run a befriending service	£0.00
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	£72,156.87
Supporting local culture and heritage including events sponsorship	£50,095.20
Work with communities and voluntary sector to help tackle anti-social behaviour and serious youth violence.	£7,708.80
Working alongside residents and organisations in parts of Brent that are particularly disadvantaged, with a view of improving outcomes	£185,414.00
	£394,312.55

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Social Value and Ethical Policy

Provision of resources, for use by the local and wider community which promote healthier lifestyles and community cohesion

Specific support to charities to encourage and enable increased physical/mental wellbeing

Sponsor neighbourhood schemes to promote local culture and heritage events

A borough where we can all feel safe and secure

Social Value Commitment Examples

Procurement Strategy – 3rd Annual Report FY 22-23

From April 2020 to March 2023 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 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.

Category Manager	Contract Manager	DN Number	Is Method Statement Available?	Method Statement & Social Value Action Plan (Hyperlink SharePoint)	Directorate	Contract Start Date	Supplier	Contract name	Contract value	Total Social Value Price Commitment	SV Priority Committed	Unit of measure	Description of what has been committed	23/24 Financial Value of SV Commitment per KPI/ Outcome per year
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Procurement Strategy – 3rd Annual Report FY 22-23

Social Value and Ethical Policy

Delivery of Social Value commitments

Strong Foundations

Total KPI's Delivered	Monetary Commitment Value
12	£297,581.00

Good News Stories

BSW Heating Limited

Cash donation made to the sum of £43,000 to Lyon Park Primary School.

Star Books

Dispatch Assistant recruited via Brent Job Centre. Brent resident employed.



Procurement Strategy – 3rd Annual Report FY 22-23

Social Value and Ethical Policy

Delivery of Social Value commitments

A future built for everyone

Total KPI's Delivered	Monetary Commitment Value
7	£275,555.00



Good News Stories

Breyer Group PLC
Works to rear playground canopy roof gutter replacement. Work to front playground canopy roof, gutter replacement. Supply and insallation of fairy lights. Upper floor corridor ceiling repair. Value: £12,520.



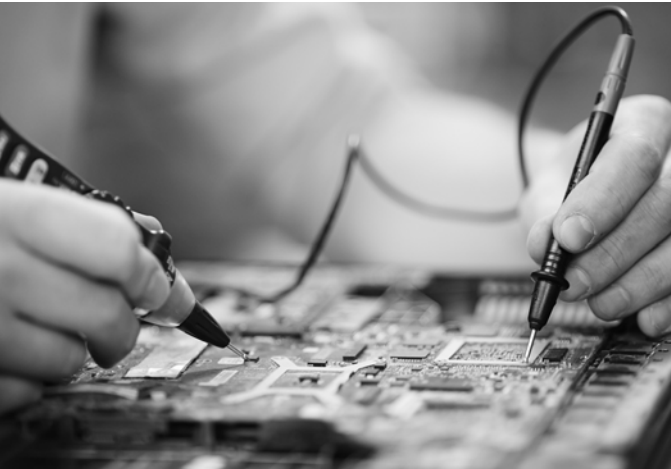
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Social Value and Ethical Policy

Delivery of Social Value commitments

A future built for everyone

Total KPI's Delivered	Monetary Commitment Value
4	£9,050.00



Good News Stories

Complete Background Screen
Planning permission for solar panels is pending local authority approval, 15% vehicles are now electric.



Procurement Strategy – 3rd Annual Report FY 22-23

Social Value and Ethical Policy

Delivery of Social Value commitments

Every Opportunity to Succeed

Total KPI's Delivered	Monetary Commitment Value
3	£129,060.00

Good News Stories

National Tennis Association

Having taken onboard an individual which we are mentoring and putting through qualifications.

We have worked with the following:

College of North West London-
Disability engagement sessions taking place at the college.

Capitol City Sports Partnership-
Hosted the schools festival for five schools.

Middlesex LTA-
Hosting competitions and training for players across Brent.



Procurement Strategy – 3rd Annual Report FY 22-23

Social Value and Ethical Policy

Delivery of Social Value commitments

A borough where we can all feel safe and secure

Total KPI's Delivered	Monetary Commitment Value
5	£120,021.00



Good News Stories

Star Books

Sponsor neighbourhood schemes to promote local culture and heritage events.



Image-Fay Cooper

Procurement Strategy – 3rd Annual Report FY 22-23

Sustainability

Sustainability in its broadest sense is “meeting the needs of the present without compromising the ability of future generations to meet their own needs”(1). Sustainable development requires an integrated approach that takes into consideration environmental concerns along with economic development.



(1) <https://www.un.org/en/academic-impact/sustainability#:~:text=In%201987%2C%20the%20United%20Nations,to%20meet%20their%20own%20needs.%E2%80%9D>

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The Brent Council has Sustainability as one of the five pillars of the Procurement strategy. Social and economic considerations are captured through Active Procurement, Social Value and Ethical Policy, and Community Wealth Building pillars of the Procurement strategy. The environmental considerations are captured in more detail under the Sustainability pillar of the Brent Council's Procurement strategy.

This Sustainability pillar of the Procurement Strategy is to ensure our Procurement Sustainability Policy aligns to our commitment to the Green agenda. The annual direct spend on goods, services and works contracts is considerable, so the scope to influence is significant and far-reaching.

We are committed to adopting a sustainable approach for all products and services we procure. Improving sustainability throughout our supply chain is an essential component of our commitment to reduce our environmental impact and lead by example.

By harnessing our purchasing power Brent Council will help combat climate change and reduce carbon emissions and waste, save resources, improve air quality, and enhance green spaces and promote biodiversity.

Set to the right are the key categories where the Brent Council believes sustainability should have a specific KPI/Outcome to enable maximum impact:

1. Energy
2. Waste
3. Water
4. Design and Construction
5. Vehicles and Transport
6. Food
7. Furniture and Soft Furnishings
8. Textiles
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

18. Home Care

KPI/Outcome Delivery

At Brent Council we seek to drive sustainability wherever we are looking to procure the above categories.

Following KPIs have been considered to promote sustainability through the Brent Council's wider supply chain:

1. Actions to reduce carbon emissions
2. Reduction of waste sent to landfill increase in recycling rates
3. Water conservation measures
4. Actions through Environmental Management System
5. Appropriate environmental certification
6. Signed up to Fairtrade foundation as a Fairtrade company or equivalent
7. Action to reduce chemicals harmful to the environment

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Indicators

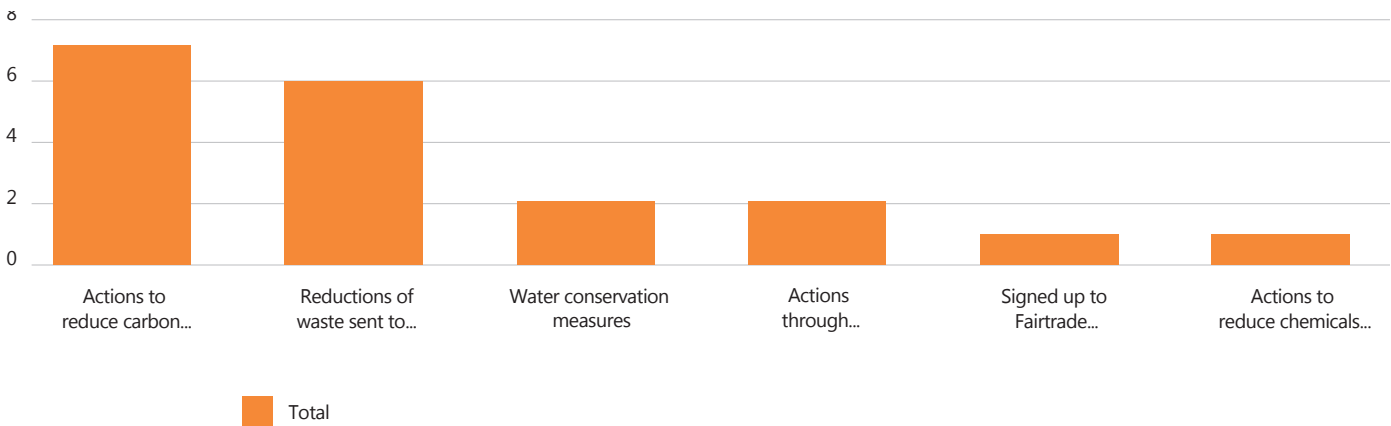
Register showing the key sustainable outputs that the suppliers have committed.

As part of the above we also for every procurement we ask suppliers to respond the following information

- ISO 14001: 2015 certification or equivalent- Benefit of having ISO 14001 or equivalent includes standardised process to reduce environment impact helping in improving efficiency and reduce operational cost. It helps reduce cost related to resource wastage, reduce negative environmental impact, compliance with environment related legislation
- Local spend within Brent area
- Whether registered with Fairtrade

Set out to the right is the number of times the KPIs measures were used throughout the procurements during financial year 2022-23:

No. of times KPIs were used in 2022-23



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Sustainability Commitment Examples

- An average yearly reduction of 1.8 tonnes of tailpipe CO2 emissions based from the previous petrol fleet
- Divert 7,000 tonnes of carbon dioxide from the atmosphere
- Fleet will be converted to Green D+ HVO which will save circa 1,029,756 kg CO2e and reduce NOx emissions by 920,460kg per year. All supervisors will be using electric vehicles within 12 months of contract award
- Reducing Scope 1 and 2 emissions by 50% before 2030 from a 2020 baseline and become net zero by 2050; we will publish our roadmap to net zero 2023. 100% of vehicles (and site plant) used to deliver the contract will operate on Shell GTL (natural gas)
- 100% of drivers assigned to the contract will undertake fuel-efficiency training.

Actions to reduce
carbon emissions

Procurement Strategy – 2nd Annual Report FY 22-23

Sustainability Commitment Examples

Social Value and Ethical Policy

- Divert 400 tonnes of waste from landfill
- The steel that the shelters are made from are completely recyclable at the end of their life
- 97-99% of construction and demolition waste (excavated and non-excavated) will be reused and recycled
- 99% of construction material procured will be recycled and/or green construction products.

Reduction
of waste sent
to landfill and
increasing
recycling rates

Procurement Strategy – 2nd Annual Report FY 22-23

Sustainability Commitment Examples

- ISO 14001: 2015 Certification or equivalent for Organisation or EMS
- Contributing to saving 1,500 mega litres of water
- Signed up to Fairtrade.

Social Value and Ethical Policy

Action
through
Environment
Management
System

Water
conservation
Measure

Fairtrade

Procurement Strategy – 3rd Annual Report FY 22-23

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:

- 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.
- Finally, the Climate Commitment Charter - Here Suppliers are asked to join WLA through Brent Projects in collectively tackling the climate emergency and to set out the actions they will take to reduce their organisation's carbon emissions. In specific, Brent has been asking suppliers the following questions to understand how they are working to achieve Net Zero targets.
 - o Do you currently measure your organisational greenhouse gas emissions? Yes/No.
 - o If so, does this include Scope 3 (your supply chain) emissions? Yes/No.
 - o Do you, as our supplier, currently have a strategy to reduce your organisation's carbon footprint in line with climate science and working towards net zero? Response: Yes/No/In development.
 - o If Yes, what is the date for achieving net zero?



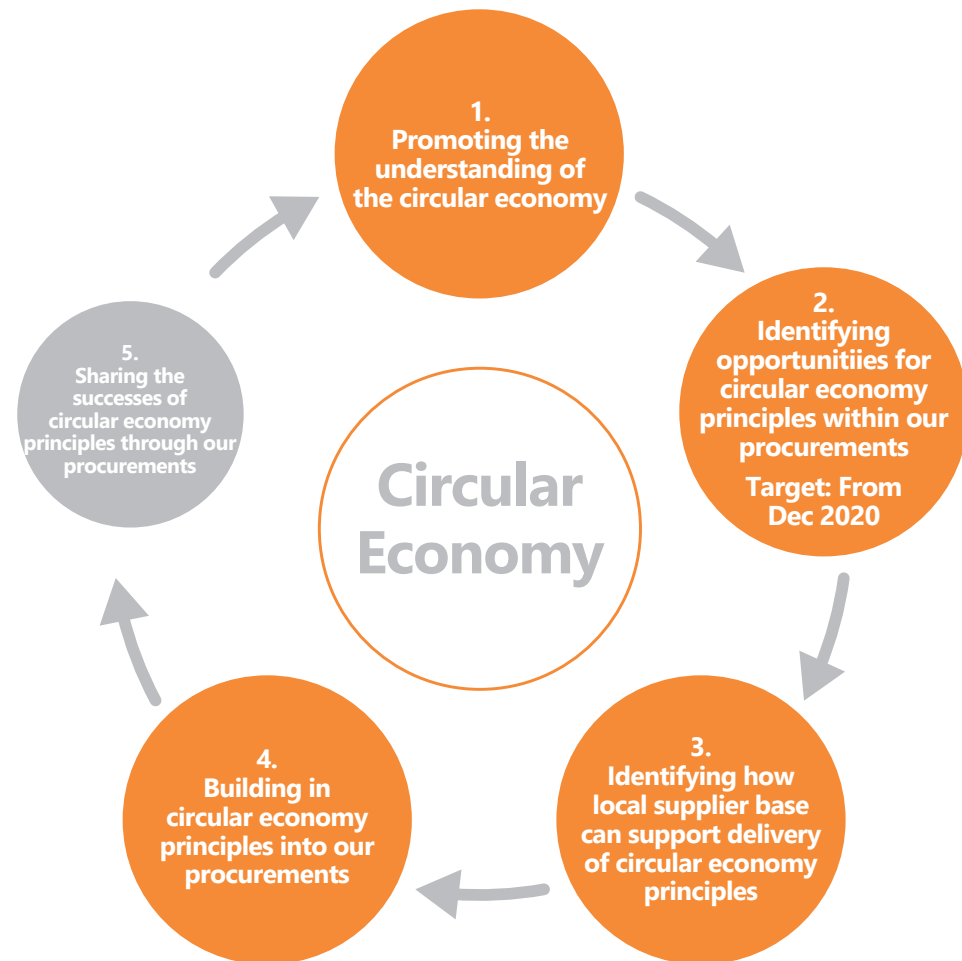
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Circular Economy

The circular economy cycle is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.

- In the linear economy, one take materials from Earth, make products from them, and eventually throw them away as waste. This is a linear process.
- A circular economy is focused on circular lifecycle for product, with waste produced minimised.

It promotes extending the life product/material for as long as possible through sharing, leasing, reusing, repairing, refurbishing and recycling thereby reducing the need to exploit raw and virgin material which are limited/infinite.



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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.

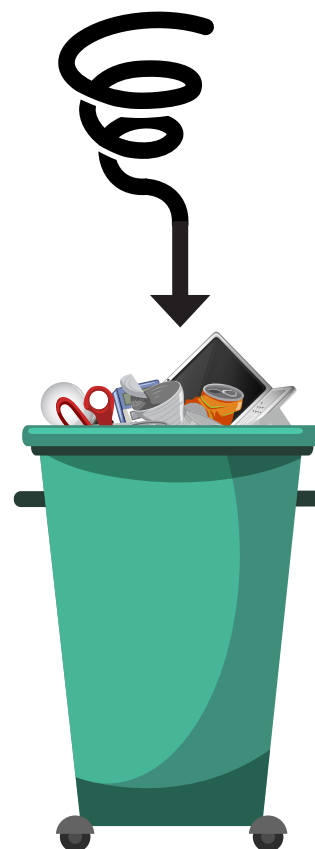
This will be achieved by:

- Identifying across the variety of forthcoming procurements where we can utilise and embed the circular economy principles. Where through our Procurements we require a Sustainability KPI/Outcome to be delivered we will also follow this up with understanding how the supplier will support the circular economy principles and how the Brent local supplier base can be used.
- Using the intelligence gained from local supplier research and gap analysis identifying opportunities to encourage local suppliers to promote the longevity of resources that we are using.
- This will be further supplemented by procurement work with key directorates to share intelligence on how the entrepreneurial spirit in Brent can support this.
- 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.

Linear Economy



Recycling Economy



Circular Economy



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 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
Number of local suppliers we use in Brent	36%	35%	Bigger is Better	Green
Number of local apprenticeships/work experience opportunities (including focus on disadvantaged groups) [Social Value and Ethical Procurement policy]	28	17	Bigger is Better	Green
Hours contributed towards supporting/financial commitment for sponsorship of community-led initiatives [SVEPP]	88	59	Bigger is Better	Green
Percentage of relevant contracts being procured that meet the London Living Wage standard	99%	99%	Bigger is Better	Green

Brent Supplier Spend.

As mentioned previously 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 £73m (16%) of our third party spend is conducted with local suppliers registered within a Brent postcode. This is across over 868 local suppliers with the top 50 local suppliers making up £51m (70%) of that spend mostly across social care.

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.

Gap analysis required - What does the data show?

Through analysing various streams of external data, it has 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. Analysis of Business rates to find out if it provides adequate information regarding the business names and categories of supply. The findings were that although there is a comprehensive list of suppliers with contact details, the description of work was not detailed enough for use.

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 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 deep 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 buyers to increase local spend and keep wealth within Brent.

- IDM demo presented to the various departments feedback has been given to the developers and the system is being tested and developed for use. Once the system is launched, we should be able to create a Local supplier Directory and publicise to various internal and external buyers.

Brent recognises 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:

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- 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 to use our local supply chain and encourage creation of more social enterprises that will support Community Wealth Building.
- 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.

Further development is being undertaken to improve the Local Supplier Registration form. Development of questions around % of employees and % of management who are BAME are to be improved to further our efforts in this area. We propose replacing these questions with self-declaration Qs – do you consider yourself a BAME owned business and – do you consider yourself a female owned business?

So far, we have had around 400 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 are linked up with Employment Skills and Enterprise to support their programme of Capacity building supplier events.

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Next Steps

Active Procurement Pillar

The deliverables of each part of the pillar remain but during 2023/24 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.

- Introduction of a publication of an exciting newsletter for staff providing updates and relevant and useful information on all matters procurement, commencing Q4 2023/24 and expected to be issued every quarter.
- Training and Supplier Engagement – working closely with the voluntary sector, providing guidance on procurement matters, such as on Social Value which is scheduled Q4 2023/24

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 December 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 25 and



any savings that can be captured and realised.

Target Date Q4 2023.

Social Value and Ethical Pillar

Update the Social Value and Ethical Policy to align with the new Borough Plan alongside updating the KPI's/ Outcomes within the policy with feedback from officers across the Council.

Target Date Q4 2023

Sustainability Pillar

Continue to highlight and report on what specific Sustainability criteria is being measured through our procurements.

Target: Ongoing

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

Target Date: Ongoing



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Circular Economy Pillar

Conduct further training and knowledge shares across the Directorates and working with West London Alliance

Target Date : Ongoing

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 Ongoing

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

Take a paper to senior members and officers so show work completed and next steps on how we can look to accelerate our Community Wealth building programme.

Target Date November 2023

