



# Delivering sustainability through responsible procurement

30th November 2022

Ken Cole and Rowena Ward



# Keynote welcome by Sally Guyer

Global CEO, World Commerce & Contracting

[www.worldcc.com](http://www.worldcc.com)



# WorldCC – you can make a difference

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- You can register for the Academic Symposium on 7th December at <https://hopin.com/events/academic-symposium-2022/registration>
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# Ken Cole

East of England LGA Talent Bank – Contract Management & Procurement

[www.sps-consultancy.co.uk](http://www.sps-consultancy.co.uk)

# What is “sustainability”?

- Response to big, mostly undeniable, challenges
- *“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”*  
*UN Our Common Future report, 1987*
- Two broad “umbrellas” (ESG ≠ “sustainability”):
  - ESG: Environmental, Social, and corporate Governance (World Economic Forum, Big Four, etc):
    - Business focus: “stakeholder capitalism”
    - Development focus: processes, measures, reporting
  - SDGs: Sustainable Development Goals (UN, SDG Impact, etc):
    - Outcomes focus: vision, targets
    - All-encompassing: “blueprint to achieve a better and more sustainable future for all” (2030)  
*Take Action for the Sustainable Development Goals, un.org*
- Big growth in scope... and there’s more coming

# Brundtland and the 1987 UN Goals

➤ Using Brundtland as a starting point:

- Societal
- Environment
- Culture
- Economy

➤ Understanding the 17 UN Goals .....



# The state of play with “sustainability”

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- Pressure growing on organisations to “be sustainable”
- “Competition” - even friction - between agendas...
- ...but accelerating moves to “mandating” progress:
  - Very detailed standards
  - Applicable in full to everyone – one size fits all
  - Drive top-down
  - Assurance, certification, legislation and even penalties
- Little pragmatic middle ground between vision and detail
- Confusion as to how it all fits together and where to start
- Fragmented approaches with “everyone doing their own thing”

# Survey outcomes

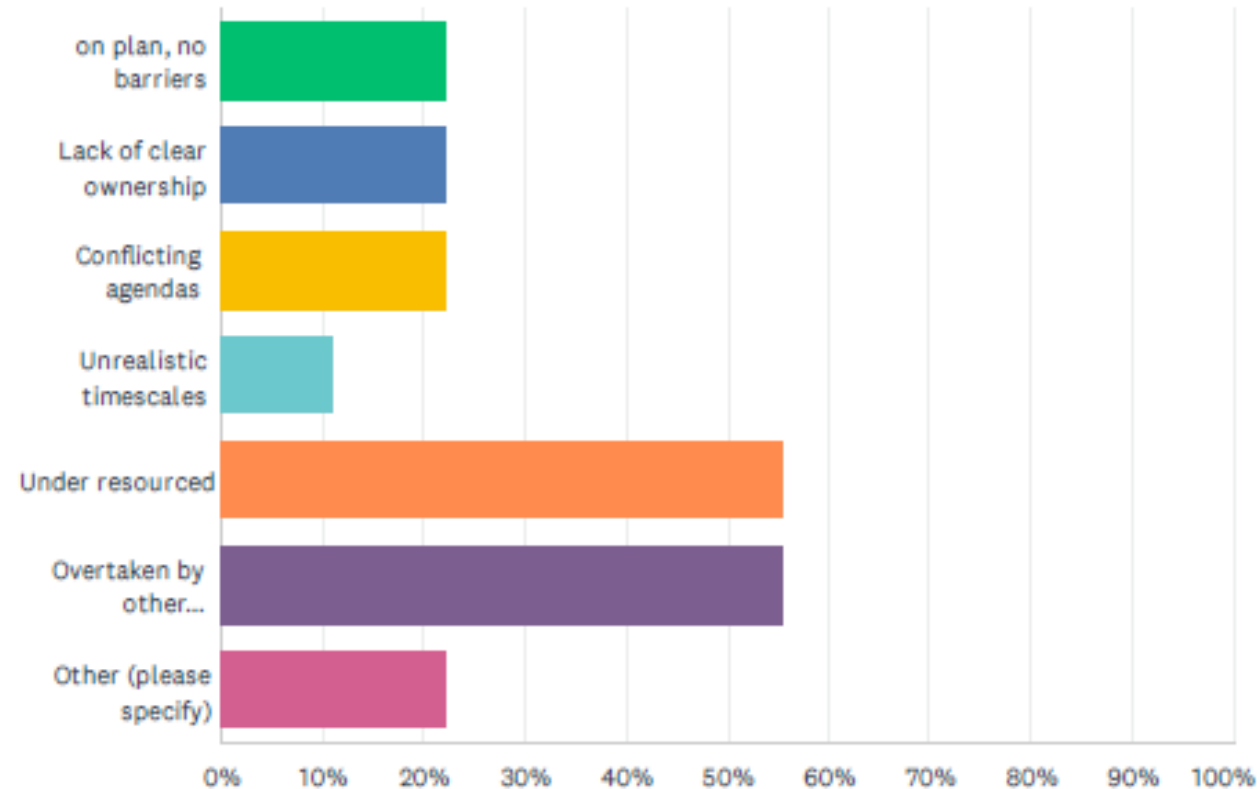
Are you aware of the UN sustainability goals?

Yes..... 90%  
No..... 10%

Do you have a sustainability plan/strategy in place that covers all the UN sustainability goals?

Yes..... 35%  
No..... 40%  
Not Sure.... 25%

If Yes - What are the barriers impacting your Council implementing a sustainability plan/strategy?

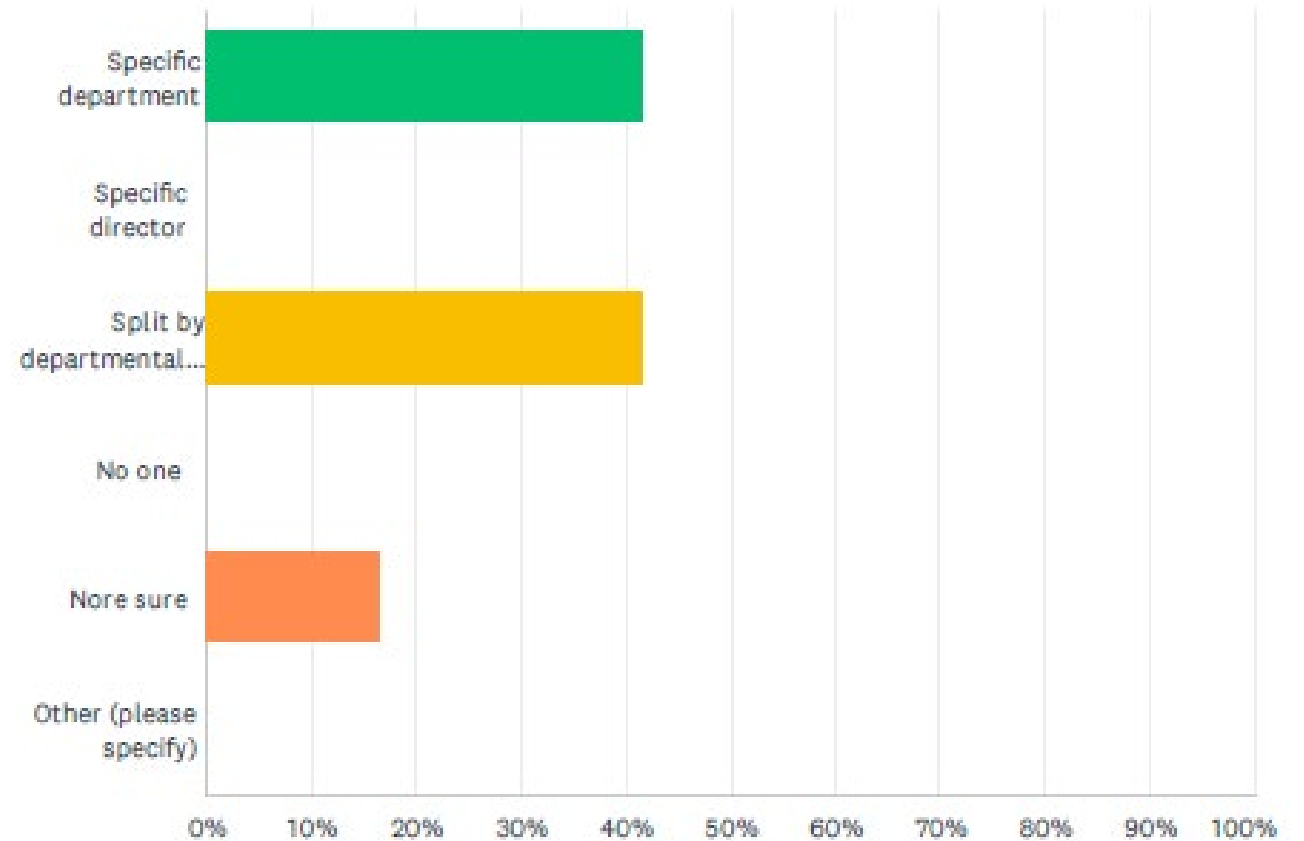




# Survey outcomes

Who manages overall sustainability\*  
policy in your Council?

\* This includes all strands of sustainability such as social value, the local economy, recycling/upcycling, Net zero, health & wellbeing and environment



# Complexity can lead to potential conflict

**FINANCIAL TIMES**

UK COMPANIES TECH MARKETS CLIMATE OPINION WORK & CAREERS LIFE & ARTS HTSI

Opinion **Management**

## Why the future of ESG is at a crossroads

A choice between utopian business for a decade

ANDREW HILL [+ Add to m](#)

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**METRO** THE QUEEN 19


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SEX HEALTH PROPERTY FASHION FOOD TRAVEL HOROSCOPE

**OPINION**

## Kourtney Kardashian as Boohoo's face of sustainability is greenwashing at its finest

[Comment](#)



**Emmie Harrison-West** 

Metro.co.uk Platform Columnist  
Tuesday 13 Sep 2022 12:30 pm

## Drax accused of using wood from carbon-rich forest in Canada to supply UK power plant

 **Cecilia Keating**  
03 October 2022 · 4 min read

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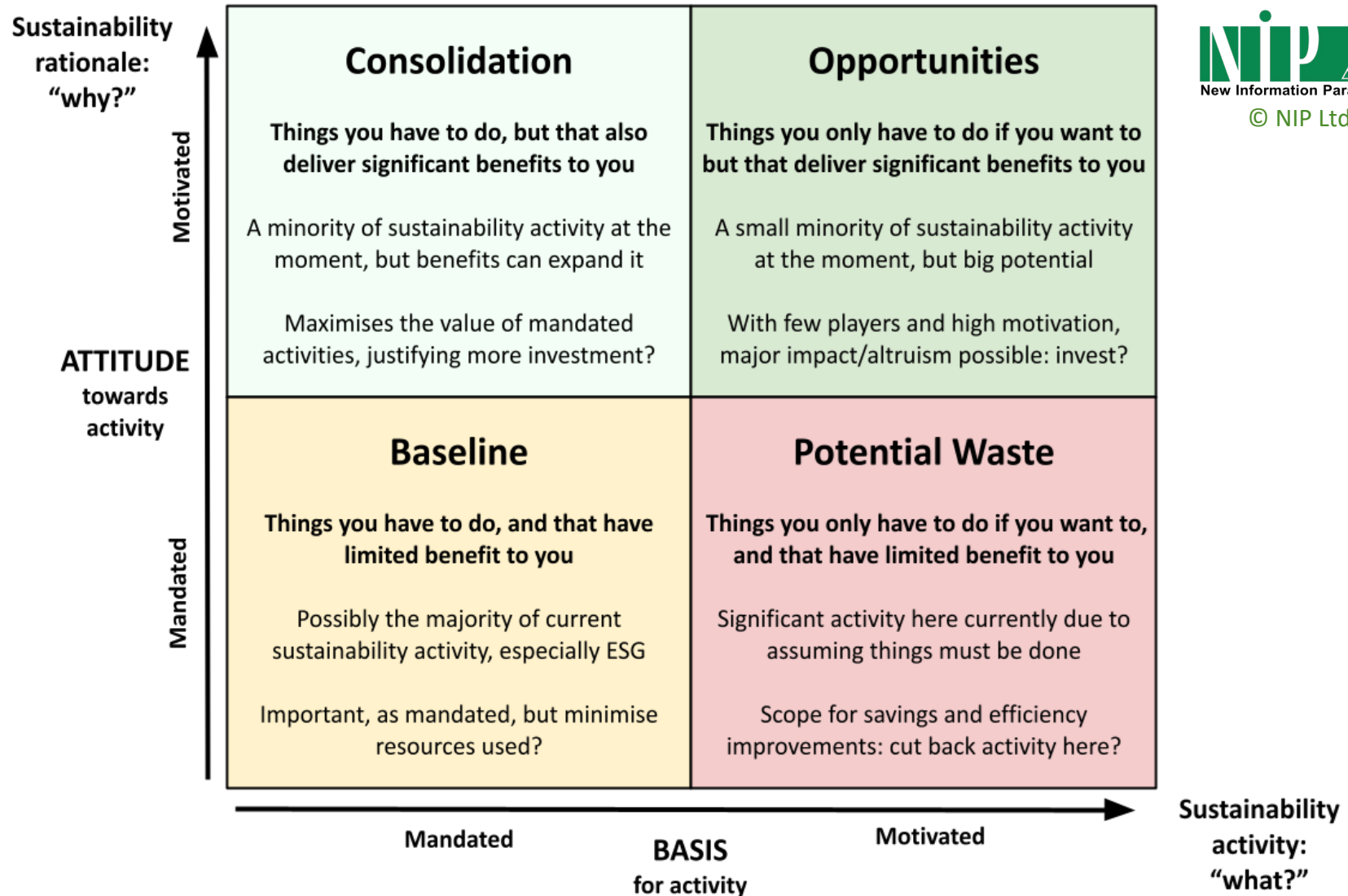


# Where does this leave us?

- Business indispensable for “sustainability”... but progress is lagging
- Mandated ↔ Motivated engagement spectrum
- Issues with “green-washing”, box-ticking, supply chain visibility\*
- Who’s responsible for making it happen?
- Contract management a natural “home”, but big challenges:
  - Reaching common understanding and shared priorities
  - Resources and costs
  - Mindset
  - Motivation

\*74% of supply chain professionals have no visibility beyond level 1

# Mandate or motivate?

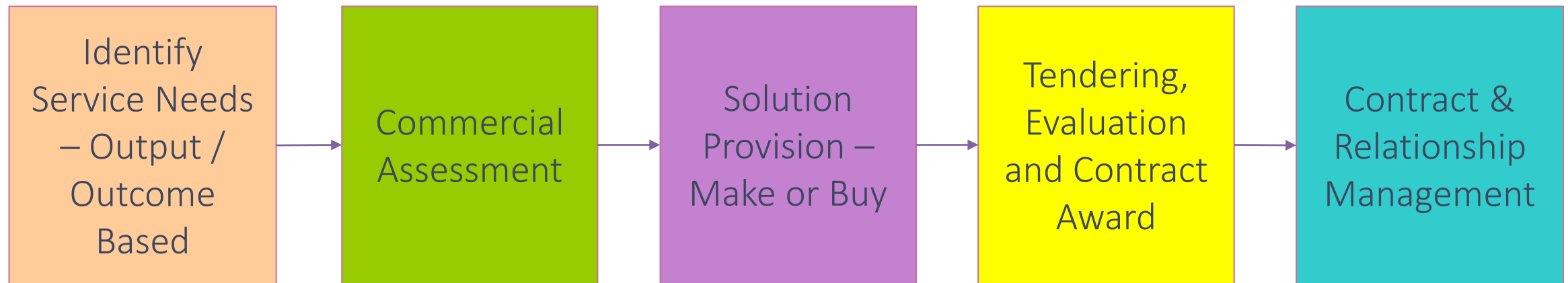


# Responsible procurement: the key challenges

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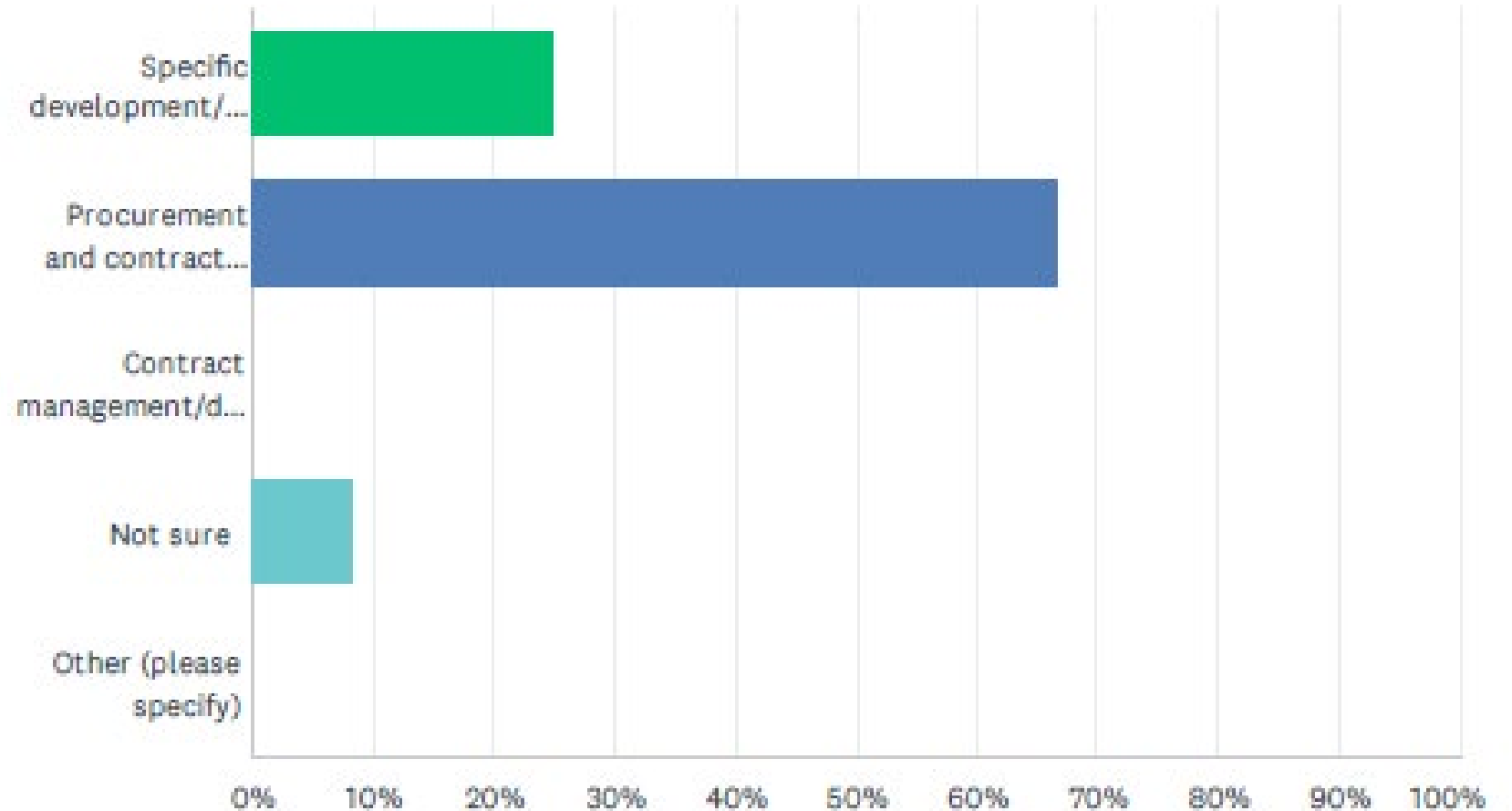
- Procurement and sustainability are cross-cutting aspects of most organisations
- No common assessment or planning framework to ascertain the ‘what’, ‘why’ or ‘how’
- What does “responsible procurement” mean
  - Variations in understanding of what constitutes “responsible”
  - Different definitions of the scope of “procurement”
- Prioritisation of what matters most and taking actions to deliver the commitments with diminishing resources

# Integrated management of the commercial cycle



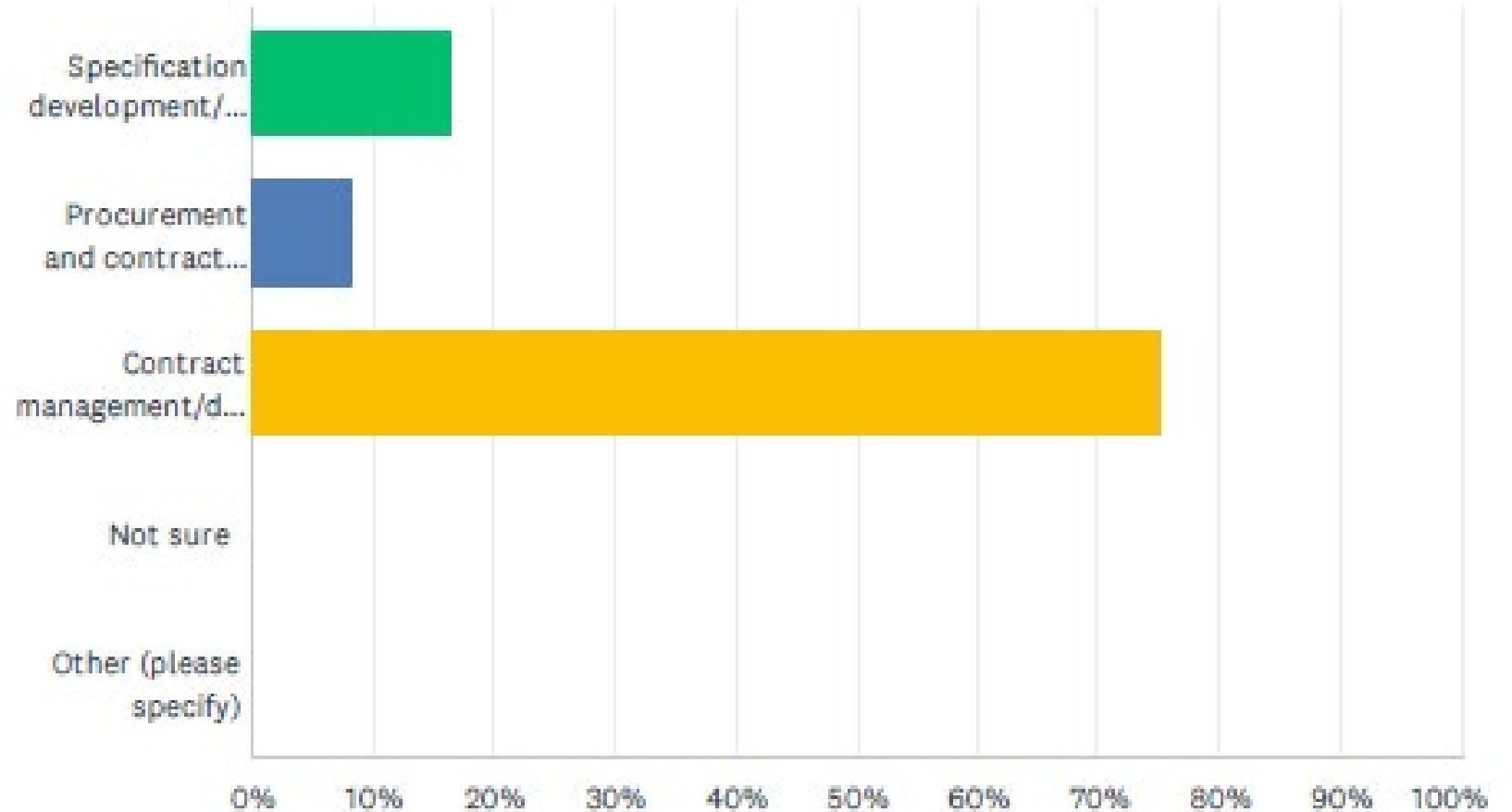
# Survey outcomes

Which stage of the procurement/commissioning cycle offers the best opportunities to influence/apply sustainability policies and principles?



# Survey outcomes

Which stage of the procurement/ commissioning cycle offers the best opportunities to ensure agreed sustainability outcomes are fulfilled?





# The three domains for achieving success



Introducing.....

# The Responsible Procurement Diagnostic

.... bringing sustainability to life

# Diagnostic background

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- Ran on the same platform as the LGA National Procurement Strategy and the Commercial Contracting Challenging using Value Codes and defined outcomes as to what good looks like
- Designed to help councils organise, prioritise and turn their sustainability commitments into reality
- Built in collaboration with EELGA, World Commerce & Contracting (WCC) and subject experts
- Affordable, flexible, easy to use, capable of expansion and with in-built benchmarking capability

# The value codes

## Economic

- Engaging local businesses
- Engaging small businesses
- Engaging the private sector
- Promoting well-being

## Cultural

- Internal communication
- External communication
- Integrated procurement
- Ethical behaviour
- Risk Assessment
- Supply chain
- Sourcing
- Sphere of influence

## Environmental

- Carbon emissions (Net Zero)
- Air pollution
- Promoting a green economy
- Protecting the environment

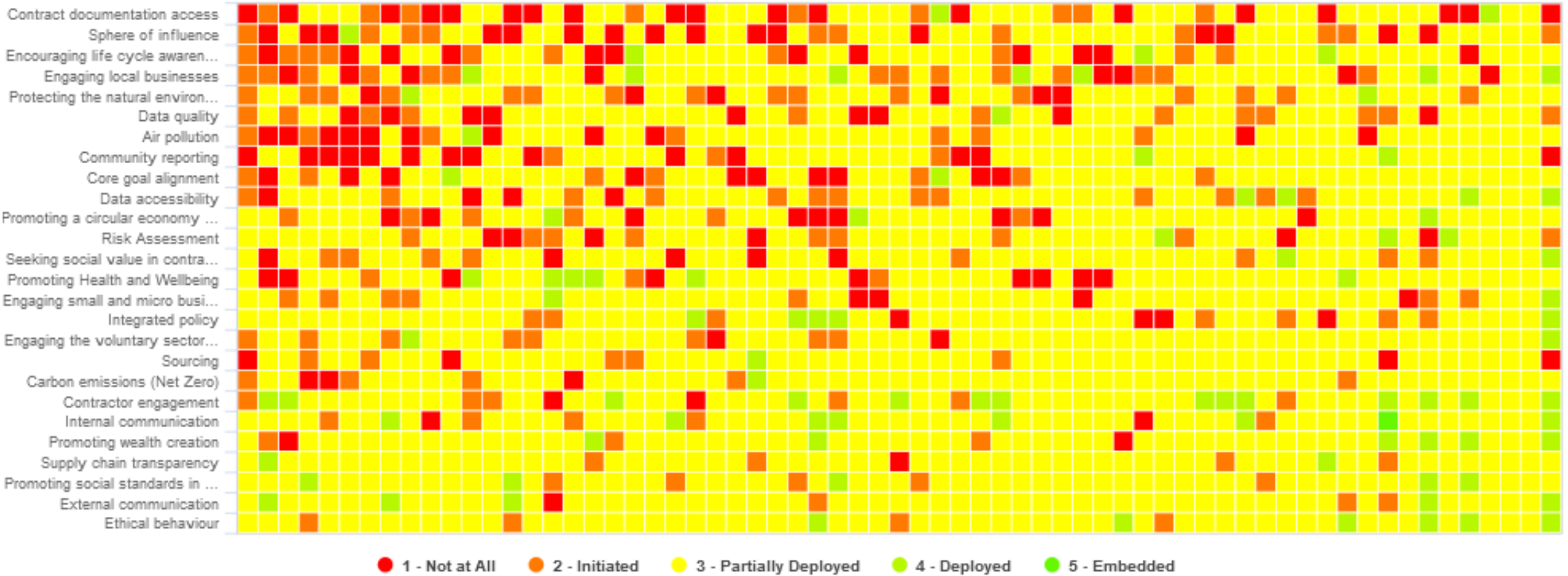
## Social

- Awareness and promotion of social value
- Promoting social standards in contracts
- Seeking social value in contracts

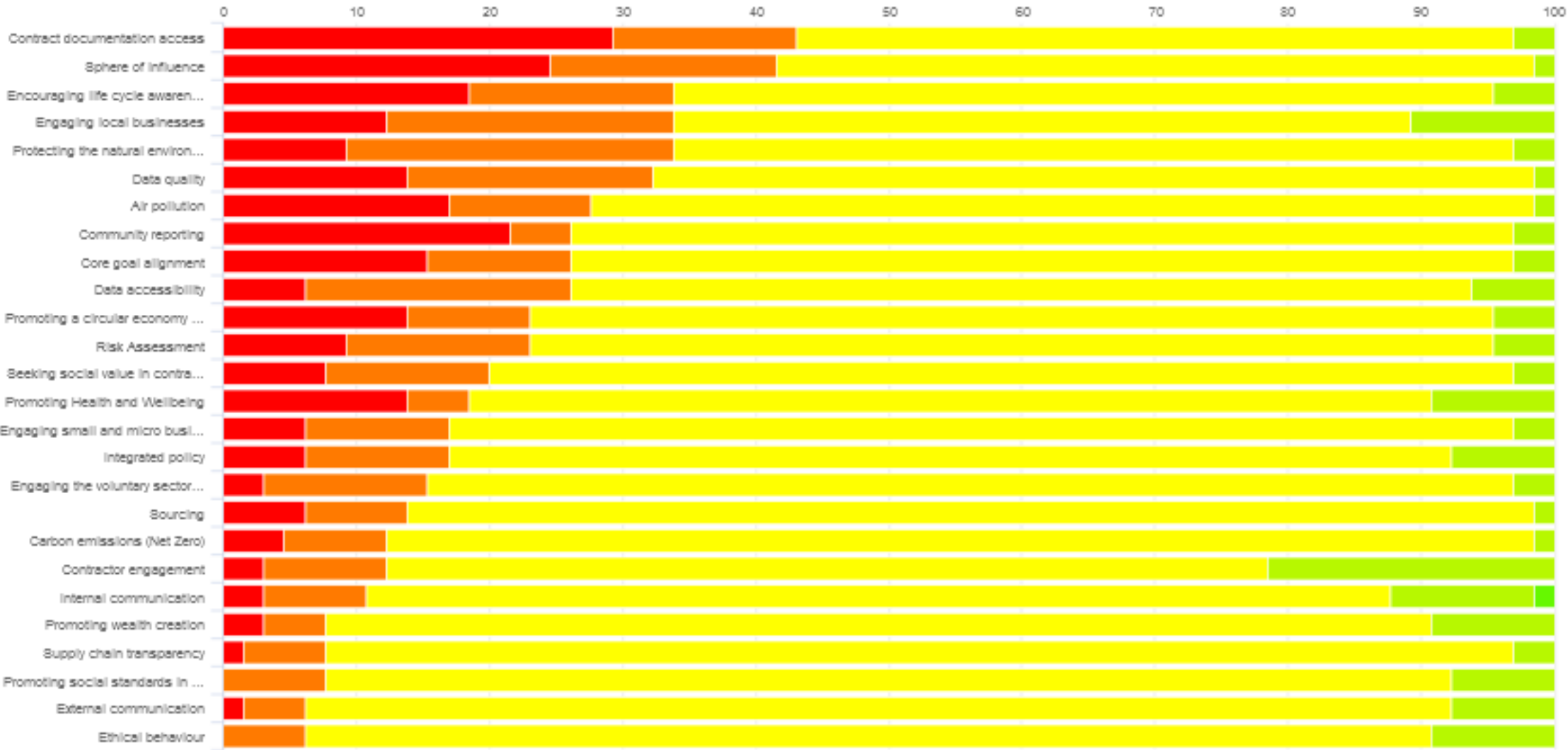
# Example of a Value Code

procurement policies influence sourcing decisions.		and not as part of a formal policy or procedure.	formal policy or procedure.	decisions. Market research is undertaken to check sustainable credentials, including on sources of raw materials and use of sub-contractors.	decisions with sustainable credentials visible on raw materials and use of sub-contractors. Outcomes are publicly available and independently audited.
Avg: 2.8					
<b>Sphere of influence</b>	<b>1 - Not at All</b>	<b>2 - Initiated</b>	<b>3 - Partially Deployed</b>	<b>4 - Deployed</b>	<b>5 - Embedded</b>
The extent to which the sphere of influence in responsible procurement is understood and managed.	Sphere of influence when carrying out commissioning, procurement and contract management is neither understood nor managed.	Some departments and individuals have started to consider their sphere of influence when carrying out commissioning, procurement and contract management.	The organisation is fully aware of its sphere of influence when carrying out commissioning, procurement and contract management. Actions to increase and/or leverage it are under consideration.	The organisation works to ensure that its sphere of influence is maximised to help achieve its desired outcomes. This will include shared contracts, and joint working with other like minded organisations to maximise leverage and ability to change policy and behaviours.	Increasing the sphere of influence for sustainability is an integral part of all commissioning, procurement and contract management decision making. The organisation works collaboratively with like minded organisations and sector partners to ensure maximum leverage is available together with sharing of information and knowledge.
Avg: 2.4					
<b>Core goal alignment</b>	<b>1 - Not at All</b>	<b>2 - Initiated</b>	<b>3 - Partially Deployed</b>	<b>4 - Deployed</b>	<b>5 - Embedded</b>
The extent to which responsible	Responsible procurement policies may exist but are neither aligned nor	Some departments have started to align their responsible procurement policies	The organisation has aligned its	Responsible procurement policies are aligned with core goals with priorit	Responsible procurement policies are aligned with core goals with priorit

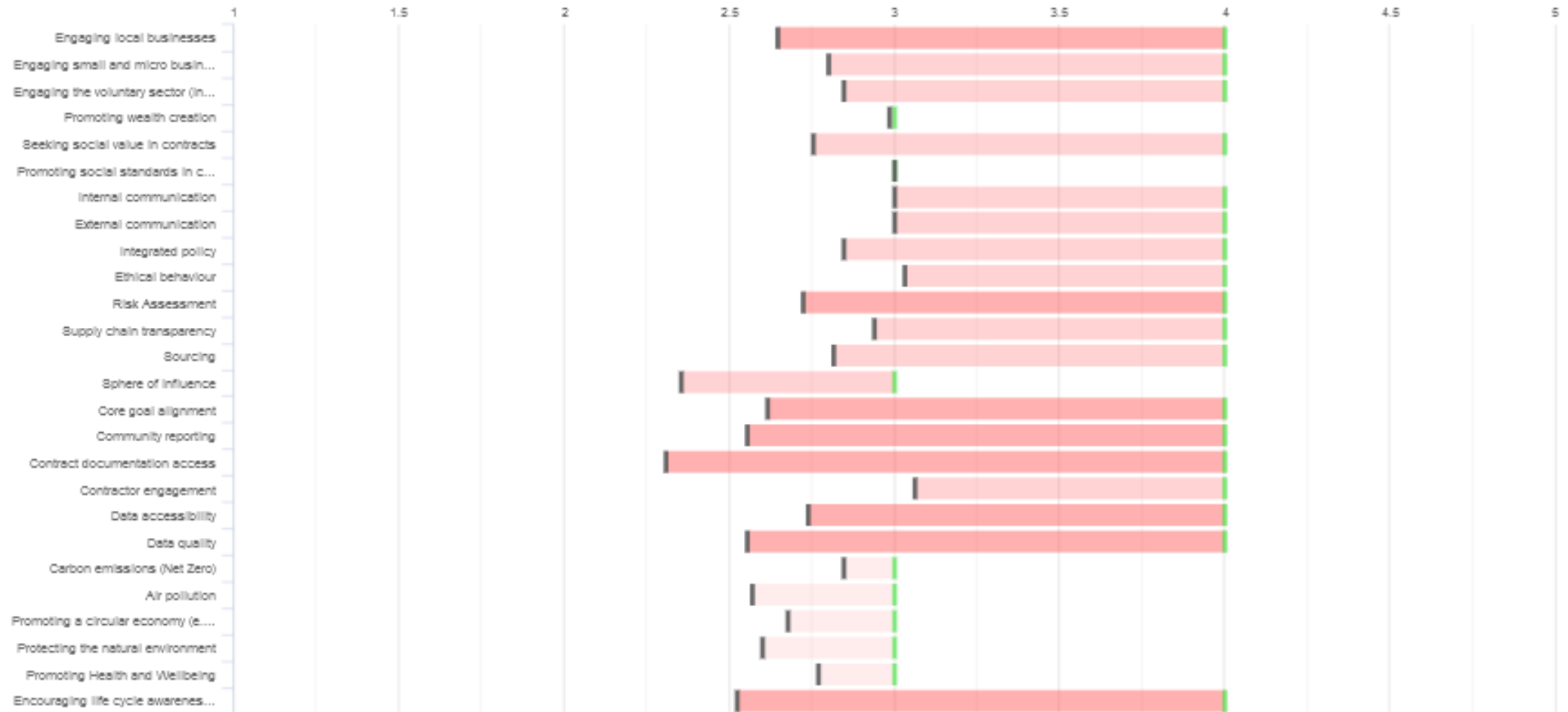
# Finding good practice and targeting improvement



# Finding good practice and targeting improvement

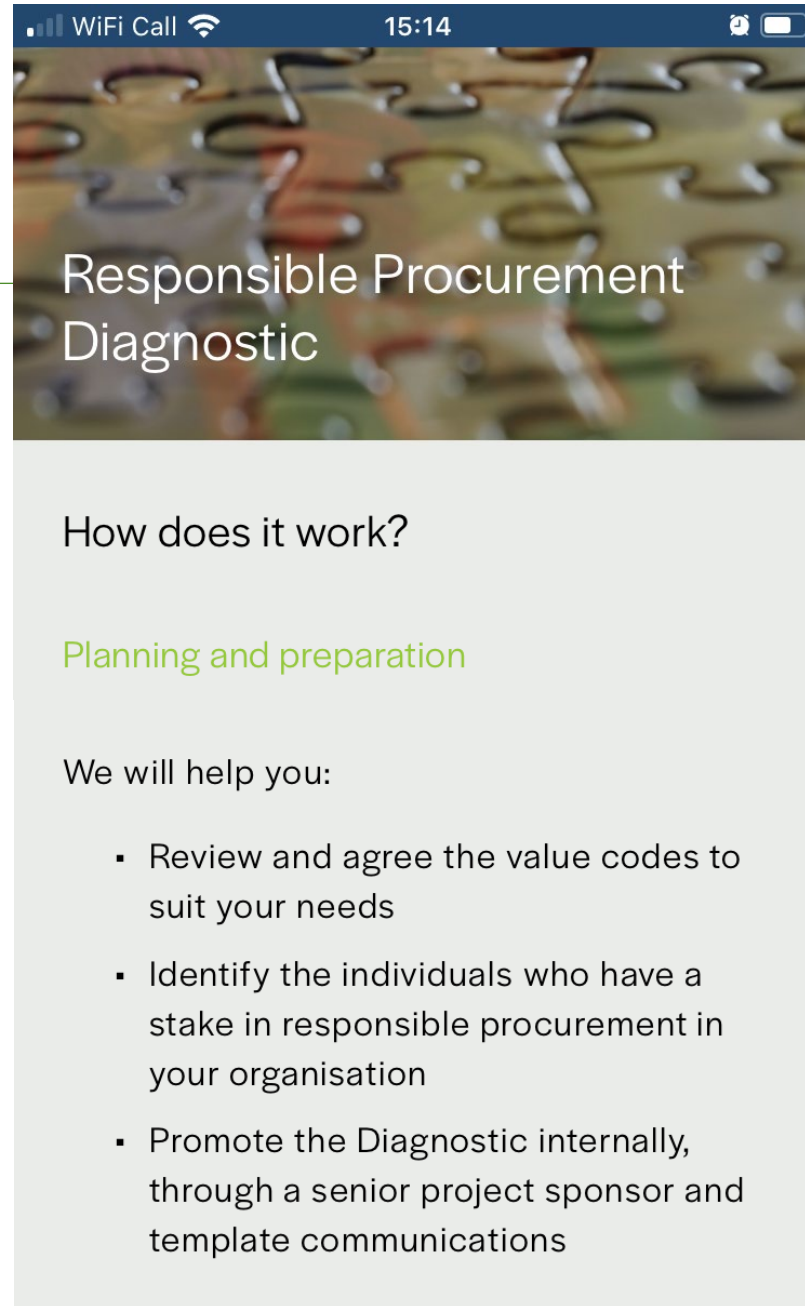


# You determine what matters to you and your council and where you want to be





# What next ....



Responsible Procurement Diagnostic

How does it work?

Planning and preparation

We will help you:

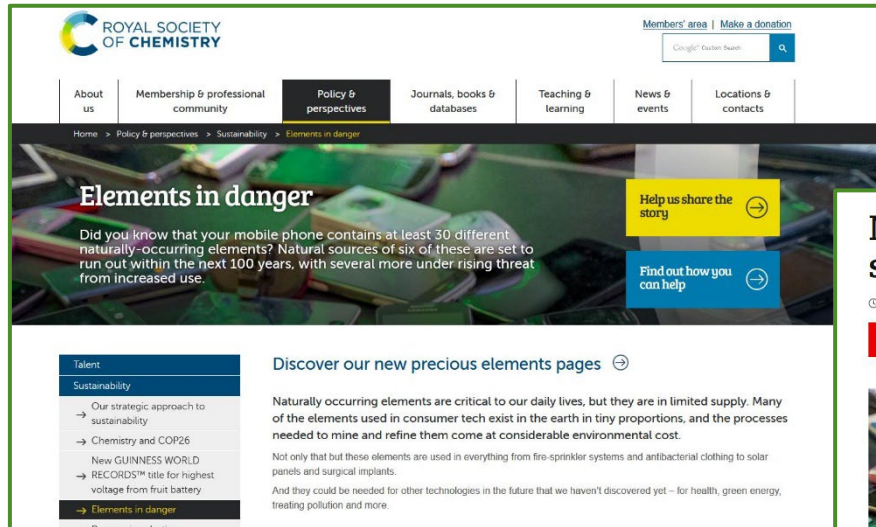
- Review and agree the value codes to suit your needs
- Identify the individuals who have a stake in responsible procurement in your organisation
- Promote the Diagnostic internally, through a senior project sponsor and template communications

# Let's get everyone involved

## Motivate not Mandate

Examples of effective campaigns

# Councils & communities working together



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About us | Membership & professional community | **Policy & perspectives** | Journals, books & databases | Teaching & learning | News & events | Locations & contacts

Home > Policy & perspectives > Sustainability > Elements in danger

## Elements in danger

Did you know that your mobile phone contains at least 30 different naturally-occurring elements? Natural sources of six of these are set to run out within the next 100 years, with several more under rising threat from increased use.

Help us share the story

Find out how you can help

Talent

Sustainability

- Our strategic approach to sustainability
- Chemistry and COP26
- New GUINNESS WORLD RECORDS™ title for highest voltage from fruit battery
- Elements in danger

### Discover our new precious elements pages

Naturally occurring elements are critical to our daily lives, but they are in limited supply. Many of the elements used in consumer tech exist in the earth in tiny proportions, and the processes needed to mine and refine them come at considerable environmental cost.

Not only that but these elements are used in everything from fire sprinkler systems and antibacterial clothing to solar panels and surgical implants.

And they could be needed for other technologies in the future that we haven't discovered yet – for health, green energy, treating pollution and more.

<https://www.rsc.org/new-perspectives/sustainability/elements-in-danger/>

## Mine e-waste, not the Earth, say scientists

8 May



ROYAL SOCIETY OF CHEMISTRY

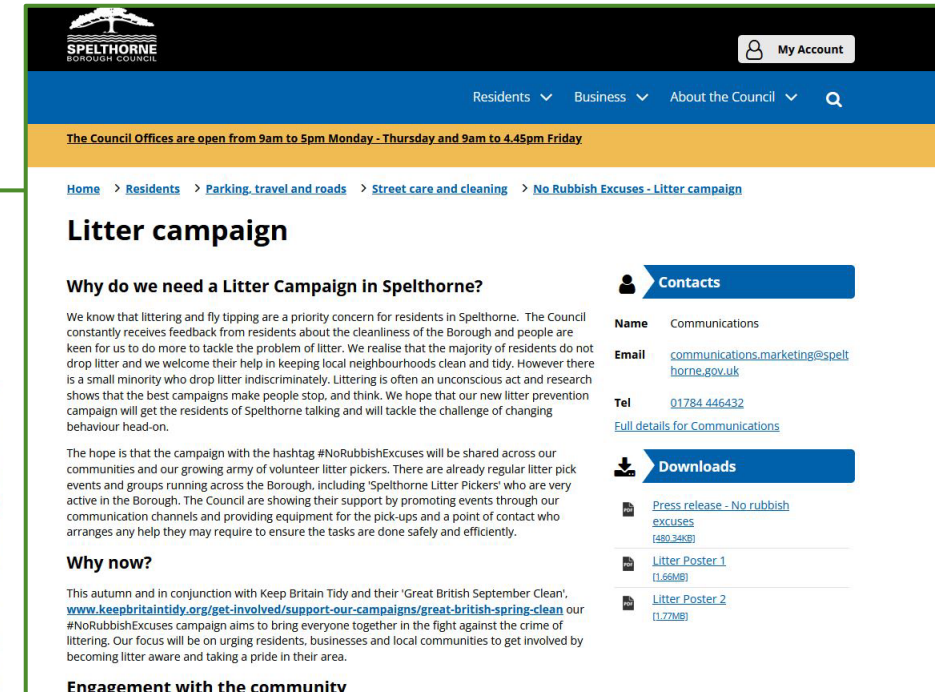
Smartphones contain around 30 different elements, some of which the Earth is running out of

By Victoria Gill

Science correspondent, BBC News

The recycling of e-waste must urgently be ramped up because mining the Earth for precious metals to make new gadgets is unsustainable, scientists say.

<https://www.rsc.org/new-perspectives/sustainability/recycling-paints/>



SPELTHORNE BOROUGH COUNCIL

My Account

Residents Business About the Council

The Council Offices are open from 9am to 5pm Monday - Thursday and 9am to 4.45pm Friday

Home > Residents > Parking, travel and roads > Street care and cleaning > No Rubbish Excuses - Litter campaign

## Litter campaign

### Why do we need a Litter Campaign in Spelthorne?

We know that littering and fly tipping are a priority concern for residents in Spelthorne. The Council constantly receives feedback from residents about the cleanliness of the Borough and people are keen for us to do more to tackle the problem of litter. We realise that the majority of residents do not drop litter and we welcome their help in keeping local neighbourhoods clean and tidy. However there is a small minority who drop litter indiscriminately. Littering is often an unconscious act and research shows that the best campaigns make people stop, and think. We hope that our new litter prevention campaign will get the residents of Spelthorne talking and will tackle the challenge of changing behaviour head-on.

The hope is that the campaign with the hashtag #NoRubbishExcuses will be shared across our communities and our growing army of volunteer litter pickers. There are already regular litter pick events and groups running across the Borough, including 'Spelthorne Litter Pickers' who are very active in the Borough. The Council are showing their support by promoting events through our communication channels and providing equipment for the pick-ups and a point of contact who arranges any help they may require to ensure the tasks are done safely and efficiently.

### Why now?

This autumn and in conjunction with Keep Britain Tidy and their 'Great British September Clean', our #NoRubbishExcuses campaign aims to bring everyone together in the fight against the crime of littering. Our focus will be on urging residents, businesses and local communities to get involved by becoming litter aware and taking a pride in their area.

### Engagement with the community

Contacts

Name Communications

Email [communications.marketing@spelthorne.gov.uk](mailto:communications.marketing@spelthorne.gov.uk)

Tel 01784 446432

[Full details for Communications](#)

Downloads

- Press release - No rubbish excuses (480.34KB)
- Litter Poster 1 (1.66MB)
- Litter Poster 2 (1.77MB)

<https://www.spelthorne.gov.uk/article/19769/Litter-campaign>

Thank you for listening.  
Please contact us to find out more or try-  
out the Diagnostic



[www.eelga.gov.uk](http://www.eelga.gov.uk)

Joe Winter  
Senior Manager Business Development,  
Communications and Marketing  
[Joe.Winter@eelga.gov.uk](mailto:Joe.Winter@eelga.gov.uk)



[www.sps-consultancy.co.uk](http://www.sps-consultancy.co.uk)

Ken Cole  
[Ken.Cole@sps-consultancy.co.uk](mailto:Ken.Cole@sps-consultancy.co.uk)

Rowena Ward  
[Rowena.Ward@sps-consultancy.co.uk](mailto:Rowena.Ward@sps-consultancy.co.uk)



[www.worldcc.com](http://www.worldcc.com)

Sally Guyer  
[SGuyer@worldcc.com](mailto:SGuyer@worldcc.com)