

Collaborative Responsible Procurement Project

Outcomes and Next Steps

East of England Regional Climate Change Forum (RCCF)

Ken Cole, FCIPS and Rowena Ward

10th June 2024
Version 3 Final



ONE MINUTE SUMMARY & NEXT STEPS

In January 2024, the East of England Regional Climate Change Forum (RCCF), launched a collaborative responsible/sustainable procurement project involving 13 local councils in the region. This was to help them meet one of their eight objectives, namely, to “*explore opportunities for joint procurement and support the sharing of sustainable procurement best practice*”.

This report:

- Provides the background to the project
- Records the successes and outcomes from the work undertaken
- Analyses the results and what they are telling us
- Sets out an Action Plan for the RCCF to consider

Background details of the project, including what was done and who was involved are covered in Section 1 Background and progress and in more detail at Appendix A – About the Project.

In summary, the project achieved its seven objectives and was delivered on time and within its allocated budget. Thank you to Adam Thorp and Angela Hogg for their ongoing support and advice.

The project can be deemed a resounding success in that every participating council was fully engaged throughout and provided timely and valuable input when required. This is reflected in the fact that the Diagnostic tool used achieved a 61% engagement rate compared with the usual average of 50%. Other notable achievements are set out at 1.2 What was achieved.

The findings paint a mixed picture as far as responsible procurement is concerned. There are a lot of positive outcomes, in particular that every council taking part showed some evidence of excellence either related to specific departments and/or individual contracts. Progress with seeking social value was also very encouraging in every council.

However, there are some areas of concern that need to be addressed. In particular:

- Poor understanding of what responsible/sustainable procurement means
- Perceptions that the sustainability agenda is too broad with little explanation as to how it fitted together
- Being ‘sustainable’ often means more expensive
- Implementation of sustainability policies is the responsibility of different departments. While this is not a concern, it was rare for one senior officer to have oversight. No one was managing the complex interrelationships and dependencies that exist.
- Each council is sending out different messages to markets and suppliers about identical policy goals

The outcomes are set out at Section 2 What the results are telling us with a full and underlying results analysis at Appendix B – Results Summary.

Once the results were shared with participating councils, they were asked to indicate the top 10 areas¹ they believed regional collaboration could best use its influence to drive improvements with sustainable

¹ These are termed Value Codes in the Diagnostic and equate to key performance indicators.

procurement. There was a high correlation of priorities, with eight areas emerging as clear leaders. These were not related to how well councils had scored against each Value Code, but against “*what mattered to them*” and where collaboration with others and further work could help them make significant progress. This is because resources are not currently available to tackle these priorities individually. Section 2.2 How the RCCF can lead sets out more detail about these priorities.

This final step gave us the information to develop an Action Plan that would resonate with participating councils and beyond and offer the potential for the region to expedite learning and progress.

There is a notable enthusiasm from participating councils to build on what has been achieved to date and maintain the momentum created since the start of this project. We have identified three work streams that capture the priorities and feedback given by the councils and which will offer the best chance of allowing the RCCF to meet its objective with regards to sustainable/responsible procurement and the wider climate change agenda. These are:

- Developing local economies
- Collaborative working with common contractors
- Knowledge sharing and community of practice

A summary of what each work stream could look like is at Section 3.2 Proposed work streams.

The RCCF would need to decide what, if anything, it wishes to do beyond this point. It could simply conclude the project (do nothing) or seek to take forward some or all of the three proposed work streams.

Again, there are options for doing this including:

- Encouraging the councils to work independently, utilising their own internal resources
- As above, but seeking project and subject matter resources from the EELGA/RCCF to oversee and facilitate progress
- Commissioning external consultants to deliver the work streams

In considering their next moves, we believe that it is worth reiterating:

- Collaborative working is a proven way of making progress, saving duplication of effort and generating new capacity
- The RCCF and the region (EELGA) are best positioned to make the action plan a reality by acting as the catalyst for change and progress as well providing the leadership and influence to ensure both member and chief officer engagement.
- This project was delivered using a contribution from the participating councils. All 50 councils in the region were invited to participate at a cost of £1500 per council. A minimum of 12 was required to make the project viable.

CONTENTS

| | | |
|----|---------------------------------|----|
| 1. | Background and progress | 5 |
| | 1.1 Why we did the project | 5 |
| | 1.2 What was achieved | 5 |
| | 1.3 About this report | 6 |
| 2. | What the results are telling us | 7 |
| | 2.1 Summary of findings | 7 |
| | 2.2 How the RCCF can lead | 8 |
| 3. | Action Plan | 10 |
| | 3.1 Making things happen | 10 |
| | 3.2 Proposed work streams | 11 |
| | 3.3 Potential delivery options | 15 |
| | Appendix A – About the Project | 16 |
| | Appendix B - Results Summary | 18 |

1. BACKGROUND AND PROGRESS

1.1 Why we did the project

Sustainability² is a complex issue that creates a sense of urgency for individuals, communities and organisations. It features in the priorities, aspirations and values of organisations across the world and touches upon so many areas of our everyday lives. Experience has shown that there are two ways organisations can influence sustainability outcomes:

- changing behaviours - such as their approach to business travel, waste disposal, recycling, use of resources and energy consumption
- rethinking procurement - the how/what/when/where/why and from whom of buying. This is better known as 'responsible procurement'³

The East of England LGA (EELGA) has been supporting member councils in the region through policy initiatives and programmes. Once such programme is the Regional Climate Change Forum (RCCF), launched in January 2022 and consisting of elected members, lead officers and climate change partner leads and comprising 50 local authorities, climate change partnerships and EELGA.

The RCCF has eight main priorities, one of which is to *"explore opportunities for joint procurement and support the sharing of sustainable procurement best practice"*.

This project was launched to understand what was required to fulfil this priority. The project objectives, methodology and council participation are documented in **Appendix A – About the Project**.

1.2 What was achieved

There was enthusiastic commitment from the officers of all thirteen participating councils throughout the project. The project to date has been highly successful in that:

- 13 councils in the region actively participated; about 30% of both Unitary and District authorities (none of the County councils took part, which is the only area of disappointment)
- 151 people (61% of those invited) from the participating councils completed the Responsible Procurement Diagnostic (this is above the usual outcome of about 50%)
- 10 of the 13 participating councils achieved over 50% participation rate, some reaching nearly 90%, with no one achieving less than 30%
- 12 of the 13 participating councils wanted 1:1 briefing sessions to better understand their results
- 9 of the 13 participating councils contributed council specific 'aspirational' scores for the Value Codes
- 11 participating councils Identified their 10 regional priority Value Codes for ongoing work
- All seven objectives, documented in **Appendix A – About the Project** have been met in full
- Participating councils now have a detailed understanding of how they are delivering in terms of

² Sustainability was defined by the UN in 1987 as *"meeting the needs of the present without compromising the ability of future generations to meet their own needs."*

³ It is sometimes called 'sustainable procurement'

responsible/sustainable procurement and have valuable management data for reporting, forward planning and even future benchmarking should they choose

- The Region has a clear sense of direction and priority as to how it can advance responsible/sustainable procurement and add value to what is already in place

During this time we have given regular briefings to the RCCF and participating authorities.

1.3 About this report

This report:

- Summarises the outcomes and findings from the use of the Diagnostic, one to one meetings and workshops
- Examines the role of collaboration at both regional and sub-regional level in overcoming the issues, concerns and barriers uncovered
- Proposes three work streams for further development

2. WHAT THE RESULTS ARE TELLING US

2.1 Summary of findings

We have set out the results in **Appendix B - Results Summary**. In addition to collating data on 'where we are now' through the Diagnostic, we had the opportunity to test and corroborate emerging trends through:

- Individual Council briefings
- A collaborative results discussion
- Two action planning workshops (one remotely and one in person)
- Two briefing sessions with the RCCF and its Lead Officers

We invited the participating councils to contribute:

- Individual council aspirations by Value Code
- 10 Value Code priorities for the Region

The last point in particular drives the action plan in this report.

The findings paint a mixed picture as far as responsible/sustainable procurement is concerned. The positive outcomes include:

- *Promoting and Seeking Social Value* scores well across the Region perhaps because legislation has been in place since 2013. *Measuring and Reporting on Social Value* however scores relatively poorly as it forms part of effective contract and relationship management which studies⁴ show remains a weakness in the sector
- Every council taking part showed some evidence of excellence either related to specific departments and/or individual contracts
- There is a lot of enthusiasm to improve and make a difference at a local level, even though many cited the lack of resources as a barrier to progress
- Building capacity and increasing influence through collaboration is seen as an essential step. Sharing knowledge, success stories and ideas should not only be through the RCCF but also via like-minded councils in regional and/or sub-regional groupings

However, areas for improvement include:

- Many people in all councils had never heard of responsible/sustainable procurement and/or had widely varying ideas as to its scope
- The sustainability agenda was seen as too broad with everyone struggling to understand how individual elements fitted together. The main focus was usually on reducing carbon emissions (net zero) as this received the most management attention, but was 'not the only show in town'. Taking on other areas of sustainability was seen as important but often constrained through lack of focus

⁴ The LGA's National Procurement Strategy Diagnostic in 2021 showed this as one of the weakest performance areas in both upper and lower tiers

- Seeking sustainable solutions in procurement exercises was often seen as being more expensive, making it difficult to promote when budgets were restricted. Some people commented that 'responsible procurement' needed a business case to dispel this view
- Some representatives commented that even though their councils had strategic goals and policies promoting one or more aspects of sustainability, no one had full ownership or oversight of the whole agenda. Different aspects were allocated to multiple lead departments and/or individuals
- Even though there was a lot of common agreement on priorities and issues, every council was applying different standards and communicating different messages when going to market. This made it harder to engage existing contractors, partners and new suppliers who were seen as key to future progress

At a macro-level, we found that there was:

- little difference between the outcomes achieved and issues raised between the unitary and district/borough councils participating, even though the former had dedicated procurement teams in place
- enthusiastic commitment from the officers of all thirteen councils throughout the project and an eagerness to build on what has been achieved and work together on areas of shared interest and priority

2.2 How the RCCF can lead

Following the disclosure of the Diagnostic results all participating councils were asked to:

- Score their individual aspirations against each Value Code. This aspirational score would be based on both local policy priorities and what they believed could be practically achieved in an 18 month timescale
- Indicate the top 10 Value Codes where they believed regional collaboration could best use its influence to drive sustainable procurement
- Provide examples of good practice which could be shared to benefit others. This could be council-wide, departmental or project / contract specific

The results from the second question are set out in Appendix B - Results Summary. The following table shows the priorities that were selected by 5 or more councils:

| Value Code | UN work stream | Prioritised by Council |
|-----------------------------------------------|----------------|------------------------|
| Engaging local businesses | Economic | 10 |
| Carbon emissions (Net Zero) | Environmental | 10 |
| Cross sector collaboration | Cultural | 6 |
| Supply chain transparency | Cultural | 6 |
| Promoting a circular economy (e.g. upcycling) | Environmental | 6 |
| Achieving social value benefits in contracts | Social | 5 |
| Contractor engagement | Cultural | 5 |
| Protecting the natural environment | Environmental | 5 |

Our analysis shows that these priorities:

- Correlate around “what matters” locally to each council rather than focusing specifically on the weaker scoring Value Codes
- Are likely to be common to other councils in the East of England and the sector as a whole
- Are issues where collective working and knowledge sharing has been shown in other studies to help to build capacity and prevent unnecessary duplication of effort

Experience shows that collaborative working is the best way to develop and implement sustainable procurement and exploit opportunities that do not present themselves through working in isolation.

The messages strongly communicated were that:

- Further development work in these areas would be valuable to all councils, especially if they could be selective about where they would like to be involved
- Capacity building and knowledge sharing through collaboration was the quickest and most effective way to make progress with sustainable procurement
- A cross cutting organisation which encourages collective involvement is needed to provide leadership and act as a catalyst for making progress

These messages strongly correlate with the research findings from when the Responsible Procurement Diagnostic was being developed. There are three pillars for success needed to drive sustainable procurement - ‘sustainability’, ‘contract & relationship management’ and ‘collaborative working’. The thirteen councils’ top priorities for ongoing collaboration are all key aspects of one of these three of pillars.

In further progressing these Value Codes we would be ensuring that at least three of the main priorities of every participating council that indicated their preferences for regional involvement will be addressed.

3. ACTION PLAN

3.1 Making things happen

Collaborative working in local government and other parts of the UK public sector on areas of common interest has a proven record of delivering value and creating capacity when well managed and facilitated. The key issue is to start small to build confidence and deliver results, which encourages others to join in. This in turn increases resource availability, builds expertise and allows other 'common interest' priorities to be addressed.

The participating councils have told us that they:

- Like working together and sharing knowledge and ideas, particularly where it will deliver the extra capacity not currently available
- Appreciate the value of having a common language to communicate sustainability policies and messages
- Understand that some issues, such as supply chain transparency, carbon reduction programmes, promoting upcycling are best done by working together where suppliers where they are shared and/or where markets can be influenced
- Want the flexibility to participate only in the areas of value and interest to them

In responding to these opportunities and messages, we are proposing three work streams for ongoing development. Each one is supported by an outline business case which can be developed into a formal project brief with agreed deliverables if approved

The three proposed work streams would:

- Support the RCCF in fulfilling its stated goal to improve sustainable procurement
- Support the wishes of the thirteen participating councils to collaborate on "what matters to them"
- Help deliver against specific parts of the *Public Services (Social Value Act) 2012* and the *Procurement Act 2023*
- Generate new capacity and remove duplication of effort where councils are working on common problems and policies
- Educate and spread knowledge and ideas
- Create a blueprint which could be used to address other RCCF priority strands and, maybe, inspire other regions to follow suit

It is also important to note that none of these work streams can be tackled in isolation; there are many dependencies and overlaps along the development critical path which will need to be acknowledged and taken into account from the outset.

3.2 Proposed work streams

We recommend that three work streams be created as described below. In each case the main thrust of any work undertaken would be about promoting sustainable procurement practices and exploiting collective opportunities. Reducing carbon emissions would be implicit in each workstream.

The work streams are:

- Developing local economies
- Collaborative working with common contractors
- Knowledge sharing and Community of Practice

3.2.1 DEVELOPING LOCAL ECONOMIES

| Scope | <p>This is the top area of interest from all participating councils. This is because it is not only an essential part of most economic regeneration plans where encouraging local businesses is always in the frame, but also as it is where there is most opportunity to make an impact with Net Zero and the wider sustainability agenda.</p> <p>A research paper⁵ published in 2022 showed that small and micro businesses comprise most of the local businesses in the region.</p> <div><p>Share of businesses in the UK by size, 2022</p><table border="1"><thead><tr><th>Business Size</th><th>Businesses (%)</th><th>Employment (%)</th><th>Turnover (%)</th></tr></thead><tbody><tr><td>Micro (0-9)</td><td>95</td><td>32</td><td>18</td></tr><tr><td>Small (10-49)</td><td>5</td><td>15</td><td>15</td></tr><tr><td>Medium (50-249)</td><td>2</td><td>12</td><td>18</td></tr><tr><td>Large (250+)</td><td>1</td><td>38</td><td>48</td></tr></tbody></table><p>Source: BEIS, Business Population Estimates, 2022, Table 1</p></div> <p>Also, recent data produced by the Department of Transport shows that outside of major cities some 65% of work related journeys are through the use of a car.</p> | Business Size | Businesses (%) | Employment (%) | Turnover (%) | Micro (0-9) | 95 | 32 | 18 | Small (10-49) | 5 | 15 | 15 | Medium (50-249) | 2 | 12 | 18 | Large (250+) | 1 | 38 | 48 |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|--------------|-------------|----|----|----|---------------|---|----|----|-----------------|---|----|----|--------------|---|----|----|
| Business Size | Businesses (%) | Employment (%) | Turnover (%) | | | | | | | | | | | | | | | | | | |
| Micro (0-9) | 95 | 32 | 18 | | | | | | | | | | | | | | | | | | |
| Small (10-49) | 5 | 15 | 15 | | | | | | | | | | | | | | | | | | |
| Medium (50-249) | 2 | 12 | 18 | | | | | | | | | | | | | | | | | | |
| Large (250+) | 1 | 38 | 48 | | | | | | | | | | | | | | | | | | |
| Business Case | <p>Most councils are already keen to encourage local businesses. Some of the remoter councils in the region reported that they needed to rely on and encourage local businesses as national providers often would not service their local requirements.</p> | | | | | | | | | | | | | | | | | | | | |

⁵ The 2022 Research paper on Business Statistics placed in the House of Commons Library

| | |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>There is also a legal imperative here. Part 2, Para 12 (4a&b) of the Procurement Act 2023 says:</p> <p><i>“In carrying out a covered procurement, a contracting authority must—</i></p> <p><i>(a) have regard to the fact that small and medium-sized enterprises may face particular barriers to participation, and</i></p> <p><i>(b) consider whether such barriers can be removed or reduced.”</i></p> <p>This work stream would allow every council in the region to do this once only, sharing knowledge and ideas and removing duplication of effort. Given the resource constraints that all councils face, this is a perfect area to generate capacity and show how collaboration really does work.</p> |
| Potential content | <p>These are some of the <u>emerging</u> areas as the time of writing this report:</p> <ul style="list-style-type: none"> • The economic and environmental business case for promoting local business in the context of sustainable procurement • Understanding the barriers faced by micro and small businesses in dealing with councils • Marketing and communications models for reaching out to different types of business • Towards a standard model for local business engagement |

3.2.2 COLLABORATIVE WORKING WITH COMMON CONTRACTORS

| | |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope | <p>Earlier research (see business case below) shows a high correlation of common contractors being used by councils across the region. Many of these organisations are huge national and multi-national corporations with turnovers of millions. In many instances, even the largest contracts rarely make us an influential customer. While we may all share common goals and aims, our priorities, messages and communications are all different which erodes our ability to engage and influence these suppliers.</p> <p>This work stream would identify those shared commons issues and challenges in terms of <u>sustainability</u> and engage with a representative sample of regional contractors to explore how we can work together to seek solutions at supplier rather individual contract level.</p> |
| Business Case | <p>Studies by both EELGA⁶ and the LGA have shown that a small number of contractors (<200) trade with over 90% of councils in the region.</p> <p>Whilst the contractors in use may change over time, the trends and ratios remain static. Collaboration can be used to powerful effect here, including working on issues such de-carbonising supply chains, supply chain transparency, social value models and upcycling. This is because the collective power to influence major contractors is far greater than can ever be achieved by any single council (including Counties).</p> |
| Potential content | <p>These are some of the <u>emerging</u> areas as the time of writing this report:</p> <ul style="list-style-type: none"> • Identifying the common issues and problems shared by councils and suppliers (e.g. supply chain transparency, delivering social value benefits in contracts) • Identifying the common suppliers • Supplier engagement agendas for progressing shared challenges and opportunities at a regional or sub-regional level |

3.2.3 KNOWLEDGE SHARING AND COMMUNITY OF PRACTICE

| | |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope | <p>The Diagnostic showed that there are lots of examples of good practice and success stories in all councils, often at individual contract level. Similarly, people involved in the project were often asking others to share information about their achievements which had previously been unknown.</p> <p>There are also many aspects of learning that can benefit individual officers and elected Members. This can be case studies, research, news items etc. At present there is no single point for locating this information or seeking help and support other than through pre-existing knowledge, personal networks and the chance findings of the internet.</p> <p>This work stream would specify and create a Community of Practice to allow councils to share knowledge and ideas. The WorldCC Foundation has indicated that they would be interested in supporting such a CoP, if approved.</p> |
| Business Case | <p>Sharing knowledge and ideas has a very simple business case. It:</p> <ul style="list-style-type: none"> • Stops duplication of effort and allows scarce resources to be used elsewhere to advance associated agendas and priorities • Embeds the project and principles of collaboration into the region • Creates transferable value |
| Potential content | <p>These are some of the <u>emerging</u> areas as the time of writing this report:</p> <ul style="list-style-type: none"> • Community of Practice – for registered participants • Knowledge store – case studies, reports etc • Learning & Development programmes |

3.3 Potential delivery options

The RCCF and the region (EELGA) are best positioned to make this a reality by acting as the catalyst for change and progress as well providing the leadership and influence to ensure both member and chief officer engagement.

There are two options for the RCCF to consider when approving this report and closing this phase of the project.

The options are to either:

- note the findings and do nothing further at this stage, or
- approve some or all of the work streams and find a way to take them forward.

This second option could be delivered through one, or a combination, of the following approaches:

- Councils working together independently, utilising their own internal resources to deliver the work streams
- As above, with additional project and subject matter resources from EELGA/RCCF to oversee and facilitate progress
- Commissioning external consultants to deliver the work streams

In arriving at a decision and evaluating possible next steps, it is worth reiterating that:

- There is a general expectation from participating councils that there will be follow on activity here, done on a collaborative basis to help ensure that progress is made with the identified aspects of responsible/sustainable procurement
- Quite a few councils who did not take part in this project have indicated a desire to be kept informed on progress and outcomes
- World Commerce & Contracting⁷ and their charitable arm specialising in sustainability issues, the WorldCC Foundation, have indicated a willingness to support further aspects of any future follow on activities that may be undertaken
- A summary of the project has been presented to a global audience on World Sustainable Contracting Day on 16th May⁸ 2024

⁷ A not for profit global membership organisation with a specific interest in contracts and commercial relationships.

⁸ <https://info.worldcc.com/world-sustainable-contracting-day>

APPENDIX A – ABOUT THE PROJECT

BACKGROUND

The project was commissioned by RCCF with these objectives:

- Develop a *common view and language* for the scope of responsible/sustainable procurement across the East of England
- Gain a regional perspective of *where we are now* in relation to the 17 UN sustainability goals
- Discover how well we are positioned to embrace responsible/sustainable procurement
- Identify examples of good practice and innovation in the region
- Understand and benefit from differences between upper tier and lower tier authorities
- Engage councils in defining *what good looks like* for the region (at Tier level)
- Produce an evidence-based Action Plan with commitment from the region to work collaboratively to achieve shared goals including identifying opportunities for joint working, commissioning of specialist resources and procurement opportunities

THE PROJECT

- The project was launched in the Autumn of 2023
- The Responsible Procurement Diagnostic went live on 22nd January 2024 and closed on 16th February
- Individual council feedback sessions were held during February and March with a regional results overview to participating councils on the 5th March
- Action planning and priority setting workshops were held on the 13th and 15th March
- Results analysis and recommendations collated during April/May 2024

ABOUT THE DIAGNOSTIC AND ITS VALUE CODES

We used a collaborative diagnostic solution from New Information Paradigms (NIP) populated with 30 Value Codes, or the ‘things that matter’ for responsible procurement.

The Value Codes relate to the 17 UN sustainability goals and are grouped into Economic, Social Value, Cultural and Environmental.

The Diagnostic had been previously used by EELGA with Suffolk County Council – read more [here](#).

Collaborative Responsible Procurement Project Outcomes and Next Steps

Respondents are asked to score each Value Code using a maturity index. Their scores are personal to them and are consolidated to give overall totals by Council and by Region.

| achieved are publicly available. | | | | | |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engaging the voluntary sector (including social enterprises) | 1 - Not at All | 2 - Initiated | 3 - Partially Deployed | 4 - Deployed | 5 - Embedded |
| The extent to which the voluntary sector, including the social enterprises are engaged. Avg: 2.0 | No specific effort is made to engage with the voluntary sector when planning new contracts. | Some engagement with the voluntary sector when planning new contracts, but not part of any organisation wide policy. | Some engagement with the voluntary sector when planning new contracts as a part of an organisation wide policy with some departmental reporting. | Engagement with the voluntary sector is core policy with dedicated engagement and consultation programmes and advice with bid preparation. Larger contractors are encouraged to use the voluntary sector as sub-contractors. Reports on outcomes achieved are publicly available. | Voluntary sector engagement in contracts let is publicly reported and outcomes independently audited. Levels of voluntary sector satisfaction with the organisation is also measured and publicly reported on each year. |
| Remotely wealth creation | 1 - Not at All | 2 - Initiated | 3 - Partially Deployed | 4 - Deployed | 5 - Embedded |

Value Code Example – Engaging VCSEs

Regional scores provide us with a view of *where we are now*. Comparisons by Council enable us to see where there are areas of good practice and where there are common challenges.

Using the Responsible Procurement Diagnostic gives more than just the scores of where we are now:

- The Value Codes and their definitions set a clear scope and common language for sustainable procurement
- Maturity statements (as opposed to subjective scales) imply progress and encourage action
- Supports the understanding of *what does 'good' look like* for our council and our region

WHO TOOK PART

Having enough councils and respondents was critical to the success of the project. All 50 of the councils in the East of England region were invited to take part. Each participating council was asked to identity respondents who have an interest in sustainability and responsible procurement.

13 Councils participated (26%) – 11 Districts (28%) and 2 Unitary (33%) with 151 people (61% of those invited) completed the Diagnostic.

The Councils participating are:

- Babergh Mid Suffolk
- East Hertfordshire
- Great Yarmouth
- Harlow
- Hertsmere
- Kings Lynn West Norfolk
- Luton
- North Hertfordshire
- Norwich City
- Peterborough
- South Cambridgeshire
- South Norfolk and Broadland
- Stevenage

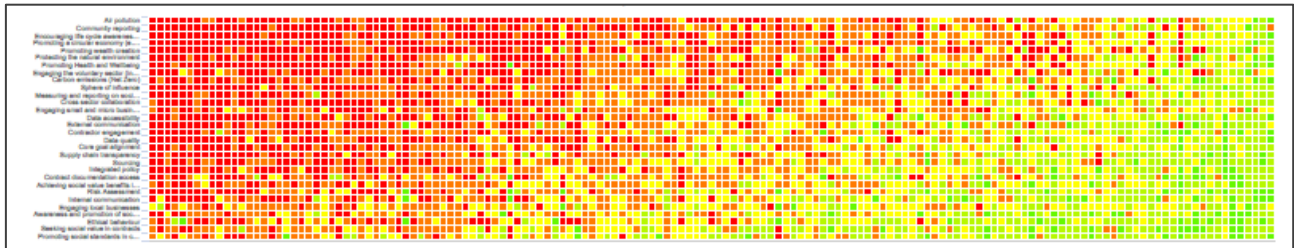
The participating councils were invited to contribute to the Action Planning by:

- Attending one of two workshops (online and onsite) - *14 people from all of the 13 councils attended*
- Contributing 'aspirational' scores for the Value Codes – *9 councils contributed*
- Identifying 10 Regional Priority Value Codes – *11 councils suggested priorities*

APPENDIX B – RESULTS SUMMARY

RESPONDENT SCORING

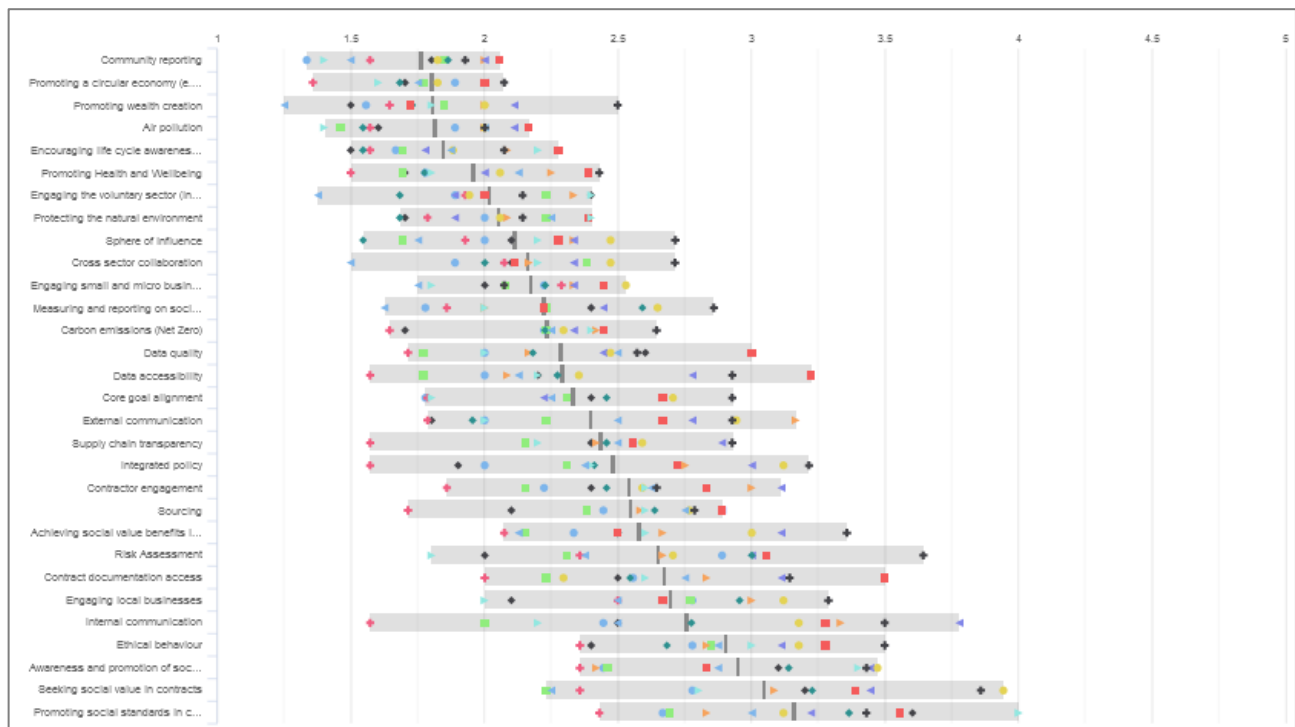
This chart shows how each of the 151 respondents scored each of the Value Codes.



- Scores show that respondents were considered in their response with 40 respondents (26%) scoring using the full range (1-5) and 145 respondents (96%) scored across a range of 3
- Every Value Code had scores from 1 – Not at All to 5 – Embedded showing areas of good practice (possibly from respondents in specialist departments or working on specific contracts)

VALUE CODES

Showing the Value Code scores in 'least' to 'highest' order.



The vertical grey bar shows the average score for all the VCs within that section for all councils. The coloured icons show where each council's average is placed. The pale grey 'river' shows the spread of council scores – a narrow river shows consensus.

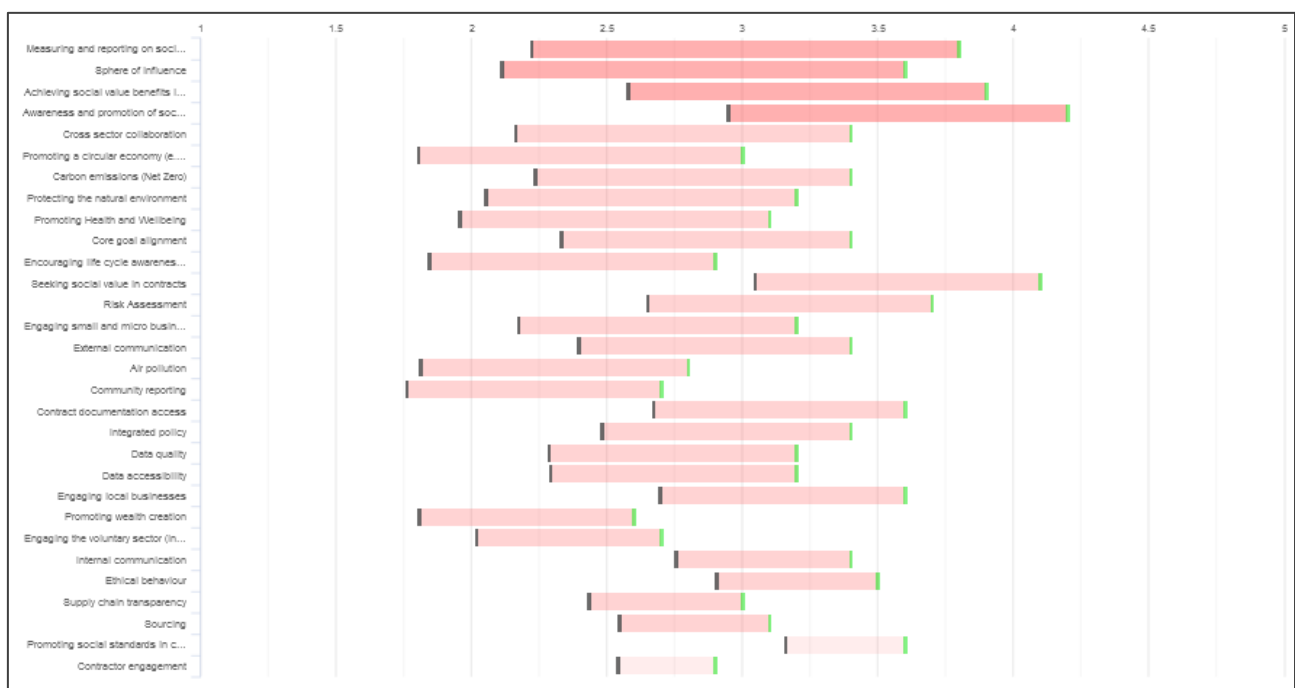
The 'worst' scoring Value Codes won't necessarily be the priorities for improvement. This only gives evidence of where we are now. What 'good' looks like is part of action planning and the 'gap' determines what happens next.

The lowest scoring 5 Value Codes feature in the lowest 5 for most councils

- Community reporting - 9 councils
- Promoting a circular economy (e.g. upcycling) – 10 councils
- Promoting wealth creation - 6 councils
- Air pollution – 8 councils
- Encouraging life cycle awareness and opportunities – 8 councils

ASPIRATIONS

Councils were asked to score each Value Code based on where they would want to be within the next 2 years. This chart shows the consolidated aspiration from the 9 councils who responded, and the gap (shown by 'largest' to 'shortest' gap).



REGIONAL PRIORITIES

11 of the participating councils provided a short-list of 10 Value Codes that they considered to be Regional Priorities for the next 2 years. The chart shows the Value Codes ordered by priority, with the current and aspirational scores included to show the scale of change required.

| Value Code | Regional Priority (/11) | Score | Aspirational Score (/9) | Gap |
|---------------------------------------------------------------|-------------------------|-------|-------------------------|-----|
| Engaging local businesses | 10 | 2.69 | 3.56 | 0.9 |
| Carbon emissions (Net Zero) | 10 | 2.23 | 3.39 | 1.2 |
| Cross sector collaboration | 6 | 2.16 | 3.39 | 1.2 |
| Supply chain transparency | 6 | 2.43 | 3.00 | 0.6 |
| Promoting a circular economy (e.g. upcycling) | 6 | 1.80 | 3.00 | 1.2 |
| Achieving social value benefits in contracts | 5 | 2.58 | 3.89 | 1.3 |
| Contractor engagement | 5 | 2.54 | 2.88 | 0.3 |
| Protecting the natural environment | 5 | 2.05 | 3.17 | 1.1 |
| Engaging small and micro businesses | 4 | 2.17 | 3.17 | 1.0 |
| Engaging the voluntary sector (including social enterprises) | 4 | 2.02 | 2.72 | 0.7 |
| Promoting wealth creation | 4 | 1.80 | 2.63 | 0.8 |
| Awareness and promotion of social value | 4 | 2.95 | 4.22 | 1.3 |
| External communication | 4 | 2.40 | 3.44 | 1.0 |
| Sphere of influence | 4 | 2.11 | 3.61 | 1.5 |
| Promoting Health and Wellbeing | 4 | 1.96 | 3.06 | 1.1 |
| Seeking social value in contracts | 3 | 3.05 | 4.11 | 1.1 |
| Internal communication | 3 | 2.75 | 3.39 | 0.6 |
| Integrated policy | 3 | 2.48 | 3.39 | 0.9 |
| Sourcing | 3 | 2.55 | 3.06 | 0.5 |
| Community reporting | 3 | 1.76 | 2.67 | 0.9 |
| Measuring and reporting on social value outcomes in contracts | 2 | 2.22 | 3.83 | 1.6 |
| Ethical behaviour | 2 | 2.90 | 3.50 | 0.6 |
| Risk Assessment | 2 | 2.65 | 3.67 | 1.0 |
| Data accessibility | 2 | 2.29 | 3.17 | 0.9 |
| Data quality | 2 | 2.28 | 3.17 | 0.9 |
| Encouraging life cycle awareness and opportunities | 2 | 1.85 | 2.89 | 1.0 |
| Promoting social standards in contracts | 1 | 3.16 | 3.56 | 0.4 |
| Core goal alignment | 1 | 2.33 | 3.44 | 1.1 |
| Air pollution | 1 | 1.81 | 2.78 | 1.0 |
| Contract documentation access | 0 | 2.67 | 3.56 | 0.9 |



www.sps-consultancy.co.uk

www.eelga.gov.uk

© EELGA / SPS consultancy Services Ltd.