



CONNECTED COMMUNITIES IN THE WORLD'S MOST
CONNECTED PLACE, TODAY AND TOMORROW

West London Alliance

*LGA Low Carbon Procurement Virtual Event
September 2024*

Low Carbon Procurement **Guidance & Toolkit**



Topic Overview

WLA Low Carbon & Sustainable Procurement Guidance & Toolkit

1. Introduction to the WLA and background to the work
2. Our priorities for low carbon procurement
3. Development of the guidance & toolkit
4. Implementation and impact
5. 2024 review and refresh
6. Key takeaways



CONNECTED COMMUNITIES IN THE WORLD'S MOST
CONNECTED PLACE, TODAY AND TOMORROW

1. Introduction

What is the West London Alliance?

We are a public sector partnership between seven West London local authorities: Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow.

Connected communities in the world's most connected place, today and tomorrow.

Working together for a more inclusive, productive, resilient and influential West London

We work across borough boundaries to deliver public value in line with borough strategic objectives.

Procurement has been a key priority area identified by our Climate, Environment and Net Zero Directors Group for 2024.



1. Introduction

The West London procurement context



- WLA's work to date has supported procurement of a variety of large-scale, multi-borough projects such as West London Orbital work, West London Waste Plan work, Local Area Energy Planning work and Digital programmes.
- As a sub-region, we have significant 'purchasing power' – annually this adds up to millions of pounds of expenditure which we can use to influence lower carbon choices in our supply chains.
- The 2020 WLA '**Build & Recover Plan**' included a commitment to *"Use our status as 'anchor institutions' to lead by example by making our procurement policies more favourable to low carbon suppliers"*
- Building on this and individual borough **climate action plans**, in 2022 boroughs agreed to develop a collective approach to low-carbon procurement, including a common policy and supporting documents. This work was supported by all seven core WLA member boroughs plus Richmond & Wandsworth, and West London Waste Authority.



2. Our procurement priorities

And how they have shaped the policy and toolkit development

- Implementing Climate Action Plans
- Measuring and Monitoring Progress
- Providing Training and Support
- Encouraging Innovation
- Working collaboratively
- Communicating to our stakeholders.

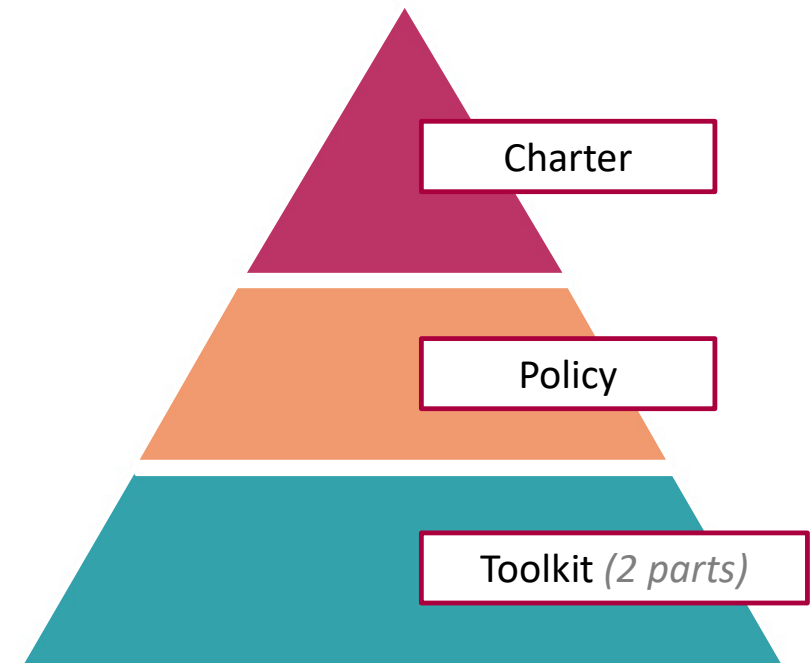
The priorities inform a number of **objectives** to incorporate into decision-making processes and help evidence success.



3. Development of the guidance & toolkit

A suite of documents to support implementation

- **Overarching charter** is adopted by every participating authority, implemented consistently across the sub-region.
- **Low carbon procurement policy** is publicly available and outlines the scope, objectives, obligations and how this fits into a strategic approach to carbon reduction across the supply chain.
- **The toolkit** is for officer use and has two parts;
 - ✓ **written guidance** on embedding carbon considerations into the commissioning cycle
 - ✓ **spreadsheet** with heat map to support prioritisation of focus areas and bank of questions/model answers

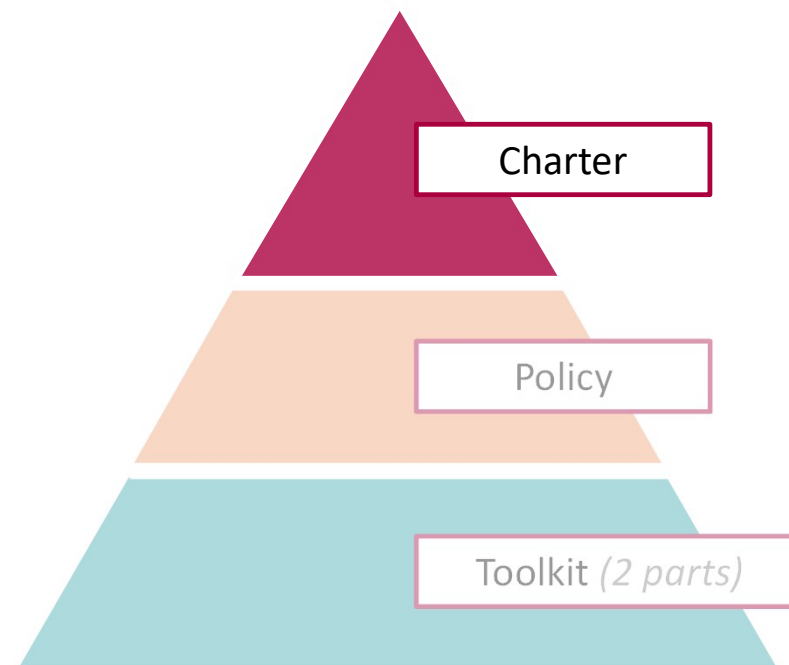


**also supported by a dedicated SME guidance document, and an FAQs document.*

3. Development of the guidance & toolkit

Charter – in detail

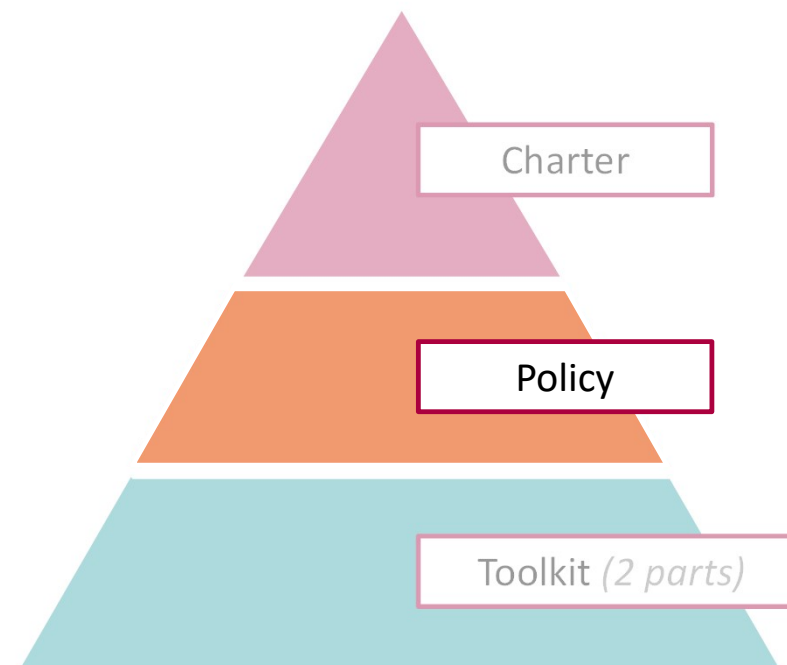
- **Overarching charter** is adopted by every participating authority, implemented consistently across the sub-region.
- The charter contains a written **supplier statement of commitment** that focuses on their support of e.g. improvements to efficiency, low carbon alternatives for power, transport etc, sustainable sourcing of materials, designing for circularity and influencing their own supply chain.
- **A statement of commitment from the local authority** that focuses on e.g. accountability, transparency, ethical procurement, buying only what is needed and seek more sustainable alternatives, integration of sustainability considerations across all procurement practices, and continuous improvement.
- **Key questions** to the supplier to assess maturity on carbon management
 - Do you currently measure your organisational GHG emissions?
 - If so, does this include Scope 3 (your supply chain) emissions?
 - Do you currently have a strategy in place to reduce your organisation's GHG footprint in line with climate science?
 - If yes, what is your date for achieving net zero?



3. Development of the guidance & toolkit

Procurement policy – in detail

- **Low carbon procurement policy** is publicly available and outlines the scope, objectives, obligations and how this fits into a strategic approach to carbon reduction across the supply chain.
- **Sets the vision and ambitions** of the participating authorities in relation to climate action, and the intention of the policy to support collaboration and a “coordinated and consistent” approach to incorporating carbon considerations into procurement decisions and supplier contracts.
- **Recognises the balance between consistency and flexibility**; while each local authority will carry out procurement independently, the policy advocates a commitment to a common and collaborative approach where possible.
- **Addresses intended audiences**; Councillors, Senior Management Teams, Procurement Teams, Commissioners, Delivery Contract Managers, Suppliers and potential suppliers, Strategic Suppliers, residents and local stakeholders.
- **Sets expectations of suppliers** – both existing and new – and how we will support them on this journey through capacity building and improvements to processes etc.
- **Ownership & reporting** on the implementation of the policy and toolkit takes place at a local authority level, based on individual borough climate action plans.



3. Development of the guidance & toolkit

Procurement policy – in detail

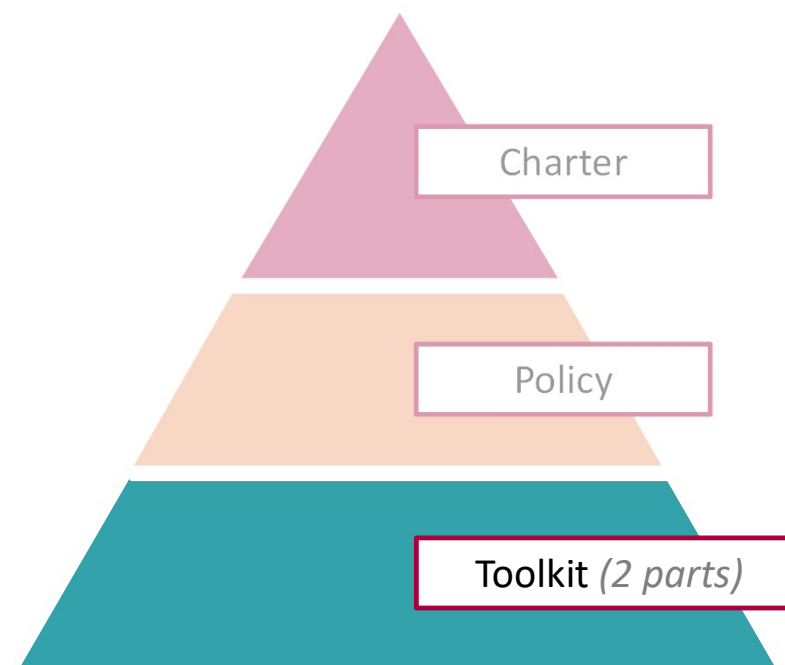
- **The toolkit** is for officer use and has two parts;

Written guidance: to support local authority implementation of the policy:

- ✓ Talks through how low carbon considerations should be embedded across each stage of the commissioning cycle (Planning, Sourcing, and Managing), making reference to key procurement gateway decision points.
- ✓ Includes example pre-market engagement questions and model ITT wording to help authorities set the context and support supplier understanding of low-carbon procurement priorities and how this is managed within the procurement process.

Spreadsheet: is comprised of three key components:

- ✓ **Heat map:** mapping the typical magnitude of carbon impact across different procurement categories and lifecycle stages.
- ✓ **SQ and ITT questions and model answers:** across each procurement category and lifecycle stage, where relevant, and in some places differentiated by SME vs Large Organisations. Model answers help procurement teams understand what good looks like.
- ✓ **Suggested KPIs:** both outcome KPIs (e.g. % reduction in emissions, % reduction in materials etc) and management output KPIs (no. of interventions in place, % of assets with assessments etc)



4. Implementation and impact

Highlights

- Policy and accompanying documents were introduced alongside two well-attended training sessions for borough officers.
- A 'one year on' review session was held to better understand how the policy and toolkit had been implemented across boroughs, its impact and any challenges or areas for improvement in the future.
- Some highlights included:
 - Policy has been helpful in establishing common expectations of suppliers and procurement officers around low-carbon procurement and starting a shift in culture, confidence of council procurement teams to ask the right questions to suppliers and start including KPIs linked to carbon and climate in contracts.
 - The procurement stage of the commissioning cycle is well-defined and therefore 'easier' to target but equally (if not more) important to work hard with commissioners and contract managers to ensure continuity of ambition from the outset.
 - It has been a useful focus for Heads of Procurement (and similar roles) to meet on a regular basis as part of a working group to discuss, share knowledge and experiences in implementing the policy, best practice/case studies etc. *There is energy and enthusiasm to build on and improve the work done to date!*

5. 2024 Review and refresh

An opportunity to revisit

- Identified as a key priority within the sub-regional collaboration on climate and net zero work due to:
 - The **existing work** to build upon
 - **Magnitude of influence** that local authorities have (especially collectively) through procurement decisions and supply chain. A responsibility to use public money for collective public good.
 - Benefits of adopting a shared approach in terms of market signalling and **supporting positive change across supplier base**.
 - Alignment with timing of **incoming procurement regulations** from Procurement Act 2023.
- Revisiting and reviewing the policy and supporting documents to identify:
 - **'Quick wins'** to update in the short-term – creating a v1.1 of the document suite.
 - **Longer term improvements** to deliver in the future (v2.0).
- Delivering refresher training
 - **Staff turnover** has occurred since original policy and toolkit was developed; some boroughs have brought procurement in-house. Opportunity to bring new staff up to speed and refresh objectives and learn from the experience from existing team members.
 - **Communication, engagement, continued training** (across a variety of key stakeholders) identified as critical to continued success and progress in this space.