

Guide to Sustainable Procurement



Contents

Introduction: Procuring for a Sustainable Future	3
What is sustainable procurement?	4
Understanding the Greenhouse Gas (GHG) Protocol in Procurement.....	4
How can I procure sustainably?	5
• Value for Money.....	5
• Evaluation Criteria	5
• Biodiversity: Protecting and Enhancing Natural Habitats	5
• Engaging Suppliers Early:	6
• Supporting the Local Economy	6
• Living Wage	7
• Fairtrade.....	7
• Procurement of Food	8
• Single Use Plastic.....	9
• Sustainable Transport	9
Integrating sustainability into the procurement process	10
• Life Cycle of a Contract.....	10
• Pre-Procurement.....	10
• Preliminary Market Engagement	11
• Specification.....	11
Evaluation and Award Criteria	13
• Checking the Professional Standing of Suppliers	13
• Modern Slavery Act 2015.....	14
• Evaluation of Quality.....	14
• Evaluation of Cost	16
Contract Management.....	17
Summary	18
Definitions.....	19

Introduction: Procuring for a Sustainable Future

Winchester City Council declared a Climate Emergency in 2019 and a Nature Emergency in 2023, recognising the urgent need to address both environmental and ecological challenges. These declarations underpin The [Council Plan 2025-2030](#) which places tackling the climate emergency at the heart of all council strategies—from the Local Plan to individual service plans.

A key aim of the council is to become a carbon neutral district by 2030 and to do so greener, faster—accelerating action to reduce emissions, restore nature, and build climate resilience across the district. Achieving this goal requires action across all areas of council activity, including procurement.

The climate and nature emergencies are deeply interconnected. Climate change accelerates the decline of natural habitats, while a healthy natural environment is essential for climate resilience, public health, and well-being. Rising carbon emissions are damaging ecosystems and shifting weather patterns are threatening biodiversity.

This guide is designed to help council officers make more sustainable procurement decisions. It offers practical advice on how contracts can:

- Minimise environmental impact and protect habitats
- Reduce pollution and waste
- Promote biodiversity and climate resilience
- Uphold high ethical standards
- Support the local economy and community

By embedding sustainability into procurement, we can drive positive change across areas such as waste and recycling, planning and development, and local commerce—contributing meaningfully to the councils carbon neutrality target and delivering on the commitment to go greener, faster.

What is sustainable procurement?

Sustainable procurement is about using our commercial spend more effectively to deliver social and environmental benefits—both locally and nationally. It means leveraging our purchasing power, either independently or in collaboration with other public sector organisations, to positively influence the supply market.

Sustainability should be embedded throughout the entire procurement cycle—from defining the need and writing specifications, through tender evaluation, to post-contract management and contract exit. It's not an add-on, but a core part of responsible procurement practice.

Winchester City Council's [Procurement and Contract Management Strategy](#) outlines key principles that support our response to the declared Climate Emergency. In addition, national legislation such as the Procurement Act 2023 empowers contracting authorities to use procurement to advance societal goals—provided these goals are relevant and proportionate to the contract.

For example, we can request certifications, labels, or equivalent evidence of added environmental or social value during the procurement process. These must be clearly linked to the contract's subject matter and applied in a transparent, fair, and proportionate way.

Understanding the Greenhouse Gas (GHG) Protocol in Procurement

The GHG Protocol provides a global framework for measuring and managing greenhouse gas emissions. It helps organisations—including councils—understand their carbon footprint and reduce emissions across their operations and supply chains.

Why It Matters for Procurement

Procurement decisions directly affect **Scope 3 emissions**, which are often the largest and most complex to manage. By contracting with like-minded suppliers and products with lower emissions, we can significantly reduce our environmental impact.

GHG Emissions: The Three Scopes

Scope	Description	Examples
Scope 1	Direct emissions from owned or controlled sources	Fuel used in council vehicles, heating council buildings

Scope	Description	Examples
Scope 2	Indirect emissions from purchased energy	Electricity used in council offices
Scope 3	Indirect emissions from the value chain	Emissions from suppliers, product manufacturing, transport, disposal

How can I procure sustainably?

When making a procurement decision there are several aspects that you will need to take into consideration.

- Value for Money

A key consideration is the requirement to deliver value for money. This does not always necessarily mean the cheapest. Value for money is the 'optimum combination of whole life cost and quality (fitness for purpose) to meet requirements.

- Evaluation Criteria

The councils Contract Procedure Rules mandate that for procurements where the evaluation is based on most advantageous tender, a minimum of 10% must be allocated to Environmental and Social Value in the evaluation criteria.¹

- Biodiversity: Protecting and Enhancing Natural Habitats

The Biodiversity Duty, strengthened by the Environment Act 2021, requires public authorities to actively consider how they can conserve and enhance biodiversity when carrying out their functions. This means that officers should identify any biodiversity risks or opportunities associated with the products or services being procured.

How to Evaluate Biodiversity in Procurement:

¹**Most advantageous tender** is where the evaluation criteria is based on cost and quality

When assessing a supplier's biodiversity credentials, officers can use the following prompts to guide their evaluation:

- Does the company avoid or minimise the use of products, chemicals, or materials that cause habitat destruction or degradation?
- Has the company committed to removing adverse effects on biodiversity and natural habitats, aiming for measurable, long-term biodiversity net gain?
- Does the company support and promote products, materials, or services that protect and enhance biodiversity?
- In catering contracts, does the supplier source sustainable, organic, and local food and drink, avoiding unsustainable fishing and farming practices?
- Will the procurement of this product or service impact native flora or fauna?
- Will the normal use of the product or delivery of the service release air pollutants?

- Engaging Suppliers Early:

Through early supplier engagement and market intelligence gathering, officers can identify alternative options that better support biodiversity goals. This proactive approach helps ensure that biodiversity considerations are embedded from the outset of the procurement process.

- Supporting the Local Economy

Procurement is a significant area of council spending, covering a wide range of goods, services, and works. The central Winchester economy is also very dependent on other public sector organisations with Hampshire County Council, the University of Winchester and the Royal Hampshire County Hospital all located here. Therefore, where possible, we should be providing opportunities to local businesses and third sector organisations to help foster economic growth and maximise sustainability benefits.²

Key Considerations for Officers

- **Non-advertised opportunities:**
For contracts below the advertising threshold—up to £100,000 for goods/services and up to £250,000 for works—the Contract Procedure Rules (CPRs) require that at least one invited supplier is local and/or a third sector organisation, where relevant.
- **Removing barriers for SMEs:**
Review procurement documents to ensure they are accessible and proportionate. For example:

²**Third sector organisations** are not about making profit but rather making a difference to society for example charities and community groups.

- Set insurance levels appropriate to the contract's risk
- Avoid unnecessary complexity that may deter small suppliers.
- Promoting local employment and training:
Where appropriate, include provisions in contracts that encourage suppliers to offer training and employment opportunities for local residents. You can also include this as part of the evaluation criteria.
- Dividing contracts into lots:
Consider breaking large contracts into smaller, manageable lots to enable SME participation. However, balance this with the need to maintain value for money and manage additional administrative effort.
- Engaging with local networks:
Support local suppliers by providing clear communication, advice, and guidance. You can also work with organisations like the Federation of Small Businesses or the Hampshire Chamber of Commerce to share opportunities.

For further support, contact the Council's Economy Team:

economy@winchester.gov.uk

- Living Wage

The real Living Wage is the only UK wage rate that is voluntarily paid by organisations to ensure their staff are paid a wage, which meets every day needs - like the weekly shop, or an unexpected trip to the dentist.

The council is an accredited Living Wage employer, certified by the Living Wage Foundation and this applies to both our own employees and our suppliers. The Living Wage forms part of our social value criteria and where relevant.

- (i) Existing contractors should be encouraged to apply the Living Wage Foundation rates of pay.
- (ii) New suppliers should be encouraged to pay the Living Wage Foundation rates of pay and should be required to submit a plan on how they will implement the Living Wage Foundation rates of pay should they be awarded the contracts, when bidding for contracts.

For further information on the Living Wage Foundation, please click [here](#).

- Fairtrade

Winchester has proudly held Fairtrade City status for over 15 years. Fairtrade offers an ethical alternative to conventional international trade, aiming to

support sustainable development for disadvantaged producers through better trading conditions, awareness raising, and campaigning.

Fairtrade principles include:

- No child or slave labour
- Advocacy for a Living Wage for all workers
- Promotion of ethical and sustainable production

The council supports the Fairtrade campaign and encourages suppliers to purchase Fairtrade products where feasible. Ideally, suppliers should have policies that support Equal Opportunities and the use of Fairtrade goods. If not, they should demonstrate how their practices align with these principles or how they are working towards them.

Fairtrade also promotes local, seasonal, and sustainable procurement. Where products must be imported, those bearing the Fairtrade Mark are preferred, as it is a reliable indicator of ethical and sustainable sourcing.

Important Note:

You cannot require products to carry a specific environmental certification or eco-label in your tender documents. However, you can ask suppliers to demonstrate equivalent environmental standards, provided this is done in a transparent, fair, and proportionate way. For further information about specifying sustainably sourced items please click [here](#).

- Procurement of Food

In March 2023, Winchester City Council signed the Good Food Charter. The Good Food Charter launched by The Winchester Food Partnership is asking local individuals, businesses and organisations to sign the charter and make a pledge to help realise the vision “to create a healthy and sustainable food culture for people living and working in the Winchester District, regardless of income.” The values are grouped under three themes: Good for People; Good for Business and Good for the Planet.

The council’s pledge is: “when it offers catering at events and meetings it will be on a vegetarian by default basis.” Special dietary or alternative options to be available on request.³

The council will undertake its best effort to deliver the pledge through its contracting and procurement procedures. Guildhall events where customers hire the rooms and pay for catering and catering facilities at Chesil Lodge are

³ **The Winchester Food Partnership** (WFP) was formed in 2017 when a range of stakeholders came together over the shared interest in the development of sustainable food practices across Winchester District. In 2019 the Partnership became a member of the Sustainable Food Places movement and is a supporter of its Veg Cities campaign; [Decision - Good Food Charter \(DD63\) - Winchester City Council](#)

excluded.

When procuring food, ensure that, wherever possible, food is sourced ethically and locally. If there is a requirement for non-vegetarian option(s) for the Guildhall ensure animal products meet minimum animal welfare standards including free range eggs and Red Tractor (or an equivalent farm standard) for meat, poultry, and dairy.⁴

Where possible, give preference to seasonal produce as well as food from higher environmental production schemes and which is produced with minimal negative environmental impact. Considerations should also be given to the avoidance/reduction of food waste and use of disposable packaging.

- Single Use Plastic

Single-use plastics can be described as any disposable plastic item that is designed to be used only once; they are often used in packaging, consumer products and healthcare. Examples include plastic bags, disposable utensils, beverage containers and wet wipes. It is estimated that around 50% of plastic waste we produce globally, is packaging that is used just once.

Plastic pollution is both a global and local issue that affects the natural and urban environment. The district of Winchester has some of the most beautiful countryside in Britain; enjoyment of which, is linked to people's health and well-being. Plus, it contributes to the local economy and supports a diverse range of habitats and species which are at risk due to plastic pollution. Plastic is also a major contributor to climate change, as chemicals derived from fossil fuel production are used to make almost all plastics.

Consequently, the council are committed to removing and reducing the use of single use plastic from our operations and services and all council facilities run by external providers are to have, or be working towards, a 'no single use' plastics policy.

- Sustainable Transport

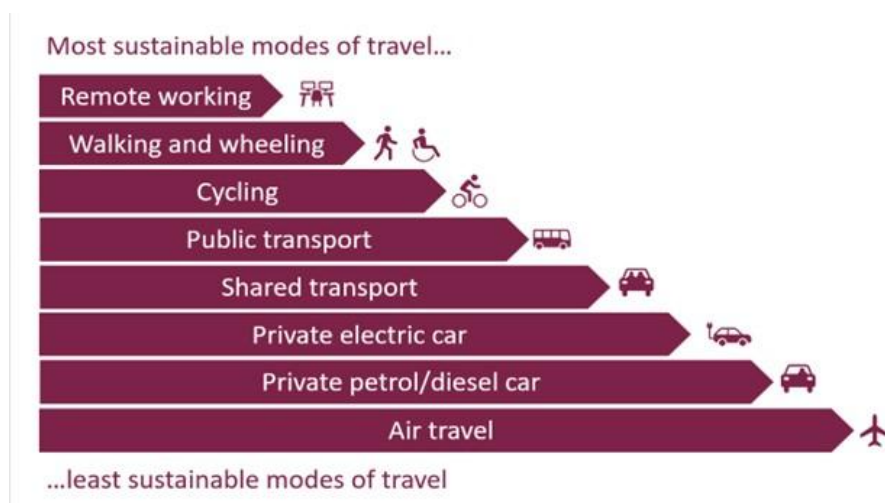
Transport choices made by suppliers—whether for commuting, deliveries, or business travel—have a direct impact on carbon emissions, air quality, and local congestion. By encouraging and evaluating sustainable transport practices during procurement, the council can reduce its Scope 3 emissions and support its commitment to a carbon neutral district by 2030.

Officers should consider how suppliers support low-carbon travel and logistics, and where appropriate, include this in tender specifications or evaluation criteria. By sustainable travel we mean walking, cycling, getting

⁴ **The Red Tractor** logo allows people to recognise food that has been produced to high standards across the whole length of the food chain: from farm to packet i.e. the supply chain is fully traceable

buses or trains and using low carbon vehicles. Businesses should consider how they can influence their staff travel choices in the following areas:

- **Commuting:** For example, by offering Cycle to Work scheme, providing charging for electric vehicles, having a staff intranet site of local travel information and staff benefits. If a company has a staff travel plan, this a good indicator that they are setting goals for reducing car use.
- **Distributing goods or transporting equipment:** For example, by switching to low carbon vehicles. For more information, including grants and suppliers/installers visit: [Office for Zero Emission Vehicles - GOV.UK](https://www.gov.uk/office-for-zero-emission-vehicles)
- **Business travel:** For example, by encouraging colleagues to use public transport or car share where possible for site visits or external meetings. The diagram below shows the business travel hierarchy and what the most sustainable modes of travel.



If an organisation would like help in reducing their transport carbon emissions, they are able to email climateemergency@winchester.gov.uk and ask to join our Workplace Travel Network.

Integrating sustainability into the procurement process

- Life Cycle of a Contract

Climate and nature emergency implications are to be considered at all stages of the procurement and contract process, from pre-market engagement with suppliers and or stakeholder consultation, drafting specifications, contracts, and contract management, not just the design of the tender selection and evaluation criteria.

- Pre-Procurement

At this stage you should question whether the purchase is essential, or could you use an existing product or service, or a more environmentally friendly product or service? Can the requirement be met by renting, sharing, or hiring rather than procuring?

- Preliminary Market Engagement ⁵

Engaging with suppliers prior to procuring allows the council to consider how it and its suppliers can improve the environmental qualities of services or products. Both of which are likely to have a positive effect on whole life costs and hence value for money.

Consider consulting with local suppliers who may have more knowledge or insights about the best way to deliver benefits for the specific community you are working with. However, you must be cautious to not over involve or enable suppliers to influence when determining the council's needs. Activities must not prejudice the equal treatment of potential suppliers or distort potential competition.

- Specification

Ensure that any environmental considerations are built into the tender specification at the earliest possible stage.

To comply with the Procurement Act 2023 and the council's Contract Procedure Rules (CPRs) the specification must:

- be applied equally to all tenderers;
- be appropriate and relevant to the product or service required;
- be a legitimate client interest;
- include sustainability requirements in the procurement documents (and reference the council's climate and nature emergency plan for context);
- not be anti-competitive or specify branded products; and
- not be non-commercial.

Consideration will need to be given to how you specify sustainability requirements, for example, to specify that timber should not come from tropical rain forests may be considered restrictive but to specify that timber 'should be supplied from sustainably managed forests' is considered to be reasonable.

When writing a specification, consideration should be given to the products or service over its lifecycle. The following list can be used to assist with

⁵**Preliminary Market Engagement** is a pre-procurement engagement activity with the market, prior to commencing a procurement process

identifying the potential sustainability impacts of the products or service you are purchasing:

1. Specify the use of sustainably sourced materials, for example those that have a Fairtrade Mark or can demonstrate similar principles.
2. In the case of biodiversity, consider its relevance to the product or service in question, as well as the relevant market. Officers should first consider whether the products or services required could be substituted before creating the specification, for example in the case of food could value for money organic or sustainably produced food be specified?
3. Suggested criteria may be found in the [Government Buying Standards](#) guidance (GBS) for IT, food, horticulture and park services, wood products for construction and furniture. It is important to establish that the market for a particular product can meet these requirements before incorporating them; if using the GBS criteria, they have been tested against market capabilities.
4. Impact of the disposal of the products at the end of their useful life.
5. Minimise energy or water consumption.
6. Decrease pollution: air, land and water pollution.
7. Decrease transport impacts.
8. Consider the use of renewable energy.
9. Decrease the use of hazardous materials, toxic chemicals, solvents and ozone depleting substances.
10. Increase use of recycled materials and materials which can easily be reused or recycled at the end of their life.
11. Identify the appropriate 'environmental' symbols.
12. To protect native plant species within a grounds maintenance service contract the following could be included:

 'All products and services procured should comply with the latest version of the Horticultural Code of Practice covering invasive non-native plants.'

 A requirement could also be placed on the contractor to include insect friendly planting or wildflower areas.
13. Consider including a paragraph such as *'all contractors and sub-contractors must operate in an ethical and environmentally sound way. As a minimum requirement the contractor must adhere rigorously to all relevant human rights, equality, labour, social values, and environmental laws. The contractor should actively promote equality and diversity and seek to support the living wage.'*

14. Other factors to consider when creating the specification are issues like location and community buy-in which may have a positive impact on the community and help regenerate a local area. Consider the needs of both the current generation but also the long-term and future needs of the community.
15. Use of technology to enhance customer interactions
16. Request if suppliers have achieved a relevant certification such as an International Organisation for Standardisation (ISO) for environmental management or have similar processes in place which demonstrate good levels of management.
17. Request traceability and accreditation certificates to demonstrate to the council genuine sustainability and low carbon credentials.

This is not an exhaustive list - it is intended to assist and guide you in identifying potential sustainability issues with your procurement. Not all will apply and there are many others that you will no doubt identify.

Evaluation and Award Criteria

The award criteria must be relevant and be proportionate to the nature and scope subject of the contract.

Where possible avoid paper within the tender and contracting processes, for example use email or the council's e-Tender software (EU Supply) when advertising the tender opportunity to avoid printing documents.

- Checking the Professional Standing of Suppliers

All Suppliers must be treated fairly and assessed using the same criteria.

Procurements (excluding Frameworks which commenced prior to 24 February 2025) which are valued above UK thresholds (currently £214,904 inc VAT for goods and services and £5,372,609 inc VAT for works) are subject to the Procurement Act 2023. The Act refers to specific circumstances where suppliers are not permitted to participate in a public procurement process. These exclusions are applied to protect the integrity, reliability, and fairness of public contracting. A supplier may be excluded if they pose risks such as:

- Failure to reliably deliver on public contracts.
- Undermining effective competition or breaching procurement rules.
- Damaging public confidence due to dishonesty or misconduct.
- Creating financial risks for the public sector.
- Threatening public safety or the environment,

The Procurement Specific Questionnaire (PSQ) is a standardised pre-qualification document introduced under the Procurement Act 2023) and is used by the council to assess whether suppliers meet the necessary legal, financial, and technical standards. The use of this form is only for procurements above UK Public Procurement thresholds.

It is good practice however, to include questions to assess a supplier's core business conduct in all procurements valued above £100,000.

- Modern Slavery Act 2015

Since 1 October 2015, a commercial organisation that carries on a business or part of a business in the UK, supply goods or services, and has an annual turnover of £36 million or more ("relevant commercial organisations") have been required under Section 54 of the Act to prepare a slavery and human trafficking statement as defined by section 54 of the Act. The Procurement Specific Questionnaire, please see the paragraph above, details a question about the Modern Slavery Act 2015 and requirements to comply.

If procuring a contract below UK Public Procurement threshold, you could ask potential suppliers to confirm they comply with the following statement:

'Confirm your organisation complies with all applicable anti-slavery and human trafficking laws, statutes, regulations and codes from time to time in force including but not limited to the Modern Slavery Act 2015 and has not within the last five years been convicted of an offence under any such laws.'

- Evaluation of Quality

Procurements where the evaluation is based on most advantageous tender, a minimum of 10% must be allocated to Environmental and Social Value in the 'quality' evaluation. Consideration should also be given to Fairtrade products or those that can demonstrate similar principles where possible.

Listed below are generic questions that could be considered for the evaluation of Environmental and Social Value factors:

- (i) Describe how the application of your own organisation's environmental policy is supportive of council climate change objectives. Where feasible provide evidence of reducing adverse impacts or made improvements for clients
- (ii) Explain how environmental impacts will be reduced in the provision of service on this contract. Your answer should include details of how you can meet the sustainability requirements included in this specification.
- (iii) Describe how your proposal supports the council's Climate Change and Nature Emergency Plans and the overall need for effective planning to

ensure sustainable developments; safeguarding of people and places; and protecting and enhancing the natural environment to create a greener district faster. Include applicable project examples.

- (iv) Please describe how you will embed sustainability into your proposal. The proposed approach to sustainability should directly link and support the council's carbon neutrality target.
Detail existing measures you have in place to reduce environmental impacts in the provision of your services. For example, minimising energy usage, reduce waste, a commitment to recycling and or a carbon reduction/neutrality plan, please provide a copy if available. Confirm if you are able to provide the council with a report of your organisations carbon emissions in the Winchester district on a mutually to be agreed frequency and include an estimated commencement date.
- (v) Provide details on how your proposed service delivery arrangements will contribute to reducing carbon emissions associated with the operation of the contract. In particular, explain how your approach goes beyond the requirements of the Specification, highlighting any innovations or unique aspects of your proposal.
- (vi) Provide details of how you will work with the wider community, towns and parishes to support the [Social Value Act 2012](#). Detailing performance targets to be used and indicative targets to be set, and how they will be reported, reviewed and updated. Provide details of how you will be supporting apprenticeships and skills development through this contract.
- (vii) Please provide details of your company's policy for proactively managing green incentives aimed at offsetting your carbon footprint, including measures to reduce carbon emissions.
- (viii) Describe how you would manage the contract to ensure it is delivering services in a sustainable and environmentally friendly manner.
- (ix) Please provide evidence of:
 - (i) Successfully reducing adverse biodiversity impacts for clients through the use of alternative products or materials in the delivery of similar services.
 - (ii) Recommendations for changes or adaptations that could reduce adverse biodiversity impacts in a cost-effective manner for this contract opportunity.
- (x) Please provide details of your future plans to demonstrate how you will contribute to promoting the Council's priorities throughout the duration of the contract.
- (xi) Explain how your company actively engages with its employees to encourage innovative suggestions to recycle, reduce or re-use green waste.

- (xii) (If procuring goods) Describe what lifecycle analysis has your company undertaken on the specific goods. If third party suppliers are used, have the lifecycle analysis of third-party suppliers been considered?
- (xiii) (If upgrading an item) Does your company provide a recycling and re-use service, thus minimising waste?
- (xiv) List examples of initiatives in place, to promote social and economic well-being, e.g. living wage and apprentice schemes, incentives for low emission vehicles either as lease cars or through mileage rates or other staff incentivisation.

- Evaluation of Cost

There is now a much wider range of environmentally friendly or 'green' products available, meaning the green option is not necessarily more expensive. When the whole life cost of a product is considered, items that appear cheaper at the point of purchase may turn out to be less cost-effective when for example running and disposal costs are taken into account.

A whole life costing exercise involves evaluating the total cost of an item, including all financial aspects related to its acquisition, operation, and disposal.

Life Cycle Stage Examples:

Life cycle Stage	Example
Initial cost	Traditional purchase price
Direct running costs	Factor in energy, water and other resources & consumables used over the lifetime of the product or service. Buying more efficient products may initially appear more expensive but this could change considerably when factoring in running costs, particularly utility costs, over the lifetime of the product.
Maintenance costs	Factor in maintenance costs over the lifetime of the product or servicing. Good maintenance may extend the life of a product.
Indirect costs	Factor in any indirect costs. For example, less energy efficient equipment will produce more heat causing air-conditioned buildings to work harder, thus increasing electricity bills.
Administration costs	Factor in admin costs and overheads from purchases requiring special handling. For example, some products or services may require specialist advice or extra time required by stakeholders to get up to speed with specialist practices.
Spending to save	Factor expected years of useful life. Buying more durable or utility efficient products may initially cost more but result in long-term savings.

Life cycle Stage	Example
	Buying products which are component based. If component based, any issues may be resolved by repairing rather than replacing the whole item.
Training costs	Factor in time, money and effort spent training staff to operate specialist products if they are not user friendly.
Cost of disposal	Factor in disposal costs. NB: Check whether there is a legal obligation for the retailer or manufacturer to take back and reuse or recycle packaging and/or products.

Contract Management

Once the contract has been awarded to the successful supplier(s), it is essential that it is actively managed to ensure that all commitments and targets outlined in the bid proposal are met. This is especially important for longer-term contracts or those classified as medium to high risk, where ongoing collaboration and performance oversight are critical.

Establishing a collaborative relationship with suppliers is key, encouraging the sharing of ideas and fostering a culture of continuous improvement.

For each contract, sustainability risks should be identified and assessed. Where ongoing management is required, specific performance management criteria—including Key Performance Indicators (KPIs)—must be developed. These KPIs should be used to monitor, measure, and improve supplier performance throughout the contract lifecycle.

Regular performance reviews against these criteria are a vital part of the contract management process. Monitoring should be systematic and documented, ensuring accountability and enabling timely interventions if targets are not being met.

Under the Procurement Act 2023, for contracts valued at £5 million or more, the council is required to:

Set at least three KPIs before entering into the contract.

Publish these KPIs in the Contract Details Notice.

Conduct annual assessments of supplier performance against these KPIs.

Publish the results in a Contract Performance Notice, using a standard rating system (e.g., Good, Approaching Target, Requires Improvement, Inadequate) to ensure consistency and transparency 1.

This legal requirement reinforces the importance of robust performance monitoring and provides a mechanism for public accountability. The council must ensure that KPI data is accurate, timely, and reflective of the supplier's actual performance.

Refer to the [Contract Management Framework](#) for guidance on the minimum key activities required, based on the risk level of your contract.

If a current contract does not include specific sustainability measures or targets, there may be scope to introduce them. However, this could require a contract variation—please contact Legal for further advice.

The overarching aim is for both parties to work together to achieve continuous improvement and mutual benefit, with sustainability and performance monitoring at the heart of the relationship.

Summary

Embedding sustainability into procurement activities supports the council's overarching priority of tackling the climate emergency. This can be achieved through a combination of stakeholder engagement, thoughtful planning and robust contract management:

- **Early Engagement:** Engage with internal stakeholders and the supply market at an early stage to identify opportunities that can shape both the procurement process and the future operation of the contract.
- **Sustainable Procurement Planning:** Evaluate the environmental implications of the goods, services, or works being procured. Ensure that sustainability requirements included in the specification and evaluation criteria are relevant, proportionate, and achievable, based on the nature, value, and risk of the contract. Consider the use of performance indicators to track delivery against these requirements.
- **Effective Contract Management:**
 - Monitor and measure supplier performance against contractual environmental commitments using clear and measurable Key Performance Indicators (KPIs).
 - Conduct regular reviews to assess progress and ensure accountability.
 - Seek opportunities for continuous improvement with suppliers throughout the contract lifecycle, encouraging innovation and collaboration.

By embedding sustainability and establishing strong monitoring mechanisms, the Council can ensure that procurement activities contribute meaningfully to its climate goals while driving long-term value and improvement.

Helpful websites include:

CIPS: [Sustainable Procurement](#)
LGA : [Sustainable Procurement toolkit](#)
UK Government: [Sustainable procurement tools](#)

Definitions

Term	Description
Aggregation	Procurement thresholds apply to the aggregate (total value) of contract requirements.
Benchmarking	A comparison of performance against other providers of similar services, particularly those recognised as adopting best practice.
Call-off Without Competition	This refers to a direct appointment under a framework agreement, where buyers have not conducted a further or mini competitive exercise.
Competitive Flexible Procedure	The competitive flexible procedure allows the council the freedom to design its own procedure. The council may choose to incorporate numerous processes into the procedure, such as negotiation, dialogue or a demonstration stage. Be mindful of proportionality and not adding any unnecessary complexities.
Contract Details Notice	A notice published on the government site Find a Tender which informs suppliers and the public that the council has entered into a contract. It provides key information about the contract that has been entered into.
Contract Documents	Documents incorporated in the enforceable agreement between the council and the contractor, including contract conditions, specification, the contractor's response including; pricing schedules, method statements and all other relevant documents expressed to

Term	Description
	be contract documents (such as relevant correspondence).
Contract Procedure Rules	Sets out the key responsibilities and actions that Council staff must follow on behalf of Winchester City Council (the Council) when undertaking procurements from identifying a requirement to contract award and contract management.
Contract Value	The total monetary value of a contract over its full duration, not just its annual value. When establishing the total contract value, all costs should be considered. For example: installation or maintenance costs that will apply throughout the contract lifetime.
Evaluation	Independent assessment by council Officers of a tender response against the set financial and qualitative criteria. Comprehensive notes should be kept, to justify each score and provide feedback to unsuccessful and successful suppliers.
Find a Tender	Central government managed website that advertises public sector procurement opportunities and publishes contract award information.
Framework Agreement	These are pre-tendered, collaborative agreements meaning a buying organisation has tendered the goods/services on behalf of a group of users. Using a framework agreement to buy goods and services can simplify the procurement process and may have the

Term	Description
	capacity to achieve savings through economies of scale.
Further Competition	Also referred to as a 'mini competition' this is an exercise to reopen competition under a framework, whereby formal bids are received and evaluated in order to appoint a successful supplier.
Key Performance Indicators – KPI's	KPIs are tools which help the council to measure the performance of suppliers against their contractual obligations. In turn they help a supplier to track their progress and improvements. KPIs are normally detailed in the service specification document and should be: smart, measurable, agreed, realistic and time related.
Lot/Lots	A contract may be split into 'lots' in order to separate the requirements, thereby providing further opportunities for smaller businesses to bid for work. A contract may be split into lots in various ways. For example; Lot 1 for the supply of goods, Lot 2 for the installation of goods, Lot 3 for the maintenance of goods. Or by location whereby Lot 1 provides services to Winchester, Lot 2 supplies Test Valley and Lot 3 supplies East Hants. *Note: When using lots the values must be aggregated to calculate the contract value. Lots cannot be used in order to split the contract value and avoid UK Public Procurement thresholds.
Moderation	A moderation meeting will be used post initial evaluation, to agree and confirm final scores.

Term	Description
Most Advantageous Tender - MAT	MAT enables the council to take account of criteria that reflect qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision.
Open Procedure	Under an open procedure anyone can submit a tender response.
Pre- Market Engagement	Pre Market Engagement is encouraged and is appropriate in instances where the council is unsure of the supply market and/or market interest in a project. Pre Market Engagement is an information gathering tool to help the council prepare for a potential procurement.
Procurement Act 2023 (PA23)	External legislation which sets out how goods services and works are procured by public bodies. The legislation applies to all procurements which commence on or after 24 February 2025.
Procurement Regulations	Public sector procurement is subject to principles of acting and be seen to act with integrity and transparency. When conducting procurements the council is required to comply with set procedures, rules and regulations. These are largely derived from: The Procurement Act 2023.
Procurement Specific Questionnaire (PSQ)	Procurements above UK threshold (for goods and services); a PSQ or similar may be utilised to complete initial assessments of prospective Suppliers before considering tenders.
Public Procurement Regulations 2015 (PCR2015)	Contracts whose procurement commenced before 24 February 2025 will continue to be regulated by the Public Contracts Regulations 2015. This includes Frameworks which commenced prior to 24 February 2025.
Public Procurement Threshold	Procurements above the UK Public Procurement threshold must be conducted in accordance with external

Term	Description
	legislation and the councils Contract Procedure Rules.
Request for Quotation - RFQ	A less formal procurement process than tenders, request for quotations are used for purchases up to a total aggregated spend of £100,000 for goods and services and £250,000 for works.
Response to Specification or Brief see also: Specification	The procurement document that sets out any specific questions or areas prospective Suppliers must respond to when submitting a response e.g. requesting Suppliers to provide a method statement and expected timetable of work.
Services Contract see also: Supply (Goods) Contract and Works Contract	A services contract is a contract between the Council and Supplier(s) for the provision of services. This may be a professional service such as: Legal services, Financial services, Training and development, Consultancy (including project management, feasibility studies) Cleaning services, Maintenance services, Catering services.
Small or Medium Enterprises - SME	Refers to small or medium enterprises (companies which employ fewer than 250 persons). The council encourages the participation of SME's by removing where feasible, barriers such as unnecessary complexities and levelling the playing field.
Social Value	Under the Public Services (Social Value) Act 2012, Local Authorities are encouraged to consider 'social values' within the procurement process. The authority may consider the benefit and improvement to the economic, social and environmental well-being of the relevant local area.

Term	Description
	For example, as part of contract, including details about: delivering skills training, apprenticeship opportunities and graduate programmes, broader community support, improved environmental outcomes and generating benefits to the local economy.
Specification see also: Response to Specification	The document sets out the councils' requirements for goods or services or works.
Supply (Goods) Contract see also: Services Contract Works Contract	By purchasing goods, the council will be entering into a 'supply contract'. This is a contract for the purchase or hire (lease or rental) of goods, and for the siting or installation of those goods. Goods are physical, tangible products purchased or manufactured on request. For example: Office supplies, Furniture, IT equipment, Vehicles, Personal Protective Equipment, Commodities.
Tender / (Invitation to Tender – ITT)	A tender is a formal competitive process whereby a buyer invites offers from suppliers to provide services / goods / works. 'ITT' refers to an Invitation to Tender.
Tender Advert	When using an open or competitive flexible procedure, tenders will be advertised via the council's electronic tendering system and the government's Find a Tender site. The advert will notify the market of the council's requirements and provide instructions as to how to view the full tender information. Any interested companies will be asked to 'express an interest' in the

Term	Description
	opportunity before being able to respond to the tender.
Tender Documents	Documents provided to prospective suppliers when they are invited to bid. The documents form the basis on which tenders are submitted, including instructions to suppliers, evaluation criteria, contracting conditions, specification, pricing schedule, form of tender and the responses from suppliers.
Works Contract see also: Services Contract Supply (Goods) Contract)	A 'works contract' is a contract for the construction or design of works. Works contracts have as their objective building or civil engineering activities.