Construction Sustainable Procurement Guidance

Construction

Introduction

This briefing guide supplements the e-learning modules and should be read in that context. The information is for guidance only and appropriate advice, including legal support, should be taken before proceeding with specific actions.

The guidance follows the format of the e-Learning modules in providing suggestions in the following areas:

- Pre-procurement – policy context
- Pre-procurement - strategy
- Specification development
- Supplier selection and award, and
- Contract management
- Summary
- Useful links

This document provides an action plan to assist procurers during the pre-procurement and procurement stages. The action boxes at the end of each section can be used to identify task relevant to a procurement stage.

The ‘Introduction to Sustainable Procurement’ e-learning module aims to help procurers understand the context and importance of embedding sustainability into public procurement. The ‘Introduction to Sustainable Procurement’ e-learning module it is available from: http://www.resourceefficientscotland.com/resource/public-sector-procurement

Complementary guidance – Procuring Resource Efficient Construction

As the e-learning modules emphasise, this guide complements Zero Waste Scotland’s guidance ‘Using the procurement process to drive resource efficient construction’. This focuses on creating a clear Policy Statement and Project Resource Efficiency Brief for the design and construction phases of a project. Further guidance is available for producing the Policy Statement, Resource Efficiency Brief, Cascading Requirements and Capturing Performance and Model Wording, which can be accessed at http://www.wrap.org.uk/content/approach-procurement-resource-efficiency . N.B. You should ensure that the guidance is relevant for the procurement you may be undertaking; for example reflecting relevance and proportionality and the use of a standardised PQQ (sPQQ).
Pre-procurement - policy

Scotland has a number of key policies and regulations that relate directly or indirectly to the procurement of construction. These include:

1. The Zero Waste Plan 2010 sets out the Scottish Government’s vision that describes a Scotland where all waste is seen as a resource; waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated. ‘Zero Waste: Safeguarding Scotland’s Resources. Blueprint for a More Resource Efficient and Circular Economy’ (http://www.scotland.gov.uk/Resource/0043/00435308.pdf) is the Scottish Government’s programme to reduce waste and create a more productive and circular economy. It forms part of the Government Zero Waste agenda previously referenced in this module and its economic strategy, while taking steps to move Scotland towards a circular economy where nothing is wasted, and reinforcing the principle that ‘Zero waste is about reinventing waste as a resource and financial asset to our economy’. In a circular economy, we keep products and materials in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate new products and materials at the end of each service life. The blueprint includes Action 9: ‘Harnessing public procurement to stimulate innovation’. This commitment to a circular economy was reinforced by Scotland becoming the first nation to join the Ellen MacArthur Foundation Circular Economy 100 network.

Applying circular economy principles to construction (for example through recycled content, reuse, design for deconstruction as well as potentially innovative solutions, which may involve new business models) requires early consideration of opportunities, costs and engagement.
2. The **Low Carbon Economic Strategy 2010**, which is an integral part of the Government’s Economic Strategy to secure sustainable economic growth. It is a key component of the broader approach to meet Scotland’s Climate Change targets and secure the transition to a low carbon economy in Scotland. The Climate Change Act targets are to reduce emissions by 40% by 2020, and by 80% by 2050. The **Climate Change (Scotland) Act (2009)** imposes a duty on public sector bodies to deliver services in a manner which contributes to national emissions reduction targets.

3. The **Government Economic Strategy 2007** includes a priority to develop a supportive business environment, to promote competition and to create the best possible environment for businesses, entrepreneurship and innovation to flourish. This is important to help build the solid infrastructure, skills and competitive base which is an essential element of the Economic Recovery Plan published in February 2012. This will be supported by providing a framework that encourages the growth and development of Small and Medium sized Enterprises (SMEs).

4. The **Scottish Government Carbon Management Plan 2009** seeks to reduce environmental impact and by March 2020 to reduce CO₂ emissions caused by energy use in buildings by 30%, to reduce waste arisings by 25% and to reduce the average water consumption in key buildings to 5.5m³ per person.

5. A **Low Carbon Scottish Building Standards Strategy for Scotland 2013 Update ‘Sullivan Report 2013 Update’**: This provides recommendations for setting future energy demands for new buildings, as further progress is made towards ‘nearly zero energy’ and very low carbon buildings.

6. **Review of Procurement in Construction 2013**: This review (published in October 2013) considered how public bodies involved in construction-related procurement can adopt practices which are streamlined and lead to improvements in efficiency, delivery, sustainability and value for money. An early recommendation was made that the use of project bank which are ring-fenced accounts from which payments can be made directly and simultaneously by a client to the main contractor and members of the supply chain, removing the scope for delays in payment from the main contractor’s bank account. Prompt payment induces cashflow and enables spending opportunities that themselves create economic activity and imbue the broader economy with greater resilience.

7. The **Procurement Reform (Scotland) Bill** (due to be enacted in Summer 2014) will require public sector procurers to have a Corporate Procurement Strategy and there will be a Sustainable Procurement Duty to consider relevant environmental and socio-economic criteria. The revised **EU Procurement Directive** will also reinforce the need to consider such issues and encourage innovation through a partnership approach with the market. Public sector procurers will need to be clear how their procurement of construction products and services will contribute to **National Outcomes**, as set out in the **National Performance Framework**.

(http://www.scotland.gov.uk/Resource/0038/00387872.pdf)

There is also a range of legislation that supports the above policy aims, some of which is highlighted in the modules.

**Environmental and socio-economic objectives**

Scottish public sector organisations can contribute significantly to these national and sector specific policy areas by adopting a sustainable approach to the procurement of construction products and services. Key environmental impacts within this category include:

- The choice of products used and their origin, including hazardous materials.
- The efficient use of resources, including energy and water.
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- The generation and management of construction waste, including reuse where practicable.
- Carbon emissions arising from use of energy and fuel.
- Potential impacts on biodiversity and heritage as a result of construction activity.

In addition, according to the subject matter of the contract there may be a range of potential socio-economic risks and opportunities which may include:

- education and skills (e.g. apprenticeships, other training),
- employment,
- economic regeneration,
- health and wellbeing,
- community impacts and opportunities,
- enabling SMEs and third sector to compete and be involved in the construction supply chain,
- equalities,
- security and crime and
- fair and ethical trade.

These environmental and socio-economic risks and opportunities are aligned to Scotland’s National Outcomes, and should be reflected in organisational procurement objectives, where relevant. Public sector procurers will need to consider how national and organisational priorities are clearly articulated in their organisation’s policies and strategies to ensure that the sustainable procurement of construction products and services addresses both their internal policy aims and supports wider national ambitions.

The nature and subject matter of a construction framework or contract will determine which of these are relevant and proportionate.

Prioritising construction categories

The Scottish Government aims to increase sustainable economic growth - through legislation, policies actions and decisions on architecture & place making, Scottish Building Standards and planning. Scotland’s new architecture and place policy statement, “Creating Places”, was launched on June 2013. Scotland’s new policy statement on architecture and place sets out the comprehensive value good design can deliver.

Architecture + Design Scotland’s (A+DS) Sust. programme aims to raise public awareness of sustainable design and the contribution it can make to delivering a sustainable future. It is dedicated to sustainable design in architecture and the built environment. The programme aims to raise public awareness of sustainable design and the contribution it can make in delivering a sustainable future by improving the understanding of sustainable design for those commissioning new buildings. It is currently expanding its resources development of a physical Materials Library to complement its online Green Directory. http://www.ads.org.uk/sust/about.

It is inevitable that environmental and socio-economic risks and opportunities will vary according to the construction procurement categories (e.g. maintenance, products, demolition, construction services etc). It is recommended that public sector organisations undertake the prioritisation methodology (Sustainable Public Procurement Prioritisation Methodology – SPPPT), which is a risk and opportunity based approach to help public sector procuring organisations prioritise categories to deliver sustainable outcomes. As the e-learning modules highlight construction is a high level category with the highest combination of spend, risk and opportunity, scope to do more and influence over the market, varying
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within construction sub-categories. The SPPPT will help procurers and others understand where priorities from a sustainability perspective lie and help inform category strategies. ([http://www.scotland.gov.uk/Topics/Government/Procurement/policy/corporate-responsibility/CSR/Marrakech/Prioritisation](http://www.scotland.gov.uk/Topics/Government/Procurement/policy/corporate-responsibility/CSR/Marrakech/Prioritisation))

**Action points:**

**Pre-procurement - strategy**

The market for construction products and services is diverse. Suppliers range from local SMEs, including specialist operators, to multi-national contract suppliers.

It is important to keep abreast of the supplier market and of new developments in relation to construction. Where construction service procurements are not a regular undertaking then a market intelligence gathering exercise should be undertaken before any procurement is started, this should include identifying and engaging with potential suppliers and relevant trade and sector bodies.

The contribution that **effective supplier and stakeholder engagement** can make to successful procurement should not be underestimated, not least in helping to ensure competition. It must, however, be conducted in an open and transparent manner. Once the procurement begins all informal conversations with potential suppliers must stop.

In addition to consideration of relevant national policy and legislation, the organisation’s own **policy objectives** will need to be considered as of course will constraining factors including budgets. The procuring organisation should look to identify risks and opportunities (in relation to service and organisational priorities) across the lifespan of the contract. It is imperative that the appropriate skills and knowledge are accessed to inform the risk assessment process. This will both help to ensure that all relevant issues are accounted for and better enable informed discussion about how best to reconcile any competing objectives that may be identified.

Thinking through the **whole life impacts and costs** of the products or services will help shape the procurement option that best meets the requirements and reduces sustainability risks. These options may include procuring a service rather than a product, hire or lease of equipment, closed loop systems and end of life options.

An important consideration will be the extent to which the supplier market may currently be able to respond to buyer requirements and the opportunities for improvement. The extent to which suppliers may be prepared to adapt their offer is likely to be determined by the **level of influence** exercised by the procuring organisation. Buyer influence may well be greater if the procurement is undertaken collaboratively and this option should also be considered, either through the use of existing framework arrangements or through a specific collaborative procurement exercise.

Early engagement on sustainability both with relevant internal staff and the supplier market will help to ensure that risks e.g. non-compliance with new legislation, are averted and that opportunities to secure organisational benefits e.g. reduced energy costs and carbon emissions, targeted recruitment and
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training can be planned for and integrated into the procurement process. Engagement with suppliers will help to ensure that buyer requirements are feasible and also helps to provide an early alert to the market place of your intentions.

Action points:

Pre-contract Notification in OJEU

If suppliers are put on notice in the OJEU¹ (the OJEU notice gives details on information that must be submitted by the supplier or on how to receive the necessary documentation to express an interest in being invited to tender) advertisement they will be alerted to look at the contract performance requirements and take an early view on whether they can satisfy the requirements. Below is an example of wording that can be used for this purpose:

‘In all of our development work, our aim is to minimise any adverse impacts that construction has on the environment and society. We seek this through the design process, material selection, construction techniques, and operational methods. All organisations appointed to work on our behalf are required to work in accordance with these principles. Specific information on our sustainability policy is set out in [insert reference to the relevant document on this topic], to which all consultants and contractors appointed on our projects are expected to conform.’

It is also good practice to notify suppliers early in the process of particular conditions of the contract and as such this should also be included in the Contract Notice rather than just in the specification. You should be clear what, clearly described, sustainable outcomes are being sought, in accordance with your organisational objectives – e.g. low carbon, zero waste, closed loop, community benefits etc. For example this text may help address outcomes sought or technical requirements:

(A summary of the Zero Waste Plan targets is provided at:
http://www.scotland.gov.uk/Publications/2010/06/08092645/6)

‘This development should support Scotland’s relevant National Outcomes and our objectives to deliver low carbon developments and sustainable communities. Suppliers will be required to minimise carbon emissions arising from the project development, where practicable, and to agree relevant KPIs with the contracting authority.’

‘Timber must be purchased in accordance with UK timber procurement policy. Only timber and timber products originating either from independently verified legal and sustainable sources or from a licensed Forest Law Enforcement Governance and Trade (FLEGT) partner can be purchased.’

Others may include:

¹ http://www.ojeu.eu/
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‘A requirement of this contract is that a minimum of 25% of total material value derives from reused and recycled content.’

‘Our design and construction project teams will be required to:

- implement Site Waste Management Plans throughout the design and construction period that comply with regulatory requirements (where applicable) and include in such Plans project-specific targets for waste recovery and reused and recycled content (below) and for waste reduction;
- measure and report progress against the corporate KPIs for the quantity of waste produced and the quantity of waste sent to landfill (measured in tonnes per £100k construction value);
- recover at least [70% is ZWS’s suggested target] of construction materials, and aim to exceed [80% is ZWS’s suggested target];
- recover at least [80% is ZWS’s suggested target] of demolition, strip-out and excavation materials (where applicable), and aim to exceed [90% is ZWS’s suggested target]; and
- ensure that at least [15% is ZWS’s suggested target] of total material value derives from reused and recycled content in new construction, select the top opportunities to exceed this figure without increasing the cost of materials, and report actual performance.’

‘This project must achieve our minimum design requirements for carbon emissions of:

- an EPC rating of [x] for regulated emissions;
- a predicted DEC (Display Energy Certificate) rating of [y] for regulated and unregulated emissions;
- annual carbon emissions of not more than [z] kg CO2e per [occupant/visitor/Gross Internal Floor Area]’

‘For embodied carbon, identify the [5-10] most significant and cost-effective opportunities to reduce the embodied carbon emissions associated with the project (e.g. through leaner design, designing out waste, reusing materials, and selecting materials with lower embodied carbon over the project lifecycle), quantify the savings made through individual design changes, and report actions and outcomes.’

‘All supply-chain opportunities, including those at the tender stage, are to be advertised on [e.g. Authority website] and reasonable consideration to be given to firms registered with [website].’

This condition will obviously place an onus not only on the supplier but also on the contracting authority to return the construction to the supplier at end of life for reuse/recycling and obtain evidence from the supplier that this condition has been met.

The project brief should follow on from what has been mentioned in the OJEU notice, clearly articulating your expectations for sustainability performance on the project. ZWS’s procurement guidance provides detailed information and template wording on what to include within the project brief but, in essence, it should highlight:

‘You will need to meet our targets for sustainability at project level, and our headline requirements for action planning, measurement and reporting.’

If you want the whole life cost of the asset to be considered, this should be clearly specified in the brief, for example:

‘We are interested in the life cycle cost of the asset and require a life cycle costing exercise to be undertaken specific to this project in accordance with PD 156865:2008.’

The project sustainability targets should be clearly listed, and articulated, and may consider:

- lifecycle costs
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- carbon (operational and potentially also embodied)
- materials (including recycled content and sustainably sourced materials)
- waste reduction
- end of life potential (including reusability and recyclability)
- water efficiency in use and in construction
- inclusion, SMEs, third sector
- Health and wellbeing
- Skills and training
- Sustainable communities

Action points:

Specification Development

Sustainable construction requirements need to be incorporated into the specification and must be relevant to the particular procurement.

Setting relevant specifications will be dependent on the type of product or service being procured. It may be appropriate and sufficient to apply the relevant Scottish Building Standards Bronze, Silver and Gold Scheme to the construction project or relevant products.

Evidence will be required from the supplier of how they will manage the key issues within the contract, such as (but not necessarily restricted to) - how the supplier through its working procedures will manage waste, carbon and training and in turn (if relevant to the contract) how these issues will be managed across their supply chain.

Scottish Building Standards require that every building must be designed and constructed and a statement of the level of sustainability achieved displayed within the facilities as follows:

(a) domestic:
(b) non-domestic:

The purpose of the Quality Protocol is to provide a uniform control process for producers from which they can reasonably state and demonstrate that their product has been fully recovered and is no longer a waste. It also provides purchasers with a quality-managed product to common aggregate standards increasing confidence in performance. Furthermore the framework created by the Protocol provides a clear audit trail for those responsible for ensuring compliance with Waste Management legislation.

WRAP (Waste and Resources Action Programme has developed guidance for Scotland, ‘Quality protocol for the production of aggregates from inert waste in Scotland’), in consultation with stakeholders across
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the aggregates supply chain. This formalises quality control procedures for the production of aggregates from recovered inert waste and has two main purposes:

i. To assist in identifying the point at which the inert waste used to produce recovered aggregates has been fully recovered, ceases to be a waste and becomes a product. (Further information on the definition of waste and recovery is given section 2 below.)

ii. To give adequate assurance that recovered aggregate products conform to standards common to both recovered and primary aggregates.

http://www2.wrap.org.uk/downloads/Quality_Protocol_Scotland.213c84df.1543.pdf

‘The incorporation of recycled and secondary aggregates into the permanent works on this project is encouraged. Recycled and secondary aggregates are permissible provided they meet the relevant performance requirements of this Specification and are produced in accordance with the Aggregates Protocol.’

These requirements can be used as part of a performance based specification to achieve the desired results without specifying precisely the products to be used. This allows the supplier to identify and offer products that you may be unaware of but that efficiently meet your needs.

If sustainability is a core requirement and forms a key element of the subject matter of the contract, you may highlight this through the wording of the contract title, for example ‘Sustainable Construction Services’.

Action points:

Supplier Selection and Award Criteria

These are some suggested selection and award criteria that can be used within a Pre-Qualification Questionnaire (PQQ) or specification.

PQQ is a term used to describe the process under EU legislation used by public sector buyers to ascertain the suitability, capacity and capability of prospective suppliers. This is a necessary process to ensure that public money is spent with lawful, capable and stable suppliers. Buyers will use a PQQ to assess the resources and capability of suppliers who express interest in a contract opportunity. A PQQ should be proportionate to the value of the purchase, its sensitivity, estimated risks, and the complexity of the requirement.

To reduce the burden of the PQQ process on both suppliers and buyers, the Scottish public sector have worked together and as a result of listening to these concerns, Scottish Procurement have introduced a sPQQ, which is now available for use on the PCS-Tender system. This includes a standardised question set for use by all public sector buyers, and will allow suppliers to answer these questions once, and store those answers online. http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/standardformsanddocs/sPQQsuppliersguide
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Public Contracts Scotland (PCS) - Tender provides buyers and suppliers with the means to conduct procurement exercises electronically. The system allows buyers to securely publish tender documents (and receive responses from suppliers), to conduct on-line tender evaluations, and mount electronic reverse auctions. The Procurement Journey has been embedded into the buyer’s view of the system to promote best practice in the managing of procurements. Additionally, the system provides buying organisations with contract and supplier management functionality.

PCS – Tender is intended to be used by all public bodies for their Route 2 and Route 3 procurements. The system is closely linked with Public Contracts Scotland (PCS), allowing suppliers to navigate from a contract notice placed on PCS, to collect the electronic tender documents within PCS – Tender.

An implementation programme, involving the adoption of the system by individual public bodies and the training of each organisation’s professional procurement officers – is being conducted by the Scottish Procurement in conjunction with the sectoral Centres of Expertise. Procurement Managers should contact their Centre of Expertise to discuss their organisation’s readiness to implement PCS - Tender.

No special action is required by suppliers. On navigating from a PCS contract notice, suppliers can simply register on PCS - Tender to obtain the tender documents.

This aims to simplify, reduce duplication and inconsistency as well as transparency. However, it is important to ensure that the supplier selection process adequately determines capability and capacity of potential suppliers, given the subject matter of the contract. It may therefore be appropriate to supplement the sPQQ with additional questions.

It needs to be emphasised that they must be both proportionate and relevant and there must be a clear methodology to evaluate responses.

The following questions might be included:

- Ask about the contractor’s approach to environmental sustainability, requesting they provide details of any specific steps taken in the design and manufacture of products to reduce any detrimental environmental impacts. When used as part of the Selection stage, remember to state what your ‘minimum’ requirements are and the standard they relate to where relevant. This is particularly relevant if you are permitting ‘Variant’ bids as part of the procurement exercise. A ‘variant’ bid is one which is different from that specifically requested by the contracting authority in the tender documents. Examples of variant bids are those proposing different pricing structures, or new and innovative ways of delivering service.

- Specify in the selection criteria that contractors who have environmental good practice systems should meet ISO 14001, or EMAS, or equivalent as part of their business practices. Buyers must identify the elements of these options and decide what is relevant to their organisation and the particular procurement. It is then essential that contractors are notified of which elements they will be evaluated on. This will provide good evidence of their professional and technical ability – particularly where ‘sustainability’ is a desired outcome. N.B. Remember to ensure that a supplier selection requirement that specifies an Environmental Management System or other voluntary standard accepts an equivalent, and ensure that it is relevant and proportionate to the subject matter of the contract.

As an example to incorporate within your documents for a service contract you could include:

‘Please provide a copy of your Environmental Policy and highlight how it relates to the values and objectives of this organisation.’
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Policy enclosed and highlighted  □
No policy available  □

As this is written it relates to the supplier’s capability and is therefore a selection criterion, but it could be worded to relate to the particular services being procured if used within the tender e.g.:

‘Please provide a copy of your Environmental Policy and highlight how it relates to the services which are the subject of this tender.’
Policy enclosed and highlighted  □
No policy available  □

When selecting contractors it is essential to assess the technical capabilities which will be required for the products or services you are procuring to meet your needs. This is useful from both the buyers’ and suppliers’ perspective as suppliers who can’t meet the requirements will be eliminated and it will send out a clear message of the buyers’ commitment to sustainability.

In order to assess the technical ability of a supplier to meet the requirements as part of the selection stage the buyer may also wish to include:

‘Does the company have the relevant specialist abilities and facilities to ensure that the minimum environmental outcomes required for this project [as outlined in the brief] can be achieved?’

This requirement, when included within the supplier selection process will ensure the capability already exists and that any partner organisations or sub-contractual arrangement are established.

If the procurer’s market testing prior to beginning this procurement has suggested that contractors may not yet be able to meet this requirement then the question could be asked within the specification as to how they will establish the operational requirements and evaluated as part of the tender.

The majority of social requirements are possibly best included within the tender evaluation by means of a method statement, for example:

‘Bidders are required to submit a Targeted Recruitment and Training Method Statement with each valid tender, using the pro-forma (schedule x), setting out how the following outcomes will be achieved [in a way which is cost neutral to the authority].’

Outcomes may include new entrant trainees:

‘A minimum of [ ] person-weeks of employment to be provided for a new entrant trainee recruited from a source agreed by the Authority, for each £1m in contract value.

or recruitment:

‘Every vacancy on site, including those with sub-contractors, is to be notified to agencies named by the Authority, and candidates identified by these agencies are to have an equal opportunity in the selection process.’

As questions within the tender the following could be included:

‘What arrangements will you make to provide mentoring and support for trainees and work placements to ensure maximum retention and achievement of industry accreditation?’

Finally, it is important to bear in mind that particularly in service contracts, social considerations may be applicable in terms of the third sector, social enterprises, skills, employment and training together
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with options to reserve contracts for supported businesses where appropriate. This is likely to be as part of the sourcing requirement or at the end of life stage for re-use, remanufacture or recycling.

Any required benefits must be tangible and measureable.

Action points:

Contract Management

Ongoing improvement throughout the contract can be achieved by building requirements into the contract and managing the contract appropriately once awarded. This approach is particularly useful where markets are developing quickly and the full performance requirement is not available to the buyer at the time of the procurement, thereby allowing the desired performance to be met over the term of the contract.

For example:

‘The contractor hereby agrees to increase the rate of diversion from landfill by [x]% year on year over the [x] years of the contract.’

and / or

‘The supplier hereby agrees to increase the recycled and or re-used content by X% after 12 months and by a further Y% after 24 months.’

It is important to note that the performance improvements required should be realistic and achievable.

The benefits of the contractual requirement must be quantifiable and measureable; otherwise there is a risk that enforcement may be impossible.

The buyer must also consider whether this requirement is core to the contract or a secondary issue, as any remedy for breach of this clause may be difficult to quantify and therefore a pre-agreed service credit or maintenance rebate would enable recompense for non-performance as termination of the contract would not be an option.

Efficient contract management not only ensures that the contract is performed according to the detailed requirements but also allows for continual improvement over the life of the contract, through relationship management, ongoing stakeholder engagement and providing a focus for innovation.

Monitoring the contract will be essential to ensure that the service quality, cost and sustainability objectives are achieved and that this can be evidenced.

Action points:
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Summary

Embedding sustainability into procurement is easily achieved as long as requirements of an individual procurement reflect the objectives of the organisation as set out in relevant policies and/or strategies as is currently required in latest version of the Procurement Reform Bill.

Supplier engagement is essential to allow the market to understand and prepare for developing requirements and this must be undertaken before the procurement process begins.

Many sustainability benefits can be achieved through the effective evaluation and selection of a ‘sustainable’ supplier and further requirements will be detailed in the specification and evaluated as part of the tender process. This must also include any ‘end of life’ requirements.

It is also essential that a weighted scoring mechanism is designed reflecting the criteria to evaluate the responses against and that this is shared with potential suppliers as part of the tender documentation.

Ongoing improvement and innovation can be built into the management of the contract to further develop the products and services required by the contracting organisation. Also do not forget that at the point of potential award there is always scope to reach a voluntary agreement with the supplier that they will work with you to deliver identified (and agreed) sustainable outcomes that can then be captured as a contract commitment.

Capturing the outcomes from the delivery of contracts will be an essential process to not just determine whether contract requirements are being met and opportunities for further improvement are possible, but also to highlight whether the procuring organisation’s sustainable outcomes are being achieved and their contribution to National Outcomes.

Useful links and references used in e-Learning modules

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<td>Architecture + Design Scotland’s (A+DS) Sust. Programme</td>
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<td>Constructing Excellence KPI Zone</td>
<td>The KPIzone suite of products provide organisations of any size and from all sectors of the construction industry with an easy way of measuring and benchmarking performance against national data.</td>
<td><a href="http://www.ccinw.com/kpizone/Home/index.php">http://www.ccinw.com/kpizone/Home/index.php</a></td>
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| Marrakech Task Force on Sustainable Public Procurement | UNEP Sustainable Public Procurement Task Force | [http://esa.un.org/marrakechprocess/tfsuspubproc_s.html](http://esa.un.org/marrakechprocess/tfsuspubproc_s.html) |
| National Performance Framework | Scotland’s National Outcomes and Indicators | [http://www.scotland.gov.uk/About/Performance/scotPerforms/NPChanges](http://www.scotland.gov.uk/About/Performance/scotPerforms/NPChanges) |
| PAS 91 | Standard pre-qualification questionnaire for the construction industry | [https://www.pas91construction.co.uk/](https://www.pas91construction.co.uk/) |
| Procurement Reform (Scotland) Bill | Procurement Reform (Scotland) Bill and Act, when enacted - Corporate Procurement Strategy, Sustainable Procurement Duty requirements | [http://www.scotland.gov.uk/Topics/Government/Procurement/policy/ProcurementReform](http://www.scotland.gov.uk/Topics/Government/Procurement/policy/ProcurementReform) |
| Procuring Resource Efficient Construction | To see an example of a Policy Statement setting out organisational resource efficient construction objectives | [http://www.zerowastescotland.org.uk/content/procuring-resource-efficient-construction-policy-statement](http://www.zerowastescotland.org.uk/content/procuring-resource-efficient-construction-policy-statement) |
| Resource Efficient Construction | Resource Efficient Construction advice and tools | [http://www.zerowastescotland.org.uk/content/resource-efficient-construction](http://www.zerowastescotland.org.uk/content/resource-efficient-construction) |
| Resource Management Planning | To assist with recording resource efficiency | [http://www.zerowastescotland.org.uk/content/resource-management-planning](http://www.zerowastescotland.org.uk/content/resource-management-planning) |
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| Scotland’s new architecture and place policy statement | Architecture and place policy | [http://www.scotland.gov.uk/Publications/2013/06/9811](http://www.scotland.gov.uk/Publications/2013/06/9811) |
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<td><strong>Scottish Government Architecture and Place-making</strong></td>
<td>Architecture and Place making detail</td>
<td><a href="http://www.scotland.gov.uk/Topics/Built-Environment/AandP">http://www.scotland.gov.uk/Topics/Built-Environment/AandP</a></td>
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<tr>
<td><strong>South Glasgow Hospital</strong></td>
<td>Greater Glasgow and Clyde NHS and Brookfield Multiplex: Designing out Waste Tool and Community Benefits</td>
<td><a href="http://www.scotland.gov.uk/Topics/Government/Procurement/casestudies/NHSGlasClydeBrookfield">http://www.scotland.gov.uk/Topics/Government/Procurement/casestudies/NHSGlasClydeBrookfield</a></td>
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<tr>
<td><strong>Scottish Government Standardised PQQ</strong></td>
<td>Standard PQQ</td>
<td><a href="http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/standardformsanddocs/sPQQsuppliersguide">http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/standardformsanddocs/sPQQsuppliersguide</a></td>
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<tr>
<td><strong>Sustainable Public Procurement</strong></td>
<td>A collection of sustainable procurement case studies</td>
<td><a href="http://www.zerowastescotland.org.uk/content/cons-logistics-directory">http://www.zerowastescotland.org.uk/content/cons-logistics-directory</a></td>
</tr>
<tr>
<td><strong>Sustainable Public Procurement Prioritisation Tool</strong></td>
<td>Prioritisation of categories/commodities according to risks and opportunities/spend/scope and influence</td>
<td><a href="http://www.scotland.gov.uk/Topics/Government/Procurement/policy/corporate-responsibility/CSR/Marrakech/Prioritisation">http://www.scotland.gov.uk/Topics/Government/Procurement/policy/corporate-responsibility/CSR/Marrakech/Prioritisation</a></td>
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<td><strong>Sustainable Procurement of FM Services – Maintenance and Refurbishment – Waste Management – Catering and Food Services</strong></td>
<td>e-learning modules to embed sustainable procurement requirements and practices</td>
<td><a href="http://www.resourceefficientscotland.com/search/sustainable%20procurement">http://www.resourceefficientscotland.com/search/sustainable%20procurement</a></td>
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<tr>
<td><strong>The Scottish Model of Procurement</strong></td>
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<td><a href="http://www.scotland.gov.uk/Topics/Government/Procurement/about/spd-aims">http://www.scotland.gov.uk/Topics/Government/Procurement/about/spd-aims</a></td>
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<tr>
<td><strong>ZWS Recycled Content</strong></td>
<td>Information on how you can include more recycled content in your construction products and how to ask for products with high recycled content</td>
<td><a href="http://www.zerowastescotland.org.uk/content/recycled-content-0">http://www.zerowastescotland.org.uk/content/recycled-content-0</a></td>
</tr>
<tr>
<td><strong>Zero Waste Scotland</strong></td>
<td>ZWS Design for Deconstruction</td>
<td><a href="http://www.zerowastescotland.org.uk/content/design-deconstruction-and-flexibility">http://www.zerowastescotland.org.uk/content/design-deconstruction-and-flexibility</a></td>
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### Construction Sustainable Procurement Guidance

| ZWS Water Efficiency | Procuring for water efficiency - guidance document | [http://www.ZWS.org.uk/content/asking-water-efficient-buildings-through-good-procurement-practice](http://www.ZWS.org.uk/content/asking-water-efficient-buildings-through-good-procurement-practice) |

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