



homes | care | support

## APPENDIX 1

### Procurement of Works, Services and Supply Policy

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<b>Date Revision Complete</b>	January 2017
<b>Policy Owner</b>	Strategic Development Director
<b>Author</b>	Property Investment Manager
<b>Reason for Revision</b>	To ensure Blackwood is compliant with changes to relevant legislation and incorporates sustainability and circular economy (CE) thinking into its procurement systems to achieve better environmental outcomes as well as Value for Money.
<b>Data Protection</b>	Compliant
<b>Proof Read</b>	Yes
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<b>Audience – Training and Awareness Method</b>	Publication of policy and workshop for relevant employees / budget holders.
<b>Effective Date</b>	TBC

<b>Internal References</b>	
<b>External References</b>	Listed within the policy
<b>Comments</b>	

## Procurement of Works, Services and Supply Policy

### 1. Introduction

- 1.1 The purpose of this Procurement Policy is to summarise the key principles underpinning Blackwood's approach to procurement and its relationship with the supply market. It aims to provide guidance to assist Blackwood to ensure its purchasing activities are carried out in an environmentally and ethically responsible manner. Furthermore, it seeks to support markets for sustainable products and circular economy business models, ensuring these have the support to be developed above and beyond those more harmful to the environment.
- 1.2 This sustainable procurement policy will govern the procurement of all works, services and supplies across Blackwood.
- 1.3 The policy describes how we will endeavor to purchase, or 'procure', the works, services and supplies required by Blackwood to take into account the social, economic, and environmental impacts that such purchasing has whilst still achieving Value for Money.
- 1.4 The term 'sustainable procurement' as used in this policy covers the process of purchasing the full range of goods, works and services required by Blackwood (ranging from small items to building contracts of significant value) to ensure that Blackwood's resources are used appropriately, achieves Value for Money whilst at the same time helping to bring about environmental and social benefits locally and globally.
- 1.5 All monetary values identified in this policy document are inclusive of VAT.

### 2. Principles, Aims and Objectives

- 2.1 Blackwood's Procurement Policy is underpinned by the following principles, aims and objectives:
  - We aim to improve the economic, social and environmental impact that our purchasing has on people and communities whilst still achieving value for money in the procurement of goods, works and

services. This will be achieved by balancing the three requirements of cost, quality and sustainability.

- We will focus particularly on the design, quality, appearance and sustainability of our homes and their environments recognising that it is critical to our business that our customers are proud of where they live.
- 2.2 In order to ensure probity, quality, suitability, good design, sustainability, innovation & value for money<sup>1</sup> we will select contractors, consultants and suppliers that are able to demonstrate they have the suitable skills, expertise, experience and resources to undertake the required works, services or supply and, wherever possible, due consideration will be given to their environmental/sustainability credentials and community benefits<sup>2</sup> alongside those of their products and services.
  - 2.3 All procurement will meet current legislative, regulatory and good practice requirements and in particular the Procurement Reform (Scotland) Act 2014<sup>3</sup> and the guidance set out in The Procurement Journey<sup>4</sup>.
  - 2.4 All procurement will be fair, transparent, open and accountable.
  - 2.5 Blackwood's Equalities and Diversity policy will apply to the procurement of goods, works and services.
  - 2.6 Budgets will be set ahead of each financial year and the value of all procurement will, where possible, be identified within these budgets.
  - 2.7 Authority to procure works, goods and services in line with supporting procedures must be in place prior to procurement being undertaken. All procurement must be in accordance with Blackwood's Financial Standing Orders.
  - 2.8 Customers will be involved in the procurement process where it is applicable and practicable.

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<sup>1</sup> Value for Money (VfM) is defined in the Scottish Public Finance Manual as "the optimum combination of whole life cost and quality to meet the end user's requirement". See <http://www.gov.scot/Publications/2008/02/12145623/2>

<sup>2</sup> 'Community Benefits' in this context are contractual requirements which deliver a wider social benefit in addition to the core purpose of the contract. In particular, requirements in relation to targeted training and employment outcomes. See Section 3.1.8 and also: <http://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/CSR/SSPAP/ComBen>

<sup>3</sup> [www.legislation.gov.uk/asp/2014/12](http://www.legislation.gov.uk/asp/2014/12)

<sup>4</sup> [www.procurementjourney.scot/node/423/](http://www.procurementjourney.scot/node/423/)

- 2.9 To evidence transparency in its procurement activities, Blackwood will publish a register of procurement activity over the value of £5,000 on its website.
- 2.10 Where Blackwood anticipates undertaking regulated procurement activities to the total value of £5,000,000 or greater in the forthcoming financial year, then a procurement strategy will be published.
- 2.11 The procurement strategy provides a strategic focus for its procurement activity, and will set the context for delivering value for money and how we will consider the social, economic and environmental aspects as required by the Sustainable Procurement Duty.
- 2.12 Where Blackwood has been required to publish a procurement strategy, it will also publish a follow up procurement report. The report's aims will be to aid visibility of procurement activity, will convey how we are meeting legislative requirements, and outline how our procurement activity is helping to deliver our broader aims and objectives.

### **3. Sustainable Procurement and the Circular Economy**

- 3.1 Blackwood is committed to the principles of sustainable development. In making procurement decisions we will seek to ensure that our decisions have a positive environmental impact, and make a positive social and economic contribution to local communities. We therefore seek to:
- Manage stock effectively to provide clarity on who orders what, on what systems, what is held in stock, how long it lasts and whether anything has been reused etc.
  - Consider whether planned procurements are essential, whether the required function be delivered in an alternative, more efficient, manner or whether products/equipment can be re-used, repaired or remanufactured.
- 3.2 Promote procurement which supports competitive local business and industry, small and medium sized enterprises, third sector organisations and local communities by providing jobs including apprenticeship schemes by encouraging our partners, suppliers and sub-contractors to comply with this policy as part of the Pre-Qualification Questionnaire stage where possible. Where the evaluation criteria are comparable, Blackwood will consider the following:
- The creation of local employment opportunities.
  - Increased availability of local servicing support.

- Increased convenience with communications with the supplier for contract management.
  - Economic growth within the local area.
  - Benefit to Blackwood of associated local commercial transaction.
  - The short and long term impact of the procurement on local business.
- 3.3 We will seek to purchase products and services, where possible, from companies and organisations with environmental management systems (such as ISO 14001<sup>5</sup> or the Eco-Management and Audit Scheme (EMAS)<sup>6</sup>) which assures purchasers that they are operating to control their environmental impacts.
- 3.4 We will regularly review our usage and quantities purchased, and seek to reduce our environmental impact where we can.
- 3.5 Further guidance on Sustainable Procurement and the Circular Economy is available at Appendix A.

#### **4 Ethical Procurement**

- 4.1 Blackwood is aware that a host of procurement decisions have ethical (or social sustainability) implications and we take our responsibilities, and those of our suppliers, seriously.
- 4.2 In our dealings with suppliers, we will therefore:
- Treat suppliers fairly and equally at all times and act impartially and objectively and with integrity, honesty and transparency throughout the procurement process and subsequent contract delivery. Blackwood staff will declare any interest they may have relating to any procurement they are involved in.
  - Discourage the arbitrary or unfair use of purchasing power or influence and/or corrupt practices.
  - Ensure that suppliers understand and agree to our payment terms and ensure that valid supplier invoices are paid in accordance with the agreed terms. Blackwood staff will ensure that our business processes enable payments to be made promptly.

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<sup>5</sup> <http://www.iso.org/iso/iso14000>

<sup>6</sup> [http://ec.europa.eu/environment/emas/index\\_en.htm](http://ec.europa.eu/environment/emas/index_en.htm)

- Promote skills training, apprenticeship opportunities and graduate programmes among our suppliers to help tackle youth and graduate unemployment.
- Provide guidance, outside the formal procurement process, to suppliers who genuinely seek to promote and implement the standards into their own business processes and down their supply chains, where relevant and appropriate to do so.
- Manage all relationships with suppliers, regardless of duration or scale of contract, in an appropriate and professional manner.
- Continue to improve the way in which suppliers are appointed and supply chains managed, audited and reported on.
- Monitor progress in implementing the policy and annually report on performance to stakeholders (see Section 7).
- Address breaches by suppliers of the sustainable procurement policy.

4.3 In our procurements, we will seek to ensure goods and services are sourced ethically and bought from supply sources which maintain ethical standards throughout their supply chains by undertaking the following:

- Encourage suppliers to offer solutions for delivering ethical requirements innovatively and cost effectively.
- Encourage all suppliers and contractors to regularly assess their own supply chains to ensure that the following activities do not take place in the supply or manufacture of any products that Blackwood use:
- All suppliers and contractors to comply with relevant laws of the country (or countries) in which they operate.
- All suppliers and contractors are to comply with relevant labour legislations wherever they operate and support worker welfare issues such as forced labour, freedom of association, health and safety, child labour, wages, treatment of workers (e.g. intimidation), working hours and discrimination.
- All suppliers and contractors protect the confidentiality of Blackwood's staff and customers.
- Where applicable, suppliers and contractors will supply goods that are fairly traded.

- We will cease trading with suppliers showing persistent disregard for important elements of environmental/sustainable, social and ethical performance.
- All suppliers and contractors demonstrate a continuous improvement approach to the sourcing and supply of products and services to Blackwood.

4.4 We will exclude from procurements or cease trading with any supplier that:

- Is in a state of bankruptcy insolvency compulsory winding up, administration, receivership, composition with creditors or any analogous state, or subject to relevant proceedings.
- Has been convicted of a criminal offence related to business or professional conduct.
- Has committed an act of grave misconduct in the course of business.
- Is not in possession of a licence or not a member of the appropriate organisation where the law of that Country requires it or is not registered on the professional or trade register of the relevant Country in which established.

## **5 Value for Money**

5.1 Blackwood will seek to ensure that Value for Money is achieved through its procurement by the following methods:

- Competitive quotations and tenders will be sought in line with the financial limits set out in Appendix B.
- Contracts will be developed with clear conditions which build in penalties for non-compliance with both contractual obligations and, where applicable, Blackwood's Service Standards and its regulatory/statutory obligations.
- All contracts where possible will have a partnership approach adopted. Where possible longer contracts than one year may be negotiated to facilitate this.

5.2 Monitoring of performance and quality will be linked to contract management within teams and quality control procedures and practices. At least every 18 months, an audit will be carried out on the effectiveness of the policy and procedures, either by Blackwood's Internal Auditor or by the Business Improvement Team.

- 5.3 Where a formal tender process is required, where possible, a matrix will be developed which scores price, quality and other relevant factors as may be appropriate (such as sustainability, community benefit, design and appearance etc.).
- 5.4 Where possible, Blackwood will specify in advance products that meet our customer's priorities to our main contractors and develop relationships with the suppliers.
- 5.5 Where a clear benefit is identifiable, Blackwood will seek to procure in partnership with other Registered Social Landlord (RSL) providers, care providers, charitable organisations and private sector partners however this benefit must be clearly demonstrated at the outset of the process.
- 5.6 Blackwood will consider varying types of procurement such as partnering arrangements, frameworks agreements, average order value, supply only, turnkey etc. to ensure it has a flexible approach to procurement activities. Blackwood will also consider alternative contracting and circular economy business models that improve sustainability e.g. via re-use, repair or remanufacturing.
- 5.7 Blackwood will, where appropriate, establish and negotiate works, services or supplies with an individual specialist supplier where it can be shown that the procurement is of a specialist or unique nature. For example, this could involve negotiating in a partnership arrangement for works, services, or supplies where there is a high degree of innovation involved, or where the works, service or supply is new to the market and to procure traditionally would not be possible due to limited supplier availability.
- 5.8 Blackwood will, where appropriate, procure works, services, or supplies through a nationally recognised framework agreement, either by direct call-off or through mini-competition. Frameworks will include, but not be limited to, the Scottish Procurement Alliance and Procurement for Housing.
- 5.9 Any works, services or supplies procured through a framework should adhere to the overall principle of the Sustainable Procurement Policy.

## **6 Design and Innovation**

- 6.1 Blackwood recognises that the maintenance, improvement and development of homes (including its Care facilities) forms the largest part of its procurement activities.
- 6.2 Critical to this is the understanding that Blackwood's customers should be proud of the appearance of their home and surrounding environment as well as satisfied with the quality of work and products. This should be extended, wherever possible, to a sense of pride in the sustainability credentials of the materials and methods used.

6.3 In addition to this, Blackwood recognises that a number of its customers have a disability and innovative design can make a significant impact upon their living experience and quality of life.

6.4 In order to deliver this, Blackwood will seek to ensure the following:

- Design and innovation are included in the scoring matrix when analysing a tender relating to the installation of a product, or works carried out, to our homes.
- Where possible, choice of product, colour, design, sustainability credentials etc. will form part of our customer consultation process in planned, adaptations, development and cyclical works.
- Blackwood will, in advance, specify products for adaptations that we know deliver quality at an appearance that is stylish.
- Blackwood will work with manufacturers of products, through Blackwood Foundation, to play a role in the development and design of components. Where possible these components will meet the circular economic and sustainability principles outlined in Section 3. Blackwood will actively seek to be “early adopters” where it will benefit our customers.

## **7 Monitoring, Evaluation and Reporting**

7.1 There are three aspects to monitoring, evaluation and reporting: Procurement Monitoring and Evaluation; Contract Monitoring and Evaluation; and Ethical Monitoring and Evaluation. All these are important aspects of sustainable procurement. The benefits are:

- Ensures that the service expectations are being met or exceeded.
- Secures further savings through cost reductions, efficiency or process improvement, better demand management or an improvement via in-service delivery.
- Secures other non-cashable benefits such as improved quality, sustainability, and local economic and health outcomes.
- Monitor and reduce supply chain, supplier or contract risk and the costs associated with the materialisation of a risk or event.
- Ensures goods, works and services are procured in line with the sustainability and ethical requirements of the policy

- Ensures environmental, social and ethical (as well as financial) outcomes and benefits are identified and reported.
- 7.2 Monitoring, evaluation and reporting will be carried out either by Blackwood staff or independently by an outside organisation, or a combination of both. (for example specialist monitoring staff or by an independent auditing organisation e.g. accountancy, consultancy or certification firms, NGOs or others involved in, for example, supply chain product stewardship schemes (e.g. Forest Stewardship Council).
- 7.3 Reports will be submitted to the Executive Management Team and progress assessed against a number of criteria, including:
- The number of hours of sustainable procurement training provided to relevant Blackwood staff.
  - The number/percentage of Blackwood staff that are aware of the Sustainable Procurement Policy.
  - The number/value/percentage of contract awards that include specific sustainability requirements.
  - Value for money derived through sustainable procurement.
  - The amount (e.g. number of items) and value (£) of goods, works and services procured and subsequently managed sustainably (e.g. reused, refurbished etc.).
  - Other relevant impacts and benefits resulting from sustainable procurement practices.

## **8 Financial Control**

- 8.1 Blackwood recognises that procurement is a valuable tool in ensuring effective financial control in an organisation.
- 8.2 Blackwood takes a risk based approach to procurement and this is reflected in organisational and operational risk registers.
- 8.3 Financial control levels for procurement are detailed in Appendix A and have been based upon organisational experience, peer/sector benchmarking, regulatory/legislative guidance and internal risk controls.
- 8.4 In order to ensure accountability, clarity and consistency, all procurement will be processed through one of Blackwood's purchase ordering systems.

- 8.5 To ensure accountability and clarity the Procurement Register will be completed by the appropriate budget holder and held centrally for all procurement where the value is higher than £5,000.

A register of regulated procurement activity will be held in a publically accessible location, e.g. via the PCS website, with a link available via Blackwood's website.

- 8.6 All procurement must be taken in line with Blackwood's Policy - Financial Standing Orders and the authorisation levels set out in Appendix 1 of that document.
- 8.7 Where procurement is over £20,000 a formal tender process should be carried out in accordance with Appendix B – "Tendering and Quotations Procedures" except in the case of consultancy services where an existing relationship is in place that provides specific expertise or when an agreed framework is in place. In the case of appointment of consultants, a day rate must be negotiated and approved annually by the Executive Management Team.
- 8.8 Where procurement is over £20,000 and it is not possible to formally tender or use a framework agreement as a result of timescales or emergency, a Value for Money approach to the project must be demonstrated and agreed by EMT prior to proceeding.

## **9 Policy Monitoring and Review**

- 9.1 The Chief Executive is responsible for ensuring that this policy, and the policies and procedures which support it, are followed by all staff involved in the procurement process.
- 9.2 Each member of the Senior Management Team is responsible for ensuring that their employees implement this policy and the relevant procedures relating to their team, when procuring goods and services.
- 9.3 All Individual Budget holders are responsible for complying with this policy and the relevant procedures.
- 9.4 This policy will be reviewed every three years or earlier if required.

## APPENDIX A

### Guidance on Sustainability and Circular Economy principles

#### 1. Procurement Reform (Scotland) Act 2014.

1.1. The Procurement Reform (Scotland) Act 2014 has a specific Sustainable Procurement Duty which states a contracting authority has a duty before carrying out a regulated procurement, to consider how in conducting the procurement process it can:

- Improve the economic, social, and environmental wellbeing of the authority's area (e.g. reducing inequality),
- facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and
- promote innovation, and
- act with a view to securing such improvements identified

1.2 The Scottish Government has developed a series of tools to help organisations implement and comply with the Sustainable Procurement Duty. These can be found at:

[www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/ScottishProcess/SustainableProcurementTools](http://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/ScottishProcess/SustainableProcurementTools)

#### 2. Sustainable Procurement

2.1. Where practicable, Blackwood will maximise material resource efficiency by using recycled and recyclable, reused and reusable, reclaimed and renewable/ sustainable materials and products wherever possible, for example:

- Purchase of repaired/refurbished/reusable/re-used products for use within a domestic or workplace setting (e.g. furniture, appliances, IT, for Social Welfare fund or similar, or offices).
- Purchase of refurbished technical products/equipment (e.g. cleaning equipment, machine tools, hand tools etc.).
- Purchasing or leasing remanufactured product/equipment instead of new (e.g. vehicles, technical equipment).
- Purchasing products/ equipment specified to incorporate re-usable design features and for easy upgrade (e.g. IT equipment and furniture).

- Purchasing products/ equipment specified to incorporate durability and/or repair to prevent unnecessary purchase (e.g. IT and furniture).
- Purchasing products/ equipment specified to incorporate easy disassembly, component upgrade or replacement, repair as well as recycling (e.g. IT and furniture).
- Purchase of repair or maintenance services for day to day or high cost equipment (e.g. catering equipment, machine tools, vehicles and office furniture).
- Purchasing equipment on a leased basis with maintenance, repair, re-use, remanufacturing included as a circular model (e.g. vehicles and furniture).
- Purchasing a managed equipment service or similar with maintenance, repair, re-use, remanufacturing included as a circular economy model (e.g. carpet tiles, flooring, technical equipment, furniture and catering equipment).
- Purchase services which incorporate use of equipment or materials capable of re-use, repair, remanufacturing (e.g. Facilities Management (FM) contracts and Construction).
- Purchase void clearance service, where re-use could be maximized (e.g. domestic goods - furniture and white goods).
- Purchase energy/fuel efficient products where financially viable.
- Purchase materials and products that demonstrably do not cause any injury or harm to any stakeholder (such as high VOC paint etc.).
- Purchase products and services which have substantiated and independently verifiable environmental and sustainability claims where possible (e.g. EC eco labelling scheme<sup>7</sup>) and to avoid products and services with unsubstantiated claims (Defra's green claims guidance (2011)<sup>8</sup> provides advice to business for clear, accurate, relevant and substantiated environmental claims on products, services or in marketing and advertising).
- Purchase products, where possible and applicable, that meet standards which address sustainability, environmental or circular economic outcomes.

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<sup>7</sup> <http://ec.europa.eu/environment/ecolabel/>

<sup>8</sup> [www.gov.uk/environmental-claims-and-labels-guidance-for-businesses](http://www.gov.uk/environmental-claims-and-labels-guidance-for-businesses)

3. List of relevant standards that apply to purchasing for sustainability, environmental or circular economic outcomes:

Standard	Description
<b>Revolve</b> <sup>9</sup>	The Scottish re-use quality standard, managed by Zero Waste Scotland, focusing on domestic goods, including white goods and which includes 43 criteria focusing on customer service, retail, continuous business improvement, quality systems and processes, legal compliance, personnel and health and safety and preparation for re-use specifications.
<b>Furniture Reuse Network (FRN)</b> <sup>10</sup>	The Approved Re-use Centre certification, available to member organisations and dedicated to products such as furniture and electricals.
<b>BS8887-220:2010</b> <sup>11</sup>	Design for Manufacture, assembly, disassembly and end of life processing. Specification. BS 8887-220 specifies requirements for the process of remanufacture. It lists the steps required to change a used product into an as-new product, with at least equivalent performance and warranty of a comparable new replacement product. This remanufacturing process can include parts or components to be used in subsequent assembly.
<b>PAS 141</b> <sup>12</sup>	This is a process management specification for the re-use of used and waste electrical and electronic equipment (UEEE and WEEE). It set out to improve the standards for the re-use and refurbishment of electrical and electronic equipment that has reached the end of its first useful life in the UK; and address the demand from consumers for assurance that the used electrical products they buy are electrically safe to use and functionally fit for purpose.
<b>Government Buying Standards (GBS)</b> <sup>13</sup>	Managed and developed by Defra, these are a set of sustainable specifications that have been market tested in the UK. The 'Mandatory' level must be used by Scottish Government core family, while underlying criteria are

<sup>9</sup> **Revolve:** <http://www.revolvere-use.com/>

<sup>10</sup> **FRN, Approved Re-use Centre:** <http://www.frn.org.uk/approved-re-use.html>

<sup>11</sup> **BS8887-220:2010:** <http://shop.bsigroup.com/en/ProductDetail/?pid=000000000030205839>

<sup>12</sup> **PAS141:** <http://www.wrap.org.uk/content/pas-141-re-use-standard>

<sup>13</sup> **GBS:** <https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

Standard	Description
	recommended for review by the rest of the public sector.
<b>European Green Public Procurement (GPP)</b> <sup>14</sup>	The European Green Public Procurement criteria provide sustainability specifications for a range of commonly procured goods and services, together with case studies. Increasingly GBS and GPP are aligned.
<b>PAS 3100:2014</b> <sup>15</sup>	PAS 3100:2014 specifies requirements for a process control system which will ensure that remanufactured automotive parts match the standard of the original parts and sets out the content of the required warranty.
<b>BS EN 13429:2004</b> <sup>16</sup>	BS EN 13429:2004 provides a framework within which this and four other standards (BS EN 13427, BS EN 13430, BS EN 13431, and BS EN 13432) may be used together to support a claim that packaging is in compliance with the essential requirements for it to be placed on the market as required by the Directive. The purpose of packaging is the containment, protection, handling, delivery and presentation of products. Reuse of used packaging is one of several recovery options within the overall life cycle of packaging. In order to save resources and minimize waste, the whole system in which the packaging takes part should be optimized. This includes prevention as well as re-use and recovery of packaging waste.
<b>Cradle to Cradle design (C2C)</b> <sup>17</sup>	Cradle to Cradle design principles provide a positive agenda for continuous innovation around the economic, environmental, and social issues of human design and use of products and services. Specifically, the purpose of the product certification programme is to improve the way we make, use, and re-use things, recognizing their biological and technical aspects, with a goal to leave a beneficial footprint for human society and the environment.
<b>IEEE Standard for Environmental</b>	A clear and consistent set of environmental performance criteria for the design of imaging equipment products is established, providing

<sup>14</sup> **GPP:** [http://ec.europa.eu/environment/gpp/eu\\_gpp\\_criteria\\_en.htm](http://ec.europa.eu/environment/gpp/eu_gpp_criteria_en.htm)

<sup>15</sup> **PAS3100:2014:** <http://shop.bsigroup.com/ProductDetail/?pid=00000000030288696>

<sup>16</sup> **BS EN 13429:2004:** <http://shop.bsigroup.com/en/ProductDetail/?pid=00000000030094797>

<sup>17</sup> **C2C Cradle to Cradle Product Standard:**

[http://www.c2ccertified.org/images/uploads/C2CCertified\\_V3\\_Overview\\_121113.pdf](http://www.c2ccertified.org/images/uploads/C2CCertified_V3_Overview_121113.pdf)

Standard	Description
<b>Assessment of Imaging Equipment</b> <sup>18</sup>	an opportunity to secure market recognition for efforts to reduce the environmental impact of electronic products
<b>UKCRA</b> <sup>19</sup>	Trade association to encourage procurers to use remanufactured UKCRA cartridges.
<b>EPEAT</b> <sup>20</sup>	EPEAT is a standard that includes a range of environmental and social procurement criteria. US based, it applies to electronic products with standards varying according to location but includes some focus on end of life management.
<b>WRAP Waste Quality Protocol</b> <sup>21</sup>	This is a quality protocol which clearly sets out the steps that must be taken for the waste to become a non-waste product or material that can be either re-used by business or industry, or supplied into other markets, enabling recovered products to be used without the need for waste regulation controls. For example PAS107 now deals with the production and use of tyre derived materials <sup>22</sup> .
<b>The European Ecolabel</b> <sup>23</sup>	This applies to a range of products within Europe and helps procurers identify products and services that have a reduced environmental impact throughout their life cycle, from the extraction of raw material through to production, use and disposal.

<sup>18</sup> **IEEE Standard for Environmental Assessment of Imaging Equipment:**

<https://standards.ieee.org/findstds/standard/1680.2-2012.html>

<sup>19</sup> **UK Cartridge Remanufacturers Association:** <http://ukcra.com/>

<sup>20</sup> **EPEAT:** <http://www.epeat.net/>

<sup>21</sup> **Waste Quality Protocols:** <http://www.wrap.org.uk/content/quality-protocols>

<sup>22</sup> **Tyre Derived Rubber Materials:** <http://tyrerecovery.org.uk/specification/pas-107/>

<sup>23</sup> **The EU EcoLabel:** <http://ec.europa.eu/environment/ecolabel/>

## APPENDIX B

### Financial Limits for Quotations and Tenders

The following financial limits will apply in determining whether quotations or tenders are required for works and/or services costing, inclusive of VAT (excluding framework direct call-offs and specialist partner negotiation):

Value	Minimum number of quotations/ tenders.	PCS advertisement	Appropriate regulation
<b>Works, Services, or Supply &lt;£1,000</b>	Order from nominated supplier.	Not applicable	BHC Procurement Policy
<b>Works, Services, or Supply £1,000 to £5,000</b>	One quotation from nominated supplier.	Not applicable	BHC Procurement Policy
<b>Works, Services, or Supply £5,000 to £10,000</b>	Two quotations	Quick quote	BHC Procurement Policy
<b>Works, Services, or Supply £10,000 to £20,000</b>	Three quotations	Quick quote	BHC Procurement Policy
<b>Works £20,000 to £50,000</b>	Three tenders	Quick quote	BHC Procurement Policy
<b>Works £50,000 to £2,000,000</b>	Three tenders	Full notice	BHC Procurement Policy
<b>Services or Supply £20,000 to £106,047</b>  <b>Works £2,000,000 to £4,104,394</b>	Three tenders	Full notice	Procurement (Scotland) Regulations 2016
<b>Services or Supply £106,047</b>  <b>Works &gt;£4,104,394</b>	Three tenders	Full notice	Public Contracts (Scotland) Regulations 2015