

# Sustainable Procurement Strategy 2025–2029





## Foreword by Cllr De Ryk

It is clear that growth is the key to unlocking the country's prosperity. Growth is also a vital component to any future increase in funding for Local Government. But growth isn't always about more spending, sometimes, importantly, it's about spending in a different way.

Sarah Champion's 'Buy British' Private Members' Bill passed its second reading in the Commons in March 2024. It's a deceptively simple bill; just a couple of brief paragraphs to amend the Public Services (Social Value) Act 2012, and the Social Value Act 2023 to compel more transparency about where UK plc buys its goods and services. The impact could be huge. When we measure, track and monitor where money is spent then we have a chance at understanding the wider impact of every public pound. If we are clever, we can make every purchase do double-duty.

Where government buys the things we need, matters. This is because investment in contracts and businesses directly impacts the communities where they are based. The scale of spending any government needs to do has the potential to have a deep impact on British communities.

Our economy is stagnant, we need inward investment, and it's been calculated that small and medium sized businesses in the UK are missing out on around £30 billion-worth of public contracts. SMEs are rooted in their communities and that is £30 billion that could be going into British neighbourhoods across the country every year.

Securing good contracts for local businesses is a win-win game for local and national government. It means employment for workers at decent rates and with good employment standards. Locally produced goods and workers help contribute to lower carbon emissions and local spending keeps other local businesses going, creates stronger economies and more resilient communities.

This is exemplified in Lewisham. With budgets shrinking by over 60% over 10 years, we have had to develop new ways to support the communities in our care and our local spend has been a key part of our response. In a 2023 survey by Tussel and

LocalGov on regional spend, Lewisham Council came top in the Local Government Procurement Index for the whole of the UK. Our spend within Lewisham and the wider London region was 83% of our £300m total.

Even as one of London's less wealthy boroughs, that shows we are making a significant contribution back into the London economy.

Lewisham has a high proportion of micro-businesses (94.3%) and we have the second largest SME business base in the capital. In partnership with other public sector organisations in the borough, we have been working for a number of years to upskill and diversify our local contract pool. We hold 'Meet the Buyer' events, break down contracts to make them accessible for smaller businesses and make sure they are the first people we talk to when we go out to the market. Our most effective rule is to include at least one local supplier for all tenders below £50,000. In 2023 we spent £74m on local contracts, creating 824 jobs for local residents and £18m in wages for local people. 99% of those jobs are at or above London Living Wage.

Lewisham continues to invest in its communities to make every pound work twice. This strategy sets out our ambition and intention to continue to ensure that our procurement of goods, works and services for the Council will not only be compliant and deliver value for money, but importantly work to improve the lives of our residents and increase opportunities for our businesses. It will ensure that it does so in a way that is ethically and environmentally responsible. Quietly and patiently, we are using procurement to make a difference.

## Introduction

This strategy outlines the objectives for the Council's procurement activities from April 2025 to March 2029, focusing on compliant and sustainable procurement practices that leverage our commercial expenditure to secure value for money whilst delivering environmental, health, and social benefits within our communities.

The London Borough of Lewisham is home to over 300,000 residents across approximately 130,000 households. With a youthful demographic, 70% of our population is of working age, and 23.5% are aged 0-19 and our community is vibrant and diverse, comprising 48.3% from ethnic minority backgrounds. There are nearly 10,000 registered businesses in Lewisham, contributing to our local economy. Lewisham has one of the highest representations of micro-businesses in London, with higher-than-average survival rates among new businesses.

Our borough enjoys some of the highest proportion of independent high street businesses, and a business community as diverse as our residents. In 2024, Lewisham Council's gross revenue expenditure budget was over £1.4 billion, with around £500 million allocated to contracts for works, services, and supplies, meaning that the impact of its procurement is significant.

Our strategic vision for both procurement generally, and social value in particular, revolves around four of the seven themes from the Council's Corporate Strategy 2022-2026:

- **Cleaner and Greener**
- **A Strong Local Economy**
- **Children and Young People**
- **Health and Wellbeing**

One of the overarching principles of public procurement is the delivery of value for money for the Council. Local Government continues to face funding and budgetary pressures, thus whilst the strategy is ambitious, its primary duty will be to secure value for money and economy, efficiency and effectiveness. This will mean that services will need to be innovative in their procurement approach and seek to secure savings wherever possible.

Lewisham Council operates a devolved Procurement Team, allowing us to collaborate closely with colleagues across the organisation. We are dedicated to training and supporting staff to enhance their procurement capabilities, ensuring effective project delivery. We prioritise timely procurement projects that comply with

national legislation, our own procurement regulations, emphasise quality suppliers, and focus on delivering value for money throughout the contract lifecycle.

In recent years, there has been a notable increase in resident interest in and understanding of public procurement. The comprehensive and transparent nature of this strategy is designed to illustrate our team's commitment to sustainable and community-oriented procurement, one that is responsive to change, inclusive, and establishes and maintains effective contract management systems. The Council publishes its annual social value report so residents can understand the tangible benefits delivered via the Council's procurement activity.

Our development of five key themes has been through consideration of the corporate priorities of the Council and the needs of our community's residents and businesses.

These are:

1. **The Future of Procurement**
2. **Organisational Approach to Contract Management**
3. **Cost of Living Pressures**
4. **Ethical Supply Chain Management**
5. **Tackling the Climate Emergency**

The Sustainable Procurement Strategy 2025 –2029 is being released in advance of the Council bringing forward its new Corporate Strategy in 2026. In addition to this, government is consulting on significant reforms to local government funding and devolution, both of which may fundamentally change how the Council receives funding from central government from 2026/27 onwards.

Therefore, this strategy may be revised to better reflect either changing corporate priorities or to reflect changes in the Council's approach to service delivery as needed.

## Theme One: The Future of Procurement

The future of procurement in Lewisham Council will be guided by a commitment to transparency, accountability, and social responsibility, with a focus on supporting the local economy and promoting sustainable practices. In January 2024, The NHS Provider Selection Regime (PSR) replaced all other processes in England for healthcare service procurement by relevant authorities. It aims to ensure that procurement processes are transparent, competitive, and focused on selecting the most suitable providers who can deliver the best outcomes for the community. By

aligning and complying with the PSR, Lewisham prioritises fairness and value for money while fostering innovation and addressing local needs.

In February 2025, the government implemented significant reforms to public procurement, encapsulated in the Public Procurement Act 2023. This legislation consolidates existing procurement regulations into a more streamlined and coherent framework. Key features of the Act include:

- **simplification of procurement processes:** the Act introduces three primary procurement procedures, making it easier for councils to engage with suppliers and ensuring a more efficient process
- **enhanced transparency and accountability:** there is a stronger emphasis on transparency in procurement, requiring public bodies to provide clear justifications for their procurement decisions
- **focus on value for money and social value:** the Act mandates that public procurement not only deliver economic value but also contribute to social and environmental outcomes, aligning with our objectives to deliver sustainable practices

As we implement this strategy, we must remain adaptable to the evolving legislative landscape while ensuring compliance with the principles established in the Public Procurement Act 2023. A National Procurement Policy Statement (“NPPS”) has been published under section 13 of that Act and the Council must have regard to this statement in the exercise of its procurement functions. The Council’s Sustainable Procurement Strategy should reflect the principles of the NPPS.

The government’s NPPS emphasises strategic priorities that Councils must consider in their procurement activities. These priorities will guide our approach as we address pressing local needs. Notably, the statement highlights the importance of:

- **delivering community benefits:** ensuring that procurement activities support local economies and contribute to social value
- **promoting innovation:** encouraging suppliers to propose innovative solutions that address community challenges
- **environmental sustainability:** integrating environmental considerations into procurement decisions to tackle climate change and promote sustainability

The NPPS also sets out four key priorities to which the Council must have regard in its procurement decisions, including:

- delivering value for money
- driving economic growth

- securing social and economic value
- ensuring commercial capability and standards to procure and manage contracts

## Collaborative and integrated approach

The importance of collaboration within the Council will be paramount as we implement this strategy. Our team will work closely with various departments to ensure that our procurement activities align with the overall goals of the Council, emphasising:

- **cross-departmental collaboration:** working together to leverage expertise and resources across the council to enhance procurement outcomes
- **streamlining processes:** eliminating redundancy and optimising procurement processes to improve efficiency and effectiveness
- **enhancing value for money:** continuously assessing procurement practices to ensure that they deliver the best possible outcomes for our residents
- **co-production with service users:** working with service users in specification design and tender evaluations to achieve an excellent service quality

## Crisis preparedness and resilience

Our learning from the pandemic is that it is crucial for Lewisham Council to establish robust mechanisms for crisis management in procurement. Our crisis procurement risk register and action plan will equip us to respond swiftly and effectively to future emergencies while maintaining compliance with legal requirements. Our focus will include:

- **identifying risks:** Proactively assessing potential risks in our supply chains and procurement processes. Monitoring areas such as modern slavery, carbon reduction and ethical procurement. This will be in addition to ensuring that wider geopolitical and economic risks that may destabilise our supply chain, such as increased energy costs, are also understood.
- **establishing protocols:** Creating clear protocols for rapid procurement in crisis situations, ensuring that we can secure necessary goods and services without compromising standards.

## Commitment to supporting the Council's Digital Strategy

As we advance our procurement strategy, we will prioritise the use of digital means to improve engagement with suppliers and streamline our procurement processes.

This will involve:

- **facilitating online engagement:** encouraging greater participation from local suppliers and residents through digital channels, ensuring that procurement processes are accessible and inclusive
- **supporting innovation:** promoting the use of innovative technologies in procurement to improve efficiency and responsiveness

The future of procurement at Lewisham Council will be shaped by our commitment to sustainability, community engagement, and adherence to new legislative frameworks. By aligning our practices with the Public Procurement Act and the National Procurement Policy Statement, we will ensure that our procurement strategy not only meets the immediate needs of our residents but also contributes to the long-term sustainability and resilience of our Borough.

## Deliverables

- We will continue to update our procurement templates for each key stage in our procurement process to prevent duplication and to ensure compliance with procurement legislation.
- We will review and update our Contract Procedure Rules and refresh our procurement thresholds.
- All procurers and contract managers across the Council are encouraged to complete the new Procurement Act Knowledge drops training by the end of year one.
- The Procurement team will support the delivery of the Council's Digital Strategy.
- We will, in the first year of this strategy, update Lewisham's procurement risk register and action plan to ensure that our Borough is best placed to respond to any future crises, including risk of international conflict in our supply chain. This will be updated throughout the lifetime of the strategy.

## Theme Two: Organisational Approach to Contract Management

Contract Management is the proactive monitoring, control and management of all activities necessary to ensure suppliers adhere to their contractual obligations whilst

delivering the goods, works and / or services required in accordance with the specification and contract terms. It is essential to good service management and delivery, whilst providing value for money, managing exposure to risk and implementing continuous improvements over the lifecycle of Lewisham's contracts.

Lewisham wants to make sure that its commercial arrangements and awarded contracts are fit for purpose, offer excellent value, and grow the 'Lewisham Pound' to ensure our procurement expenditure provides the best possible social value for our residents and businesses.

## Key principles of effective contract management

Our contract management framework is built on the principles of **efficiency, effectiveness and economy** which are underpinned by four key actions:

1. **Communication:** Establishing strong lines of communication with suppliers is vital. This seeks to ensure that each supplier's contributions align with Lewisham's corporate strategy and actively engage with a diverse range of stakeholders. This partnership approach aims to create added value through regular and effective interactions between Lewisham and our suppliers.
2. **Prioritisation:** To minimise risks and maximise positive outcomes, we developed a Contract Management Framework that enables the appropriate prioritisation of resources. This framework focuses on managing contracts based on their complexity and associated risks, ensuring that our efforts are concentrated where they can have the most significant impact.
3. **Measuring:** Consistent measurement of contract performance is essential for understanding how well we are achieving intended outcomes. The Public Procurement Act 2023 sets out requirements on contracts valued above £5m, whereby we must set at least 3 Key Performance Indicators (KPIs), which must be published in the contract details notice. We will implement KPIs that provide actionable insights into supplier performance and benefit realisation for residents. This approach will facilitate informed decision-making and continuous improvement.
4. **Reporting:** We will standardise reporting practices to ensure that contract management activities are documented consistently. This will enable transparent reporting, facilitating timely and accurate information sharing that drives strategic interactions with suppliers and informs ongoing contract management processes.

## Contract monitoring

The quarterly contract management dashboard forms an integral part of the Council's regular performance monitoring and reporting. Ensuring that we can track and monitor contract performance to support the effective delivery of council services in an open and transparent manner to Lewisham residents and communities.

### Financial monitoring and vetting

An integral part of our contract management framework is the thorough financial vetting of potential suppliers and continuous financial monitoring of current suppliers to minimise risk of supplier failure and service delivery disruption for residents.

### Compliance reporting

Every year, the Procurement team continues its efforts to ensure that all contracted suppliers maintain critical compliance standards through the annual Supplier Compliance Questionnaire, which covers vital areas such as health and safety, safeguarding, insurances, equalities, modern slavery, and the payment of the London Living Wage.

### Deliverables

- In the second year of this strategy, the procurement team will look to streamline the method of collection for contract management quarterly reporting.

## Theme Three: Cost of Living Pressures

Continued cost of living pressures are one of the most pressing issues faced by residents in Lewisham and across the UK. With historically high inflation only just stabilising back to more long term expected levels, persistently high energy costs and wage inflation not always keeping up with cost inflation, many families are struggling to make ends meet. As the cost of living continues to rise, the Council has responded with a variety of measures to support its community, though the challenges remain substantial.

Lewisham is a borough that encompasses a wide range of socioeconomic backgrounds. However, it is also the 63rd most deprived Local Authority in England and within the 20% most deprived Local Authorities in the country. The cost

of living pressures has exacerbated existing inequalities, placing additional strain on low-income households, working families, and pensioners. This situation has led to an increase in food bank usage, reliance on emergency financial support, and growing anxiety about how to manage household budgets.

## Food justice

In line with Lewisham's Food Justice Action Plan, we are working to ensure everyone in Lewisham has access to food that is nutritious, sustainable, culturally appropriate and affordable for Lewisham's staff and residents. Food that is procured for Lewisham's residents and staff should reflect our approach to food justice and where possible to be procured using independent local businesses. Information will be provided in tender packs and specifications.

## Growing the Lewisham Pound

Since March 2019, the London Borough of Lewisham, in partnership with key local organisations under the Lewisham Strategic Partnership, has been dedicated to strengthening the local economy by supporting Small and Medium Enterprises (SMEs) and promoting the growth of the Lewisham Pound. The Council has deep, enduring relationships with our public sector partners. We work with a wide range of critical partners, large and small, public and private, to drive local procurement policy.

This initiative has already brought significant benefits to the community, with the Council focusing on enhancing Social Value in procurement practices. The Lewisham Strategic Partnership includes important local institutions such as Phoenix Community Housing, the University of London, Goldsmiths, Lewisham and Greenwich NHS Trust, and Lewisham College. Together, they are working to increase investment in local SMEs, create high-quality jobs for residents, and provide targeted apprenticeship opportunities.

This is having a proven effect – as Lewisham has seen the proportion of jobs paid below the London Living Wage reduce from 20% to 15% in the last five years. Over the next four years, the strategy aims to empower residents, Voluntary and Community Sector organisations, and SMEs in Lewisham by retaining wealth within the borough, utilising Procurement Policy Note 11/20 to create more opportunities for local providers and navigating the new Public Procurement Act to level the playing field for SMEs.

A key aspect of this strategy is retaining wealth locally by encouraging procurement practices that prioritise local suppliers, promote fair pay through the London living

wage, and ensure career advancement opportunities. We aim to keep financial resources within Lewisham through our Social Value Policy, which emphasises local economic sustainability and community benefit.

## A strong local economy

Lewisham is proud of its high proportion of local spending among local authorities, though only 18% of businesses in the borough have other local businesses in their supply chains. More can be done to encourage local spend, which would benefit small and medium-sized enterprises (SMEs) and reduce the carbon footprint of local enterprise. Procurement plays a key role in lowering the environmental impact of commercial activity and supporting decarbonisation.

In December 2024, the Council adopted Inclusive Economy Lewisham, our economic development strategy aimed at tackling structural barriers and capitalising on the borough's strengths. Lewisham's residents and businesses have access to London's broader economy, a highly qualified population, and an overall positive outlook. However, entrenched inequality and economic challenges mean not all residents have the tools or opportunities to reach their potential.

The Council will continue to focus on local spend and encourage more local businesses in supply chains, promoting procurement and social value to foster economic resilience. Sustainable procurement, local business support, fair employment practices, and business sustainability will remain priorities. The Council is also supporting local businesses and job creation, particularly for SMEs, by providing training and apprenticeship opportunities to enhance employment prospects. This will help reduce unemployment and underemployment, key contributors to the cost-of-living pressures.

## Deliverables

- From the first year of this strategy, we will review opportunities to reduce barriers to local suppliers and SME participation as provided by the Public Procurement Act 2023.
- Throughout the life of this strategy, we will ensure that as part of the preparation for tender, high quality Equality Analysis Assessments (EAAs) are produced to ensure that the impact on communities and residents with protected characteristics is fully understood and that contracts are designed to maximise the benefit for service users whilst minimising potential socio-economic harm on all residents.
- The Lewisham Social Value Policy for Procurement will be updated with specific KPIs aimed at supporting reducing the cost of living pressures against our residents.

## Theme Four: Ethical Supply Chain Management

Ethical Supply Chain Management encompasses the process of sourcing goods and services in a manner that aligns with ethical standards, sustainability and social responsibility. It goes beyond considering the Most Advantageous Tender (MAT) but considers the impact of procurement activities on people, society and the planet. As a Council, we adhere to ethical practices including:

- **Transparency, confidentiality and fairness:** We will publish all necessary notices and conduct our tender processes adhering to regulation and publishing on the portal to ensure transparency. All evaluators sign a confidentiality undertaking, and a declaration of interest, and the end-to-end process is fair to all suppliers involved.
- **Reducing barriers to SMEs:** The Lewisham Strategic Partnership, has been dedicated to strengthening the local economy by supporting SMEs and the Public Procurement Act 2023 now mandates that the Most Advantageous Tender is considered as opposed to the Most Economically Advantageous Tender which tend to favour larger suppliers with greater purchasing power.
- **Ethical Employment:** Lewisham Council is committed to ethical employment practices, ensuring that all workers are treated fairly and with respect. The Council is a London Living Wage employer who creates safe working conditions, and opportunities for career development across the borough. The Council actively works to address and close the gender pay gap by ensuring

equal pay for equal work, and by creating opportunities for women and underrepresented groups to thrive in all levels of the organisation. Lewisham promotes a culture of inclusivity, where diversity is valued, and policies are in place to prevent discrimination on the grounds of gender, race, disability, or other protected characteristics. The Council is committed to providing a supportive and respectful working environment, offering training, career progression, and flexible working options to ensure that all employees, regardless of gender, have equal opportunities to succeed and advance within the organisation. By supporting ethical employment and seeking to obtain the same high standards of employment conditions from our supply chain, Lewisham aims to foster a more equitable and sustainable local economy, where residents have access to decent jobs that provide security and growth opportunities.

- **Elimination of Modern Day Slavery (MDS):** The London Borough of Lewisham maintains a strict zero-tolerance policy towards all forms of modern slavery and human trafficking, with a firm commitment and practices which support eliminating these injustices from its supply chains and contracts. Our procurement practices play a vital role in preventing MDS. MDS concerns are addressed in contract management with tailored clauses and ongoing monitoring through the Contract Management Framework. Annually, the Procurement Team contributes to Lewisham's Modern Day Slavery statement, ensuring continuous improvement through process changes, stakeholder engagement, and specialist training to strengthen the borough's efforts against modern slavery.
- **Health and Safety:** The Council requires all suppliers to demonstrate their commitment to health and safety through risk assessments, safety management plans, and compliance with relevant legislation, including the Health and Safety at Work Act 1974. Suppliers are required to explain their approach to Health and Safety including measures they will take to ensure the safety of staff and service users throughout the life of the contract. By prioritising safety in its procurement processes, Lewisham aims to minimise risks and create safe working environments across all contracted services and projects, safeguarding the wellbeing of residents, employees, and contractors alike.

Lewisham Council is committed to upholding ethical standards in accordance with the Ethical Trading Initiative (ETI) base code in its supply chain, ensuring that suppliers adhere to principles of fairness, transparency, and social responsibility. The Council takes proactive steps to assess and mitigate the risk of conflict-related issues within its supply chains. Through rigorous due diligence, the Council seeks to avoid contributing to human rights violations or environmental harm, prioritising suppliers who demonstrate a commitment to ethical practices and sustainable

business operations. In the qualification stages of applicable tenders, there are a number of discretionary and/or mandatory exclusionary questions which the Council applies to its contracts. This approach helps promote positive social impact, supports responsible sourcing, and strengthens the integrity of Lewisham’s procurement processes.

In addition, we will continue to monitor ethical supply chains via our annual supply chain questionnaire for all contractors. The outcome of the questionnaire, supported by our supply chain risk mapping, will help identify potential risks and guide any subsequent engagement with suppliers.

Lewisham prioritises the engagement of mainly UK-based contractors and suppliers, working to implement systems that encourage ethical management of its supply chain. The Council is committed to continue mapping its supply chain's risks, conducting audits, and working with Electronics Watch to ensure that its IT and digital products are sourced from ethical suppliers.

## Deliverables

- Throughout the life of this strategy, we will continue to deliver a comprehensive risk map of our supply chain including all key economic, social and governance risks on an annual basis.
- The Lewisham Social Value Policy for Procurement will be updated with specific KPIs aimed at supporting Ethical Supply Chain Management.
- We will use the annual supplier questionnaire and the tender qualification stage to ensure ethical supply chain compliance of our suppliers.

## Theme Five: Tackling the Climate Change Emergency

Sustainable procurement is about taking a long-term view of costs and value and integrating the wider environmental and social impact to both quality and cost into decision making. Adopting sustainable procurement practices is one of the most significant ways the Council can take positive action on climate change.

This means making sure that the goods, works and services the Council buys are aligned with our ambitions for the borough of Lewisham and the Council to rapidly decarbonise. The goal is to create a greener, fairer borough that benefits everyone—

residents, businesses, and communities—while also preparing for, adapting to, and addressing the unequal effects of climate change.

For current applicable procurements we require tenderers competing for goods, services and works to disclose their current emissions and identify actionable strategies for reducing the carbon intensity.

## Rapid decarbonisation

Our commitment for the next four years is to ensure that environmental impacts form a key consideration of social value. The Council will undertake an assessment of carbon emissions from across our supply chain and use this analysis to target interventions and support a dialogue with suppliers.

Where applicable, we will require suppliers for goods, services, and construction projects, to submit a Carbon Reduction Plan (CRP), producing a CRP for the contracted project, with input from our climate implications tool where necessary.

Before the end of this strategy, tenders for contracts with an annual value of £5 million or more must monitor and report on their organisational carbon footprints, to comply with government CRP requirements.

Construction or infrastructure projects must meet Planning policies, and buildings are expected to meet targets for net zero operational carbon with low energy requirements that are 100% powered by renewable energy.

## Biodiversity

For tenders with potential for direct environmental impact, contracts must consider the amount of green space affected, any threats to wildlife habitats, and ways to mitigate this. Where possible opportunities should be identified to utilise space for green roofs and walls and creation of habitats and space for nature through native planting and bird and bat boxes. Where feasible, organic and regenerative farming methods as well as low food miles should be prioritised in food procurement.

## Circular economy

We aim to align our procurement approach with circular economy principles wherever feasible. While supply chain challenges may limit universal application, we are committed to expanding this practice, particularly for goods and commodities. This includes reducing resource use, prioritising resource-efficient and shared-use options, and keeping materials in circulation through reuse, such as refurbishing IT

equipment. We aim to minimise waste, prioritise recyclable materials, and landfill or incineration used only as a last resort. This will come from suppliers' research or proven best practices.

## Transportation of goods

Transportation is a significant contributor to carbon emissions, impacting on air quality and quality of life for residents. Specifications and method statements are opportunities to minimise the environmental impact of goods delivery by reducing the need for transportation and prioritising sustainable options where relevant.

Emphasis is to be placed on sourcing goods and services locally wherever possible, reducing emissions from long-distance freight. Where applicable suppliers are encouraged to use electric vehicles, cargo bikes or public transport. Where applicable, suppliers for goods, services, and construction projects will be required to set out in their Carbon Reduction Plan their approach to transitioning any remaining petrol and diesel vehicles to electric.

Suppliers are encouraged to consolidate deliveries and adopt efficient logistics models to reduce the frequency of vehicle trips in the borough delivering environmental benefits and potentially financial savings.

## Plastics reduction

Where applicable suppliers will be required to commit to a Plastics Reduction Plan, detailing how single-use plastics will be phased out and alternatives adopted across their supply chain.

The Council is reviewing the use of plastics across its operations and will be seeking to avoid the use of non-recyclable plastics including through contracts covering catering and cleaning services.

Where plastics use is unavoidable suppliers will be encouraged to seek **biodegradable, reusable, or recycled** options and consideration must be given to disposal to avoid risks of contaminating Lewisham waste streams.

## Risk management and organisational commitment

Lewisham Council has declared a climate emergency and set the ambition for the borough to be net zero by 2030. National and international economic policies are expected to reinforce decarbonisation and make high-carbon contracts increasingly risky. While some of the above criteria will be mandatory for some of our high value

contracts, we intend that these considerations guide all procurements delivering environmental but also wider benefits for the Council and suppliers. Where applicable, suppliers that, as a minimum, are not committed to an evidenced-based approach to reducing emissions in line with the Government's legally binding national net zero target of 2050 will be excluded from consideration.

## Deliverables

- Where applicable, we will require suppliers for goods, services, and construction projects, to submit a Carbon Reduction Plan (CRP), producing a CRP for the contracted project, with input from our climate implications tool where necessary.
- Before the end of the lifetime of this strategy, tenders for contracts with an annual value of £5 million or more must monitor and report on their organisational carbon footprints, to comply with government CRP requirements.
- Where applicable, contracts will report on waste diversion rates and have a plan for waste reduction, and a plastics reduction plan, as part of this CRP.
- Throughout the lifetime of this strategy, the Council will continue to work with smaller suppliers and SMEs to identify and encourage action that reduces the environmental impact of goods and services and create opportunities for environmental benefits.
- In the second year of this strategy the Council will assess its social value policy with an ambition to review the social value criteria and KPIs for applicable procurements to reflect the urgency of the climate crisis.
- Within the second year of this strategy, climate change guidance, including our climate implications toolkit, will be integrated into social value policy documents and guides, and throughout the procurement process.

## Appendix A: Full table of Deliverables and Timeline

S/N	Deliverable	Timeline
1	We will review and update our Contract Procedure Rules and refresh our procurement thresholds.	Year 1 (2025/2026)
2	All procurers and contract managers across the Council are encouraged to complete the new Procurement Act Knowledge training.	Year 1 (2025/2026)
3	The procurement team will look to streamline the method of collection for quarterly contract management reporting.	Year 2 (2026/2027)
4	The Lewisham Social Value Policy for Procurement will be updated with specific KPIs aimed at supporting Ethical Supply Chain Management.	Year 2 (2026/2027)
5	The Lewisham Social Value Policy for Procurement will be updated with specific KPIs aimed at supporting reducing the cost of living pressures against our residents.	Year 2 (2026/2027)
6	The Council will assess its Social Value Policy with an ambition to review the social value criteria and KPIs for applicable procurements to reflect the urgency of the climate crisis.	Year 2 (2026/2027)
7	Climate change guidance, including our climate implications toolkit, will be integrated into social value policy documents and guides, and throughout the procurement process.	Year 2 (2026/2027)
8	We will update Lewisham's procurement risk register and action plan to ensure that our Borough is best placed to respond to any future crises, including risk of conflict zones in our supply chain. This will be updated throughout the lifetime of the strategy.	Year 1-4 (2025-2029)
9	We will review opportunities to reduce barriers to local suppliers and SME participation as provided by the Public Procurement Act 2023.	Year 1-4 (2025-2029)
10	We will continue to update our procurement templates for each key stage in our procurement process to prevent duplication and to ensure compliance with procurement legislation.	Year 1-4 (2025-2029)
11	The Procurement team will support the delivery of the Council's Digital Strategy.	Year 1-4 (2025-2029)

12	We will ensure that as part of the preparation for tender, high quality Equality Analysis Assessments (EAAs) are produced to ensure that the impact on communities and residents with protected characteristics is fully understood and that contracts are designed to maximise the benefit for service users whilst minimising potential socio-economic harm.	Year 1-4 (2025-2029)
13	We will continue to deliver a comprehensive risk map of our supply chain including all key economic, social and governance risks on an annual basis.	Year 1-4 (2025-2029)
14	We will use the annual supplier questionnaire and the tender qualification stage to ensure ethical supply chain compliance of our suppliers	Year 1-4 (2025-2029)
15	Where applicable, we will require suppliers for goods, services, and construction projects, to submit a Carbon Reduction Plan (CRP), producing a CRP for the contracted project, with input from our climate implications tool where necessary.	Year 1-4 (2025-2029)
16	Tenders for contracts with an annual value of £5 million or more must monitor and report on their organisational carbon footprints, to comply with government CRP requirements.	Year 1-4 (2025-2029)
17	Throughout the lifetime of this strategy, the Council will continue to work with smaller suppliers and SMEs to identify and encourage action that reduces the environmental impact of goods and services and create opportunities for environmental benefits.	Year 1-4 (2025-2029)



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