



# **NORTH WALES GROWTH DEAL PROCUREMENT PRINCIPLES**



## 1. Introduction

The North Wales Growth Deal is a transformational portfolio of 14 projects delivered across five programmes – digital, low-carbon energy, land and property, innovation in high value manufacturing and agrifood and tourism. The Growth Deal (subject to Final Deal) will see a £240million investment in the North Wales economy from UK Government and Welsh Government which when combined with public and private sector contributions will see an investment programme of approx. £1billion delivered over the 15 year period (2021-2036).

The procurement themes principles set out in this document sets out the aspirations of the North Wales Economic Ambition Board to ensure that sustainable procurement is at the heart of the North Wales Growth Deal and is an enabler to deliver on our aspirations for the region. Procurement is a tool for us to maximise the impact of the Growth Deal projects for all communities across the region. A key focus is to support the region to recover from the COVID 19 pandemic, using the lens of the Well Being of Future Generations Act (Wales) 2015 to design our procurement approaches and way of working.

We are committed to be innovative in our approach to maximise social value working with partners to support building community resilience. Engaging with the contractors/suppliers and supporting supply chains including the key foundational economy, with a clear pipeline of works and two-way engagement that shapes the approaches we can take collectively to support economic, social, cultural and environmental wellbeing.

These principles have been developed in recognition that there are a number of projects sponsors developing business cases for the North Wales Growth Deal and that procurement activity will be led on by the relevant project sponsor in line with their own policies and procedures and all relevant procurement regulations.

To ensure that the aspirations of the North Wales Economic Ambition Board are embedded within all Growth Deal procurement activity, project sponsors will be required to demonstrate how they are delivering against these principles as part of the business case approval process.



## 2. Policy Drivers

While there are a significant number of policy drivers that have shaped the development of these principles, we wish to highlight the following:

### North Wales Growth Vision

The North Wales Growth Deal is a key component of delivering the Growth Vision for North Wales. The adopted Vision is to develop “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse & Ireland.”. The Growth Vision was founded on three key principles:

- **Smart North Wales** – with a focus on innovation and high value economic sectors to advance economic performance.
- **Resilient North Wales** – with a focus on retaining young people, increasing employment levels and skills to achieve inclusive growth.
- **Connected North Wales** – with a focus on improving transport and digital infrastructure to enhance strategic connectivity to and within the region.

### The Wellbeing of Future Generations (Wales) Act 2015

The Act focuses on the principles of sustainable development and places a duty on Public Bodies to work in new ways to improve the economic, social, environmental and cultural wellbeing across Wales.

The Act promotes five ways of working – Long Term, Prevention, Integration, Collaboration and Involvement towards seven wellbeing goals. The ways of working and seven wellbeing goals will be incorporated within all Growth Deal project and procurement activities. Sustainable procurement practices using the Act as a framework can:

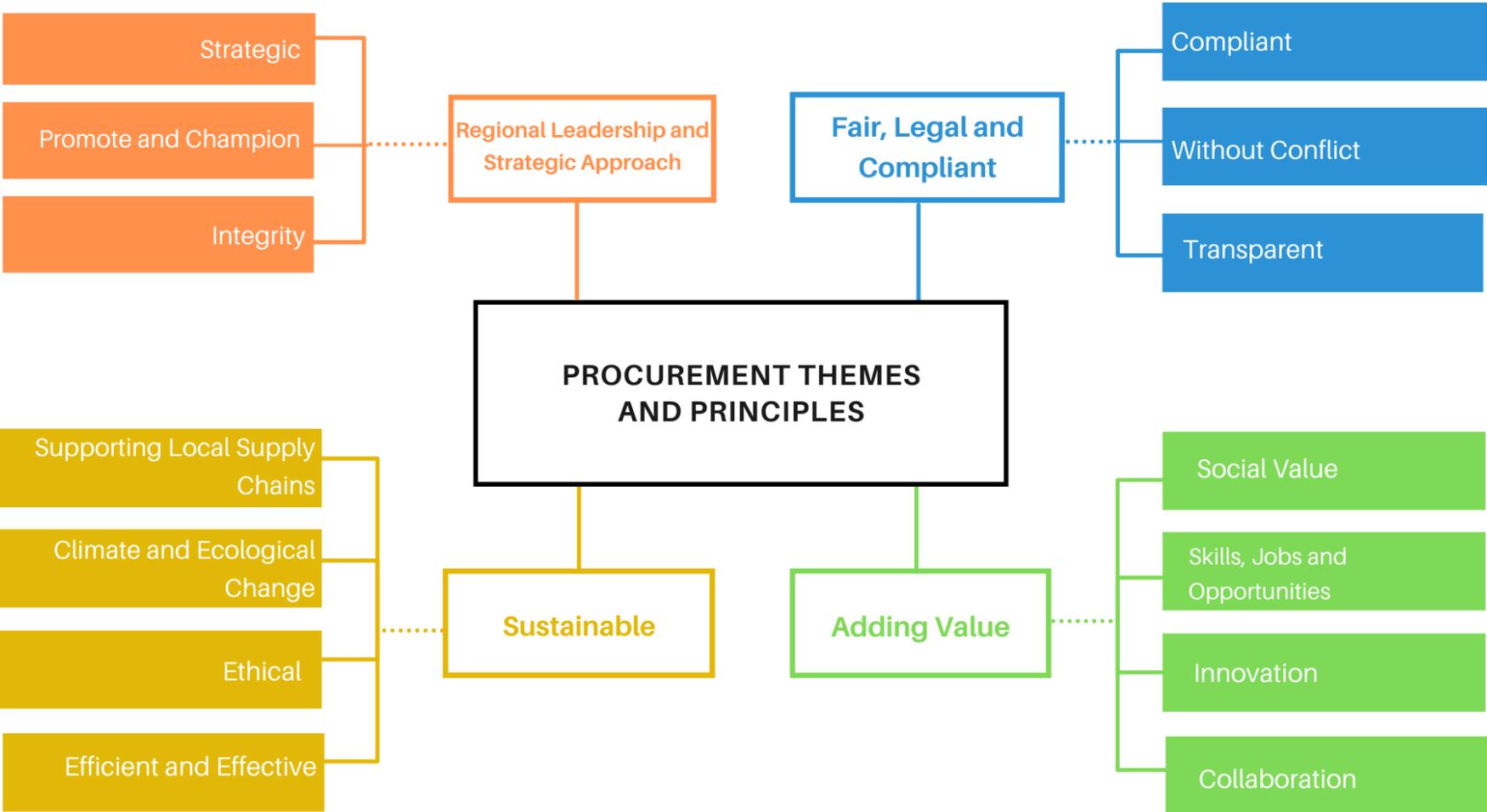
- Reduce our greenhouse gas emissions and contribution to climate change (A Prosperous Wales and A Globally Responsible Wales)
- Improve our natural environment and protect biodiversity (A Resilient Wales)
- Build more cohesive communities with thriving social enterprises and Small and medium sized enterprises (A Wales of Cohesive Communities)
- Support better physical and mental health (A Healthier Wales)
- Deliver decent work with fair and equal pay conditions (A More Equal Wales)
- Reflect the diversity and culture of all our communities (A Wales of Thriving Culture and Vibrant Welsh Language)
- Encourage greater ethical and global citizenship (A Globally Responsible Wales)





### 3. Procurement Themes and Principles

The following themes and principles will underpin all Growth Deal procurement activity:





Regional Leadership and Strategic Approach			
Principles	Promote and Champion	Integrity	Strategic
<b>What is the principle?</b>	<ul style="list-style-type: none"> <li>The NWEAB will promote and champion collaborative procurement opportunities, supporting innovation and growth</li> <li>The NWEAB will promote and champion the delivery of social value and community benefits through procurement activity align with and test key policies such as the socio-economic duty and the social partnerships bill.</li> <li>Promote and generate positive awareness of the NWGD at all opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Provide good management, maintain professional conduct and control undertaking all activities in an open, consistent and transparent manner.</li> </ul>	<ul style="list-style-type: none"> <li>The NWEAB will set out clear principles for achieving innovative and sustainable procurement practices with clients, contractors and communities working together</li> </ul>
<b>Why is this a priority?</b>	<ul style="list-style-type: none"> <li>To provide continuous support and further advance the benefits of each initiative. To seek inclusion and commitment from all stakeholders in order to progress.</li> </ul>	<ul style="list-style-type: none"> <li>Assures confidence in the process and should inspire honesty, trust, responsibility and reliability. Prevent corruption or collusion with suppliers or others</li> </ul>	<ul style="list-style-type: none"> <li>To ensure alignment of objectives throughout and to provide consistent and clear ways of working.</li> </ul>
<b>How will project sponsors deliver against this principle?</b>	<ul style="list-style-type: none"> <li>Through stakeholder engagement opportunities; networking; supplier days and early notification of tender opportunities to provide maximum benefit and opportunity</li> <li>Project sponsors to embed 'The Future Generations Act' lens into all procurement activity contributing where relevant to the 46 national wellbeing indicators for Wales.</li> <li>Use of North Wales Growth Deal branding on all approved projects</li> </ul>	<ul style="list-style-type: none"> <li>Follow approved processes as laid out, ensure best practice principles are embedded. Provide challenge when there is contravention and non-compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Project Sponsors will have to demonstrate how their procurement processes deliver against these principles.</li> </ul>



Adding Value				
Principles	Innovative	Skills, Jobs and Opportunities	Collaboration	Social Value
<b>What is the principle?</b>	<ul style="list-style-type: none"> <li>With forward thinking, explore new ways of working, with the aims of the project at the fore and thinking in the widest possible terms focussing on economic growth, societal needs and with sustainability in mind.</li> </ul>	<ul style="list-style-type: none"> <li>Create recruitment and training opportunities and focus on Targeted Recruitment and training (TR&amp;T), work programmes and skills development.</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities for aggregation, utilise existing contracting arrangements and work with stakeholders to ensure all needs and aspirations are realised and achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Maximise Social Value delivered from Growth Deal projects to support regional economic, social, cultural and environmental and wellbeing objectives.</li> </ul>
<b>Why is this a priority?</b>	<ul style="list-style-type: none"> <li>Innovation contributes directly to productivity growth and creates sustainable, high-value jobs along with efficient and effective new ways of working and building on already existing frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>To address the socio-economic impacts of unemployment or economic inactivity particularly for disadvantaged persons and for those within areas of deprivation.</li> </ul>	<ul style="list-style-type: none"> <li>Work together to harness expertise, share experiences and aspirations as an integrated team to achieve common goals to achieve project success.</li> </ul>	<ul style="list-style-type: none"> <li>To build community resilience and contribute to the social, economic and environmental well-being of communities in the region.</li> </ul>
<b>How will project sponsors deliver against this principle?</b>	<ul style="list-style-type: none"> <li>Working with a cross functional team, including supply chain, early in the procurement process to identify opportunities for innovation identifying future roadmaps for products/services ensuring sustainability principles are embedded throughout and learning from experience where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Target opportunities and engage with existing mechanisms to support this and target specific groups such as young people or those in areas of deprivation to engage in education and learning/development.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate across business and external stakeholders. Seek others views to inform project briefs.</li> <li>Engage in two-way exchange with partners, contractors and communities and ensure local and regional needs and priorities are part of the social value clauses.</li> </ul>	<ul style="list-style-type: none"> <li>Value for money will be balanced with whole life cycle cost, efficiency and benefit to the social, economic, cultural and environmental wellbeing.</li> <li>Deliver innovative community benefits by working with contractors to achieve maximum social value achieving additional value for the Welsh public pound.</li> <li>Social value/community benefits clauses will carry a minimum 15% overall scoring weighting or equivalent where appropriate.</li> </ul>



Sustainable				
Principles	Climate and Ecological Change	Ethical	Efficient and Effective	Supporting local supply chains
<b>What is the principle?</b>	<ul style="list-style-type: none"> <li>Reducing the climate and ecological impact of Growth Deal projects including operational and embedded carbon. Specifically to support projects to deliver the following aspirations: <ul style="list-style-type: none"> <li>➤ deliver to net zero operational carbon</li> <li>➤ deliver 40% less embodied carbon</li> <li>➤ deliver a 10% net benefit for biodiversity</li> </ul> </li> <li>Maximising the circular economy opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and encourage ethical and responsible business behaviour helping to protect suppliers and employees, promoting Wales as a good place for doing business.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure, where possible, all procurement and supply chain activities are repeatable, aligned and consistent across its process and application.</li> </ul>	<ul style="list-style-type: none"> <li>Support and improve access to tender opportunities for SMEs, micro-SMEs and 3rd sector organisations, and support collaboration between SMEs within the region.</li> </ul>
<b>Why is this a priority?</b>	<ul style="list-style-type: none"> <li>To address organisational and supply chain carbon footprint and biodiversity impact in line with UK and Welsh Government targets.</li> </ul>	<ul style="list-style-type: none"> <li>Prevent and help to remove immoral, and illegal practices taking place in supply chains throughout Wales and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring efficiencies are derived within its activities and supporting supply chains to produce desired results without wasting materials, time or energy.</li> </ul>	<ul style="list-style-type: none"> <li>Support the economy and help create employment and training opportunities including promotion of Social Enterprises and supported businesses.</li> </ul>
<b>How will project sponsors deliver against this principle?</b>	<ul style="list-style-type: none"> <li>Application of sustainable procurement practices;</li> <li>Sourcing sustainable construction materials from local sources where possible;</li> <li>Use of local supply chains;</li> <li>Working with supply chain to develop innovative solutions</li> <li>Use of recycled materials</li> <li>Initiatives to enhance biodiversity on site</li> </ul>	<ul style="list-style-type: none"> <li>Embed the contents of the Welsh Government's Code of Practice for ethical employment in supply chains within tender documents and ensure these are flowed through the supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Work with recognised process, documentation and systems. Focus on strategic high-level goals to help provide a suitable efficient framework for undertaking procurement activities.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure supply chain opportunities are visible to Wales based suppliers to compete. Support local supply chains to engage with larger contracts through supply chain briefings and joint bidding opportunities and pipeline of projects.</li> </ul>



<b>Fair, Legal and Compliant</b>			
<b>Principles</b>	<b>Without Conflict</b>	<b>Transparent</b>	<b>Compliant</b>
<b>What is the principle?</b>	<ul style="list-style-type: none"> <li>Take measures at all stages of procurement to identify and manage any potential conflict of interest to avoid distortion of competition and to ensure equal treatment of all potential suppliers</li> </ul>	<ul style="list-style-type: none"> <li>To clearly and openly lay out expectations, free from ambiguity providing the most optimum chances for all, and to ensure that all processes and information, where it is not deemed commercially sensitive information, are made available when required.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain business alignment with overarching regulations, policies and internal process and procedures</li> </ul>
<b>Why is this a priority?</b>	<ul style="list-style-type: none"> <li>Remove and cover situations where staff members and suppliers are compromised and ensuring impartiality and independence in the context of the procurement procedure are maintained</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all parties are provided equal and clear opportunities to participate in activities in a timely manner to avoid errors and optimise opportunities supporting fair and non-discriminatory ways of working</li> </ul>	<ul style="list-style-type: none"> <li>Provides consistent ways of working along with mitigating potential risk of challenge and legal challenge.</li> </ul>
<b>How will project sponsors deliver against this principle?</b>	<ul style="list-style-type: none"> <li>Comply with approved Conflict of Interest policies and ensure records are maintained throughout procurement activities</li> </ul>	<ul style="list-style-type: none"> <li>Management of records, clear audit trails and embedded into process and culture</li> </ul>	<ul style="list-style-type: none"> <li>Build internal process and procedure with external policy in mind. Communicate to wider business and monitor and audit to ensure all are followed. Work within the parameters of public procurement policy</li> </ul>