

Procurement Strategy

Effective procurement of goods and services is crucial to achieving value for money and essential to providing a high-quality service to our supporters and beneficiaries. This Strategy and Policy outlines our procurement process including strategy, rules for tendering and ordering items and services for employees.

This strategy applies to:

All staff, including permanent and temporary colleagues, volunteers, trustees as well as colleagues on fixed term contracts.

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1. Introduction

This strategy covers all aspects of the procurement process including the procurement strategy, the rules relating to tendering and the ordering of items and services for employees of Stroke Association.

2. Who does this strategy apply to?

All staff, including permanent and temporary colleagues, volunteers, trustees as well as colleagues on fixed term contracts. This strategy is intended for:

- **Executive Directors, Senior Leaders** - To lead, challenge and monitor the way ethical and sustainable procurement is implemented.
- **Managers and Budget Holders** - To manage their department or team's adherence to the principles and rules that must be followed when carrying out procurement activities.
- **Procurement Team and Staff** - To support Stroke Association's aims and values by conducting or helping others to conduct their procurement projects in the right way.
- **Contract Managers** - To understand the way services and products are procured and the principles involved in managing their contracts.
- **Current & Potential Suppliers** - To gain a better understanding of the procurement ethos at Stroke Association
- **Staff and Volunteers** – To understand the ethos behind Stroke Association's decisions to procure goods, services and works to show value for money is being obtained in line with our values.
- **Current and Potential Partners and Supporters** - To understand Stroke Association's procurement policies which underpin our ethical and efficient use of funds.

2.1 Employees engaged in procurement activities are required to familiarise themselves with the content of this document and related documents, such as the

Stroke Association's Procurement Policy and the Procurement Guides and to comply with them.

2.2 Stroke Association requires that agencies and consultancies, which carry out procurement as part of their contractual services, are aware of the contents of this document, and for them to ensure that their employees observe it when engaged in procuring Stroke Association contracts. Relevant employees must ensure that their agencies or consultants are made aware of this requirement.

3. Purpose

As set out in our Corporate Strategy, we want to be the trusted voice of stroke survivors and their families. We want to drive better outcomes in stroke prevention, treatment, and lifelong support for everyone affected by stroke.

That commitment is supported by our Procurement Strategy, this responsible strategy and policy supplements that by setting out in more detail how we intend to contribute to a future world which is the best for our stroke survivors. Our procurement decisions also provide us the opportunity to secure benefits which will help us to achieve our corporate strategy outcomes.

3.1. This document is Stroke Association's first step in working towards all goods, services and works procured for its use being ethically and sustainably sourced. This means that they are bought from supply sources that maintain ethical standards and sustainable practices throughout their supply chains.

3.2 The objective of this document is to set out the policy and put in place a strategic framework that provides support and guidance to staff engaged in procurement activities across Stroke Association to meet the following outputs:

- Awareness of responsible procurement.
- Awareness of potential ethical procurement issues.
- Awareness of business sectors at risk of an ethical procurement issue.
- Awareness of behaviours and traits expected of staff involved in procurement related activity.
- Guidance of how procurement will help deliver sustainability in what it does.
- Guidance on how to build in social value elements to our contracts for the benefit of our beneficiaries.

4. Scope

4.1. Whenever staff are procuring products/services, particular attention must be paid to posing questions during the procurement to ensure as far as possible that the

above activities are addressed, and we know the position of our supply chain. We shall include requiring bidders to make certain declarations of non-involvement in these activities.

4.2 In addition, contract management staff must follow up with appointed suppliers during the contract management meetings to ensure that declarations made remain true and that steps taken to ensure compliance during the tendering process are continuing during the contract term.

4.3 There is some overlap between the headline issues, for example, human trafficking also falls under the heading of serious and organised crime; Fair Trade standards also incorporate environmental standards and labour conditions, etc.

5. Responsible Procurement Practice

5.1 Responsible procurement covers a very wide range of areas. It can be defined as a process whereby Stroke Association meets its needs for supplies, services, and works in a way that achieves value for money on a whole-life cost basis in terms of generating benefits not only to the organisation, but also to society and the economy whilst minimising damage to the environment. To ensure a focus on deliverable outcomes this document identifies and addresses the following key issues:

6. Ethical Behaviour

6.1 Underpinning all procurement activities is the premise that staff must act honestly, diligently and in good faith, placing the interests of Stroke Association at the forefront of their minds. The actions of staff must always seek to promote and protect the reputation of Stroke Association and decisions taken by staff must be to the benefit of the charity and not for any improper or personal motive. Staff should avoid any action (**or inaction**) which would bring the reputation of Stroke Association into disrepute, would have the potential to do so, or which might be perceived as doing so.

6.2 In addition to the provisions of the People Handbook and going beyond its provisions, all staff engaged in procurement activity shall adhere to the Chartered Institute of Procurement and Supply (**CIPS**) code of practice for procurement ethics, which is appended to this strategy/policy for ease of reference, is attached at [Appendix 1](#).

7. Equality and Diversity

7.1 Procurement is an area which can have a huge influence on and promote best practice on Equality and Diversity issues in respect of goods, services and works procured. We will develop standard documentation to ensure we tackle discrimination within our supply chain. We aim to embed best practice in our

specification development, tendering procedures, award of contracts and contract management and to help our suppliers to do the same in their own business.

7.2 In addition to asking firms if they comply with the Equalities Act 2010 and could they include supporting **documents (e.g. their EDI policy, inclusion strategy, ESG strategy, action plan etc.)** as a way of demonstrating action and their intent. For all contracts **(excluding commissioned contracts)** we shall ask firms about their training and other steps they take to identify, address, and eliminate unfair or unlawful discrimination or prejudice where these are identified in their organisation.

7.3 In addition, we shall promote supplier diversity, the process of sourcing goods and services from minority businesses. These include the participation of small and medium enterprises, other third sector organizations (including voluntary and community sector organizations and social enterprises), ethnic minority-owned businesses, women-owned businesses, disabled-owned businesses, Lesbian, Gay, Bisexual, Trans-owned businesses, or other specific under-represented groups in bidding for our contracts.

8. Fair and Ethically Traded Goods

8.1 Fair trade is about better prices, decent working conditions, local economic development, environmental sustainability, fair labour conditions and fair terms of trade for farmers and workers in the developing world.

8.2 Fair trade is of particular concern when a supplier is directly sourcing goods or commodities from the producer. For appropriate contracts Stroke Association will ask suppliers whether they support fair trade and/or seek copy of their Ethical Policy.

9. Serious and Organised Crime

9.1 Serious and organised crime (SOC) includes drug trafficking, human trafficking and organised illegal immigration, child sexual exploitation, high value fraud, other fraud carried out nationally, other financial crimes, counterfeiting, organised acquisitive crime and cyber-crime.

9.2 As an organisation we must be aware of the possibility that our contracts could be bid for by companies involved with serious and organised crime, such as money laundering, or employing "gang-masters" to get cheap labour to work in caring positions, or just unthinkingly using car washes that employ cheap, possibly slave, labour to clean company cars.

9.3 In When a staff member, such as the contract manager or payment staff, suspects that a company may be involved in a SOC activity they are duty bound in

law to inform the police. In practice, Legal and Governance Team should be informed of the suspicion, and they will liaise with the police.

9.4 When we procure contracts that may involve any of the at-risk business sectors, we must take steps to ensure that the contracting firms does not take active part in SOC activities and has in place checks to ensure that its supply chain does not support SOC activities.

9.5 We shall ask firms regarding their business and that any of their director(s)/partners/proprietor(s) are not involved in SOC, or other criminal activities including any sex offences before appointment to any Stroke Association contract/agreement.

10. Modern Slavery

10.1 The term Modern Slavery is used as an overarching term for an abuse of human rights in the supply chain in pursuit of profits. It denotes human trafficking, forced labour and slavery-like practices such as debt bondage, and the sale or exploitation of children.

10.2 Slave labour and human trafficking

Slave labour and human trafficking are sub-sets of SOC. Stroke Association is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking. Stroke Association will require all direct suppliers, service providers and contractors to answer questions on modern slavery and are committed to preventing modern slavery within their own activities and through their supply chain, which includes manufacturers, and providers of services.

10.3 Child Labour

The use of child labour continues to be a significant problem across world-wide supply chains particularly in sub-contracted manufacturing within the developing world. Use of child labour can be very difficult to identify in complex world-wide supply chains. Stroke Association will ensure our supply chain doesn't not benefit from any child labour or child exploitation activities.

10.4 Ethical Labour Sourcing

A report which looked at central government's top 100 suppliers revealed that 90% had published a Modern Slavery statement, but only 58% of those were legally compliant. With the well-being of children at its heart, Stroke Association intends to be exemplary in this area and ensure our supply chain does not benefit from unethical labour sourcing.

11. Environmentally Sustainable Procurement

11.1 Stroke Association's [Environmental Policy](#) states as part of the responsibilities implicit in our Basis and Values statement and in our ongoing commitment to stroke survivors that Stroke Association aims to be an environment- ally conscious organisation contributing towards a safe and healthy environment.

11.2 Sustainable Procurement is a critical issue in that we must ensure our procurement activities do not harm the environment, that natural resources are used efficiently, waste is avoided and that we protect our biodiversity so that our world is a better place for the children we care for to grow up in. Our spending decisions are important to us in tackling climate change both by reducing our carbon emissions and ensuring that our buildings and infrastructure are resilient to climate change. Understanding and adapting to the impact of climate change, resource depletion and energy competition will, therefore help shape our future acquisition requirements and we will favour suppliers with a similar ethos.

11.3 Great strides have been made by the Property and Facilities Management Team. Sourcing most of Stroke Association electricity needs from renewable energy sources: water meters have been installed in all our buildings. Recycling is a high priority across our sites. The use of MS platforms such as Teams, zoom etc to attend meetings has reduced the number of business miles travelled, lowering the organisation's direct carbon emissions.

11.4 We can address our indirect carbon emissions by looking at our supply chain. We can reduce the bottom-line impact of suppliers, which are not addressing their carbon emissions, demanding higher prices as they pass on the impact of rising commodity and energy prices.

11.5 We can also affect our top line impact with our customers (usually local authorities) preferring and opting for "green" services which have been enhanced to help them save money by consuming less energy or fuel in use.

11.6 Procurement have recently secured a membership to gain transparency of our Supply Chain and will be encouraging our major suppliers to join the Suppliers Ethical Data Exchange (SEDEX) to engage, initially with our larger suppliers, on ethical sourcing through their supply chains. SEDEX aims to make it simpler to do ethical sourcing and to make it easier for businesses to monitor compliance across the 6 areas mentioned in 6-12

11.7 In promoting greater environmental sustainability through procurement we will:

- Continue our commitment to ensure that environmental issues are proactively addressed in all aspects of the procurement process and monitor our progress in this area.

- Seek to reduce waste through reviewing the amount and type of materials purchased, and by exploring the opportunities to purchase refurbished, recycled, and recyclable equipment, products, and materials for use in the organisation (**such as single use plastics**).
- Continue to source green energy where affordable and adopt appropriate energy management measures across all sites.
- Ensure that goods purchased derive from natural sources where appropriate, do not have an adverse effect on the environment, and comply with EU and international trading rules.
- Ensure that vehicles hired to provide our services achieve minimum standards for emissions of local air pollutants and climate change gases and aim towards futureproofing to meet government-declared higher emission standards where cost-effective and practical to do so.
- Where appropriate, examine the environmental management practices of our current and potential suppliers.
- Seek to reduce the amount of paper usage across the organisation, by applying alternative methods such as additional monitors and splitting of screens, to reduce the need to print documentation un-necessarily.
- Explore innovative ways to make Stroke Association travel more sustainable in terms of CO2 emissions.
- Implement innovative ways to make Stroke Association travel more sustainable in terms of CO2 emissions.
- Produce comprehensive reports of Stroke Association travel carbon footprint.
- Strive for environmental accreditation for deliverance of travel management.

12. Real Living Wage

12.1 We're committed to paying our staff The Real Living Wage, a voluntary higher rate of base pay. It gives a benchmark for responsible employers who choose to pay their employees a rate that meets the basic cost of living in the UK and London. It's higher than the government's 'National Living Wage' rate because it is calculated according to the cost of living.

12.2 Procurement aims to analyse our supply chain, to identify which suppliers endeavour to paying Real Living Wage to all its employees. Stroke Association has ambitions to be a recognised Service Provider, once recognised will receive an accreditation by Living Wage Foundation.

13. Supplier on-Boarding and Supplier & Contract Management

13.1 It is the aim of the organisation to rationalise our supply base, working only with suppliers who demonstrate similar values and principles to our own, adding

value to Stroke Association. This will be achieved by applying the following principles when on-boarding suppliers and managing our existing supply base.

- Carrying out due diligence checks as part of the on-boarding process.
- Requesting relevant documentation to ensure full compliance, from suppliers prior to setting them up for use by our staff.
- Utilising a central suppliers/contract management repository, to manage all our suppliers, contracts and supporting compliant documents.
- Analyse our supply base and where a supplier is deemed key/critical (**in line with our Supplier & Contract Risk Management principles**) to the business, Stroke Association will ensure that their Business Continuity Plans are obtained, or an alternative supplier selected.
- The above principles will be agreed and made available with hyperlinks to this Strategy, Procurement Policy and Supplier & Contract Management Guidance in due course.
- In accordance with our [contracting guidance](#) and the [checklist for contracts](#), robust supplier/contract management is fully adhered to.

14. Appendix 1

CIPS Code of Ethics Principles

Staff shall always seek to uphold and enhance the standing of the Purchasing and Supply profession and will always act professionally and selflessly by: (a) maintaining the highest possible standard of integrity in all their business relationships both inside and outside the organisations where they work.

- (b) rejecting any business practice which might reasonably be deemed improper and never using their authority for personal gain.
- (c) enhancing the proficiency and stature of the profession by acquiring and maintaining current technical knowledge and the highest standards of ethical behaviour.
- (d) fostering the highest possible standards of professional competence amongst those for whom they are responsible.
- (e) optimising the use of resources which they influence and for which they are responsible to provide the maximum benefit to their employing organisation.
- (f) complying both with the letter and the spirit of: i. the law of the country in which they practice; ii. Institute guidance on professional practice; iii. contractual obligations.

Members should never allow themselves to be deflected from these principles.

Guidance

In applying these principles, members should follow the guidance set out below: 1.

Declaration of interest – Any personal interest which may affect or be seen by others to affect a member's impartiality in any matter relevant to his or her duties should be declared.

2. Confidentiality and accuracy of information – The confidentiality of information received in the course of duty should be respected and should never be used for personal gain. Information given in the course of duty should be honest and clear.

3. Competition – The nature and length of contracts and business