

# THE DEFENCE FOOD SERVICES TEAM

## SUSTAINABLE PROCUREMENT

### ACTION PLAN

2009-12



## FOREWORD

When the MOD set out to identify the five most significant public sector procurement areas with high environmental, social and economic impacts, three of the five fell within the Commodities Cluster and, more importantly for us, Food was placed second. Add this to the UK Government's goal of being recognised as amongst the leaders in Sustainable Procurement across EU member States, and it is clear that the Defence Food Services Team need to continue to play a leadership role in driving the MOD's Sustainable Procurement agenda forward and every effort must be made to meet specific targets on time.

Sustainable Development and Procurement makes good business sense. Adopting sustainable practices frequently results in financial savings, improved reputation and it creates opportunities such as stimulating innovation in new technology and practices. The DFS Team has and will continue to be fully engaged in progressing the sustainability issue in both our procurement initiatives and active engagement with stakeholders. I am encouraged by our relative success in meeting both MOD and Commodities Cluster objectives and targets on time, and I am keen that we continue to maintain this momentum.

This, our third edition of the DFS Sustainable Procurement Action Plan, replaces the plan published in May 2008 and builds on what we have successfully achieved in the past. It sets out our plan for fulfilling the objectives within the Commodity Cluster's Sustainable Development Action Plan in order to deliver the targets set out in the MOD Flexible Framework tool.

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Team Leader  
October 2009

## INTRODUCTION

1. This document is intended to be read by all Defence Food Services Personnel, whether they are actively involved in procurement or not. It covers what the DFS must do in order to contribute to the MOD's achievement of Government targets for Sustainable Procurement (SP).

2. SP is defined as:

'a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis of generating benefits not only for the organisation but also to society and the economy whilst minimising damage to the environment.'

Although SP and Defence may seem unlikely bedfellows, this definition indicates that Defence can adopt the idea of SP without compromising its outputs and, in particular, without undermining the DFS mission to provide of food and food services for operations now and in the future.

3. Recognising this, the Government's Sustainable Procurement Task Force (SPTF) identified five sustainability priority areas for the MOD and 'Food' was rated second. It is, therefore, incumbent on this team to continue to lead by example by seeking ways to remove barriers to SP whilst simultaneously driving innovation, cost efficiency and responsible procurement practice in support of the Commodities Cluster Sustainable Procurement Action Plan (CCSPAP).

4. This is Version 3.1 of the DFS Team SP Action Plan. It benchmarks our progress in achieving the MOD's SP targets to date and directs what now needs to be done in order to maintain the momentum and drive the SP agenda further forward. The plan is a constituent part of a hierarchy of documents outlined in Annex A.

### **Key Responsibilities**

5. Within the Commodity Cluster, individual teams are responsible for ensuring that SP is delivered as part of their everyday duties and responsibilities. The following list forms the basis of delivery within the DFS Team:

a. The Team Leader (TL) is responsible for:

(1) Appointing a SP Focal Point and ensuring that they are appropriately trained.

(2) Ensuring that SP is considered as part of the business case for any Investment Approvals Board (IAB) submissions.

(3) Ensuring that SP is considered as part of the overall risk process (project delays may impact on delivery if SP is not accounted for at the earliest opportunity).

(4) Ensuring that an audit trail of decision making is recorded, including appraisal work prior to project commencement.

(5) Costing the implications of SP and ensuring that it is covered as part of the Through Life Management Plan.

- (6) Ensuring that all members of the Team are aware of the Team's SP Policy.
- b. The SP Focal Point is responsible for:
  - (1) Keeping the Team aware of SP requirements, raising issues and new developments as soon as possible.
  - (2) Co-ordinating SP Working Group (SPWG Food) meetings and maintaining the Team SP Action Plan.
  - (3) Ensuring that SP issues are considered early and throughout the procurement process.
  - (4) Ensuring that environmental risk is included within the main risk process.
- c. Project and Commercial officers are responsible for:
  - (1) Wherever possible, ensuring that SP issues are included in tender selection, particularly at the PQQ and ITT/ITN stages and as part of the contract specification.
  - (2) Ensuring that all contracts include at least one KPI that measures sustainability performance.
  - (3) Wherever possible, encouraging successful contractors to use items within the Office of Government Commerce (OGC) specifications on the 'Quick Wins' list and, where this has not been possible, record the reasons why.

### **MOD's SP Flexible Framework**

6. The SPTF have produced a Flexible Framework (FF) tool to help organisations understand the steps needed at the organisational and process level to improve SP performance, and set out five themes of achievement (People; Policy; Strategy and Communications; Procurement Process and Measurements and Results). This FF is reproduced at Annex B.

7. The FF provides a clear roadmap to SP and identifies the key headline requirements that need to be met in order to achieve each level within the framework. The MOD set the target of reaching Level 1 in all themes by April 2007 and Level 3 in all five by December 2009 with level 5 in 'Engaging Suppliers'. This timescale has been recently reviewed and DEFRA has requested that the date be extended until 2012.

8. The DFS SP Action Plan is at Annex C and outlines the specific targets and deliverables applicable to the Team.

### **Guiding Principles**

- 9. To achieve the targets in the FF, the DFS will:
  - a. Engage with key stakeholders on the SP issue through the SP Working Group (SPWG Food) and include SP as an Agenda Item on the DFS Partnering Meeting.

- b. Communicate its SP Policy widely within the Team through induction and training (CAPP Modules 4,5 and 12). The latest SP Policy is at Annex D.
- c. Continue to include SP as a Key Objective in its annual Business Plan.
- d. Make resources and competence available to support this Action Plan and its implementation.
- e. Undertake all procurement activity in accordance with both CCSPAP guidance and the DFS SP Policy.
- f. Disseminate specific SP information, guidance, materials and models to support the training and development of all staff.
- g. Inspire its staff, contractors, suppliers and stakeholders to address SP in a meaningful, proactive and positive manner.
- h. Continue to align Armed Services Food Specifications (ASFS) with the relevant national standards.
- i. Ensure non-discrimination against local and UK suppliers and, where suppliers are located in overseas countries, ensure that 'fair trade' terms are applied.
- i. Promote food with health benefits including those organically produced. Promote menu planning which encourages the use of seasonal and, where possible, locally grown products.
- j. Improve choice for minority, ethnic and religious groups.
- k. Work with key suppliers to reduce air and road mileage when transporting products.
- l. Promote equipments that demonstrate best utility efficiency and which can be recycled at the end of their normal life.
- m. Encourage suppliers and stakeholders to improve waste management, in particular the removal of unnecessary packaging and use of biodegradable materials.

10. Whilst some of these measures may seem contradictory, it is not expected that they can all be applied at all times. However, they are meant as a guideline in the procurement decision making process so that a balanced judgement with regards to sustainability can be made.

### **Summary**

11. SP involves a change in mindset rather than simply the implementation of a varied range of new and existing policies. The key to its success within food supply is not only reliant on the actions of the DFS Team but on the early engagement of suppliers on SP issues. Such a change in mindset by both parties will have the longer term desired outcome of achieving value for money on a whole life basis in terms of generating benefits, not only to the organisation but also to society and the economy whilst minimising damage to the environment. The Team is committed to the principles of SP and we look forward to working with our key stakeholders to improve the sustainability of our supply chain.