Eryri National Park Authority
Summary Procurement and Socially Responsible Procurement Policy and Strategy 2026–2029

1. Introduction

Eryri National Park Authority uses public resources to procure a diverse range of goods, services and works necessary to fulfil its statutory purposes, deliver its functions and support the effective management of the National Park. This includes expenditure relating to conservation and land management, biodiversity and habitat restoration, access and visitor infrastructure, construction and estates, vehicles and machinery, ICT and digital services, professional services, research, facilities management, communications, events, food and other operational requirements.

The Authority recognises that procurement is more than the transactional process of acquiring goods, services and works. Decisions concerning whether and what to procure, how requirements are designed, how the market is engaged, how suppliers are selected and how contracts are subsequently managed can have significant economic, social, environmental and cultural impacts over the full lifecycle of a contract or asset.

Procurement decisions can influence whole-life cost and value, greenhouse gas emissions, resource consumption and circularity, biodiversity and ecosystem resilience, waste prevention, water and pollution, Fair Work and employment practices, equality and accessibility, Welsh-language provision, community well-being, supply-chain resilience and the wider public value generated through expenditure.

The Authority therefore regards procurement both as a means of securing the goods, services and works necessary to deliver its functions and as a strategic mechanism for securing long-term public value and contributing to economic, social, environmental and cultural well-being.

This Policy and Strategy establishes the overarching framework within which procurement decisions will be made. It sets the Authority’s procurement principles, governance arrangements, sustainable and socially responsible procurement approach, strategic objectives and implementation priorities.

2. Purpose and Scope

The purpose of this Policy and Strategy is to ensure that procurement across the Authority is undertaken lawfully, transparently and proportionately, with appropriate governance, planning and commercial oversight. Procurement should be outcome-focused, support effective management across the full contract lifecycle and be aligned with the Authority's wider strategic objectives.

Procurement should also integrate environmental and social responsibility, support Eryri's communities, Welsh language and culture, and provide fair and proportionate access to capable suppliers.

This Policy and Strategy applies to employees and other persons acting on behalf of the Authority who participate in procurement, commissioning or contract-management activity. This includes those responsible for identifying requirements, approving expenditure, sourcing suppliers, conducting procurement exercises, evaluating bids, awarding contracts, managing suppliers and authorising contract changes.

It applies to the procurement of goods, services and works irrespective of funding source, service area, contract duration or procurement route, including where external advisers or third parties support procurement on the Authority's behalf.

All procurement activity must be undertaken in accordance with applicable legislation and statutory requirements, together with the Authority's Standing Orders Relating to Contracts, Financial Regulations, Scheme of Delegation and other relevant governance arrangements.

3. Status and Relationship with Other Authority Documents

This document establishes the Authority's overarching procurement policy and strategic direction. It does not replace the Authority's Standing Orders Relating to Contracts, Financial Regulations or Scheme of Delegation.

The Standing Orders Relating to Contracts establish the Authority's mandatory procedural requirements for procurement, including rules relating to quotations, tendering, approvals, exemptions, contract award and other procurement controls.

The Authority's current Standing Orders were most recently revised on the 10th of March 2025 and reflect the current public procurement framework.

The Authority's procurement framework operates through a series of complementary documents and controls.

At the strategic level, this Policy and Strategy sets the Authority's procurement principles, direction, Socially Responsible Procurement Objectives and sustainability expectations.

The Standing Orders, Financial Regulations and Scheme of Delegation provide the formal governance and control framework.

The Procurement Procedures and Toolkit translate these requirements into practical processes, templates and guidance for officers.

Category-specific guidance provides more detailed sustainability and commercial considerations for areas such as construction, land management, fleet, ICT, professional services and facilities management.

Contract-management arrangements provide the framework for managing delivery, supplier performance, sustainability commitments, risk, change and continuous improvement after contract award.

Together, these elements form an integrated procurement management framework linking the Authority's strategic objectives to individual purchasing decisions and contract outcomes.

4. Procurement Vision and Principles

The Authority's procurement vision is to use public procurement responsibly and strategically to secure high-quality outcomes and long-term value while protecting Eryri's environment, supporting its communities and culture, reducing adverse impacts and contributing to the well-being of present and future generations. Procurement will be guided by the following principles.

4.1 Lawfulness and Compliance

All procurement will be conducted in accordance with applicable procurement legislation, statutory guidance, Welsh Government procurement policy and the Authority's internal governance requirements.

Estimated value, scope, contract duration and aggregation will be determined accurately at the outset. Requirements will not be artificially divided or structured to avoid procurement thresholds, competition requirements, approval routes or transparency obligations.

The selected route to market must be lawful, proportionate and appropriate to the nature, value, complexity and risk of the requirement.

4.2 Integrity, Probity and Conflicts of Interest

Procurement decisions will be undertaken with integrity, objectivity, impartiality and appropriate professional judgement.

Actual, potential and perceived conflicts of interest must be identified, declared, recorded and managed. Supplier relationships must not compromise fair competition or the independence of procurement decisions.

Evaluation and award decisions will be supported by a clear and auditable record.

4.3 Transparency and Auditability

The Authority will maintain a clear and proportionate audit trail sufficient to demonstrate the business need, procurement route, market engagement, evaluation process, approvals, award decision, relevant sustainability considerations and subsequent contract management.

Required procurement notices, contract information and other transparency information will be published in accordance with applicable legislation.

4.4 Proportionality

The Authority will apply a proportionate, risk and impact-based approach to procurement.

The level of planning, market engagement, competition, due diligence, assurance, evaluation and contract management will reflect the total estimated contract value, whole-life value, technical and commercial complexity, operational criticality, market conditions, supply-chain resilience, legal and reputational risk and the sustainability significance of the requirement.

Supplier requirements relating to financial standing, turnover, insurance, capability, previous experience, accreditations, management systems and evidence will also be proportionate to the contract. Requirements should not create unnecessary barriers that disadvantage SMEs, microbusinesses, VCSEs or other capable suppliers.

4.5 Whole-Life Value

Value for money will not be interpreted as the lowest initial purchase price.
The Authority will take a whole-life value approach, considering the costs, benefits, risks and wider outcomes associated with a requirement over its full lifecycle.
Where relevant, consideration will include whole-life cost and total cost of ownership, quality, reliability, durability, resource efficiency, circularity, whole-life carbon, resilience, social and community outcomes and the extent to which the procurement supports wider strategic objectives.

4.6 Demand Management, Prevention and Circular Procurement

Procurement planning will begin with consideration of the underlying need and outcome to be achieved, rather than an assumption that a new purchase is required. The Authority will seek to avoid or reduce unnecessary demand, maximise use of existing assets, extend product and asset life through maintenance and repair and consider reuse, refurbishment, remanufacture, leasing, sharing and other alternative delivery models before procuring new goods.

Relevant guidance, including the WRAP Sustainable Procurement Hierarchy, may be used to support application of these principles.

4.7 Sustainable and Socially Responsible Procurement

Economic, social, environmental and cultural considerations will be identified according to their materiality, risk and opportunity and integrated throughout the procurement lifecycle.

They will not be treated as generic additions to tender documentation. Where material, sustainability requirements will be translated into specifications, participation requirements, award criteria, contract conditions, KPIs and supplier-performance arrangements.

4.8 Market Accessibility and Fair Competition

Procurement will be designed to support fair and effective competition and proportionate access for capable suppliers. The Authority will seek to avoid unnecessary administrative or financial barriers, particularly where these could disproportionately affect SMEs, microbusinesses, VCSEs and specialist suppliers.

4.9 Contract Management and Benefits Realisation

Procurement will be managed as a full contract-lifecycle activity. Material commitments made during tendering should be incorporated into the resulting contract and monitored as deliverables, contractual obligations, KPIs or improvement commitments. The purpose of contract management will be to secure compliance, performance, benefits realisation and continuous improvement.

5. Legislative and Policy Framework

The Authority will undertake procurement in accordance with the legislative and policy framework governing public procurement in Wales.

5.1 Procurement Act 2023 and Procurement (Wales) Regulations 2024

The Procurement Act 2023 and Procurement (Wales) Regulations 2024 provide the principal statutory framework for public procurement undertaken by the Authority. The Authority will have regard to the statutory procurement objectives and requirements relating to value for money, public benefit, transparency, integrity, SME access, conflicts of interest, competition, award, contract performance, modifications and termination.

Estimated contract value will be calculated on the basis of the full anticipated requirement, including VAT where required, extensions, lots and other relevant expenditure.

For procurements commencing on or after 1 January 2026, the principal thresholds relevant to a sub-central contracting authority are:

Contract type	Threshold including VAT
Goods and services	£207,720
Works	£5,193,000
Light-touch services	£663,540
Concession contracts	£5,193,000

Current thresholds will always be confirmed when procurement commences.
For devolved Welsh authorities, a regulated below-threshold contract with an estimated value of £30,000 or more including VAT is a notifiable below-threshold contract and is subject to relevant statutory transparency and other requirements. Internal Standing Orders may impose additional requirements and must be observed alongside statutory requirements.

5.2 Social Partnership and Public Procurement (Wales) Act 2023

The Social Partnership and Public Procurement (Wales) Act 2023 establishes the principal statutory framework for socially responsible public procurement in Wales. The Authority will seek to improve economic, social, environmental and cultural well-being through procurement and will maintain and publish Socially Responsible Procurement Objectives. This Policy and Strategy forms the Authority's procurement strategy for the purposes of the Act.

The Authority will also maintain the required contracts register, undertake statutory reporting and take reasonable steps to achieve relevant Socially Responsible Procurement Objectives in prescribed contracts.

Particular requirements apply to major construction contracts and outsourcing services contracts. Where applicable, the Authority will incorporate the relevant statutory social public works or workforce requirements and establish arrangements for monitoring their implementation.

5.3 Well-being of Future Generations (Wales) Act 2015

Procurement will support the Authority's well-being objectives and its contribution to the national well-being goals. The five ways of working will inform procurement planning.

- Long-term thinking will support consideration of whole-life cost, resilience, environmental impacts and future service requirements.
- Prevention will support demand management, waste prevention and early action to avoid adverse impacts.
- Integration will connect procurement with environmental, financial, equality, Welsh-language and service objectives.

- Collaboration will support appropriate joint procurement and shared solutions.
- Involvement will encourage engagement with relevant users, communities and stakeholders where this can materially improve significant requirements.

5.4 Environment (Wales) Act 2016

The Authority will use relevant procurement activity to support its duty to maintain and enhance biodiversity and promote ecosystem resilience. Biodiversity, biosecurity and ecosystem considerations will be addressed at the earliest practicable stage where material and may influence demand management, specifications, evaluation, contract conditions and supplier-performance requirements.

5.5 Wales Procurement Policy Statement and Welsh Procurement Policy Notes

The Authority will have regard to the Wales Procurement Policy Statement and relevant Welsh Procurement Policy Notes. Welsh procurement policy places particular emphasis on sustainable and value-based procurement, decarbonisation, Fair Work, resilient supply chains, SME access, collaboration, procurement capability and improved use of procurement data. These principles are reflected throughout this Strategy.

6. Procurement Governance, Roles and Accountability

The Authority will operate a proportionate distributed procurement model supported by corporate coordination and oversight.

Service areas will remain responsible for defining operational requirements, managing budgets and owning contract outcomes, while procurement standards, assurance and strategic direction will be coordinated corporately.

The Director of Corporate Services will hold executive responsibility for procurement. This role will provide strategic oversight, support adequate procurement capability and resources, review significant procurement risks and ensure that procurement performance is considered through appropriate governance arrangements.

This responsibility also extends to coordinating procurement policy, procedures, guidance, planning and assurance. The role will support route-to-market decisions, significant procurement exercises, sustainable procurement assessment, procurement reporting, statutory transparency, the contracts register, training and collaborative procurement. The postholder may undertake these functions directly or through delegated officers and service areas, providing strategic oversight, advice and assurance while retaining responsibility for ensuring compliance with procurement legislation, policy and governance requirements.

Heads of Service and budget holders will remain accountable for procurement undertaken within their areas. They will ensure that requirements are properly planned, budgeted, authorised and managed and that relevant procurement, commercial and sustainability considerations are addressed.

Commissioning and responsible officers will define the business need, challenge demand, establish estimated value, assess risks, support market engagement, develop specifications and participate in evaluation and mobilisation.

Finance will support budget assurance, expenditure analysis, financial due diligence, whole-life costing, purchase-to-pay controls, prompt payment and identification of opportunities for improved value.

Legal, governance and specialist advice will be obtained where required for high-value, complex, novel or higher-risk procurement.

Material contracts will have a named contract manager responsible for supplier mobilisation, performance, risk, expenditure, sustainability commitments, changes, extensions and contract exit.

Appropriate segregation of duties will be maintained between requirement definition, approval, evaluation, financial authority and contract award.

7. Procurement Planning and the Commercial Lifecycle

The Authority will manage procurement as a planned commercial lifecycle beginning with the identification and challenge of need and continuing through market engagement, sourcing, contract award, contract management and exit.

Procurement planning will take place sufficiently early to enable the Authority to consider alternative delivery models, understand market conditions, assess sustainability risks and opportunities and establish appropriate contract-management arrangements.

- Material procurements will be assessed according to value, complexity, commercial risk, operational significance and sustainability materiality.
- Routine procurements will be managed through proportionate internal controls.
- Material procurements will normally require formal planning, sustainability assessment and identified contract ownership.
- Strategic or high-risk procurements will normally require a formal sourcing strategy, detailed risk assessment, market engagement where appropriate, whole-life value analysis, senior assurance and structured contract-management arrangements.

Market Engagement

- The Authority will seek to understand the market before finalising significant requirements.
- Market analysis may consider supplier capacity, SMEs and VCSEs, innovation, sustainability capability, supply-chain constraints, indicative costs, contract structure and potential barriers to participation.
- Early market engagement may be used where it can improve competition, specification quality, innovation, sustainability or commercial understanding.

Specifications and Evaluation

- Specifications should focus on required outcomes and performance where this is appropriate.
- Evaluation criteria will be established before tenders are invited and will be proportionate, relevant and measurable.
- Evaluation may consider price, whole-life cost, quality, technical performance, carbon, circularity, biodiversity, Fair Work, social value, Welsh language, accessibility, resilience and innovation where these matters are relevant to the procurement.

Contract Award and Mobilisation

Before contract commencement, required approvals and procurement records will be completed, the contract will be appropriately executed and relevant information recorded. A contract manager will be identified, and material supplier commitments will be translated into measurable contract requirements where appropriate.

8. Sustainable and Socially Responsible Procurement

Sustainable and socially responsible procurement considerations will be integrated throughout the commercial lifecycle. The Authority will focus on issues that are materially relevant to the requirement rather than attempting to apply the same sustainability requirements to every procurement.

8.1 Climate Change and Carbon

Relevant procurement will consider demand avoidance, embodied carbon, operational emissions, energy and fuel use, transport, materials, supplier emissions, whole-life carbon and asset longevity.

Requirements will be proportionate to the carbon significance of the procurement and market capability.

For significant categories, the Authority will progressively seek measurable contract-level carbon outcomes rather than relying solely on generic supplier commitments.

8.2 Circular Economy and Resource Efficiency

The Authority will prioritise prevention and demand reduction before new purchasing. Relevant procurement will consider reuse, repair, refurbishment, remanufacture, durability, upgradeability, spare parts, recycled content, take-back, reusable packaging, leasing and end-of-life recovery.

A product being recyclable will not in itself demonstrate that a circular procurement approach has been achieved.

8.3 Biodiversity, Ecosystem Resilience and Biosecurity

Biodiversity and ecosystem resilience are particular priorities given the purpose and environmental significance of Eryri.

Relevant procurement will consider habitats, species, ecological connectivity, peatland, woodland, soils, watercourses, invasive species, plant health and wider ecosystem resilience.

Appropriate requirements may include ecological method statements, biosecurity procedures, plant provenance, peat-free requirements, pollution prevention, habitat protection and environmental monitoring.

8.4 Water, Pollution and Climate Resilience

Relevant procurement will consider water efficiency, pollution prevention, chemical use, runoff, air quality, noise and spill risks.

Long-life assets and services will also consider climate adaptation, including risks from flooding, drought, overheating, wildfire, storms, erosion and infrastructure or supply-chain disruption.

8.5 Fair Work and Ethical Supply Chains

The Authority will seek to support fair, ethical and inclusive working practices through relevant procurement.

Fair Work considerations may include fair reward, worker voice, employment arrangements, equality, health and safety, workforce development and responsible subcontracting.

Modern-slavery and ethical-sourcing requirements will be risk-based and focused on higher-risk categories and supply chains.

8.6 Equality and Accessibility

Equality and accessibility requirements will be considered where relevant to the goods, services or works being procured. Accessibility should be incorporated into procurement design rather than treated solely as a post-award adjustment.

8.7 SMEs, VCSEs and Market Accessibility

The Authority will seek to ensure that procurement opportunities are accessible to capable SMEs, microbusinesses, VCSEs and specialist suppliers.

Procurement design may include proportionate financial and insurance requirements, use of lots, consortium bidding, clear documentation, reasonable tendering periods and early market engagement. Geographic location alone will not determine contract award.

8.8 Social and Community Value

Relevant procurement may seek additional community benefits such as employment, skills, apprenticeships, training, educational activity, volunteering and community engagement.

Social value will be outcome-led and contract-specific rather than based on generic tender questions.

8.9 Welsh Language, Culture and Heritage

Procurement will support the Authority's responsibilities and commitments relating to Welsh language, culture and heritage.

Relevant requirements may include bilingual service delivery, Welsh-language communications, digital interfaces, signage, interpretation, cultural competence, traditional skills and protection of historic or cultural assets.

9. Category-Based Sustainable Procurement

Sustainability requirements will be tailored to the characteristics and impacts of the relevant procurement category.

Category	Strategic considerations
Construction and infrastructure	Whole-life cost and carbon, materials, circularity, biodiversity, waste, Fair Work, resilience and social public works requirements where applicable
Conservation and land management	Biodiversity, ecosystem resilience, biosecurity, plant provenance, soil, water, machinery emissions and ecological outcomes
Fleet, plant and machinery	Utilisation, low-emission alternatives, total cost of ownership, energy, maintenance, repairability and end-of-life recovery
ICT and digital	Asset life extension, energy, repairability, refurbishment, e-waste, cloud carbon, accessibility, Welsh language, data and ethical supply chains
Professional services	Need, outcomes, knowledge transfer, travel, SME accessibility, Welsh language, intellectual property and skills transfer

Visitor services and tourism	Travel, biodiversity, waste, food, accessibility, Welsh language, culture, Fair Work and community outcomes
Facilities management	Energy, water, chemicals, waste, carbon, Fair Work and service efficiency
Furniture	Avoidance, reuse, repair, refurbishment, responsible timber, recycled content and take-back
Textiles and PPE	Durability, ethical labour, modern slavery, fibres, chemicals, repair and take-back
Food and catering	Food waste, sustainable sourcing, packaging, plant-rich options, Fair Work and supply-chain resilience

Detailed category guidance will be developed where expenditure, sustainability impact or operational risk justifies additional support.

10. Socially Responsible Procurement Objectives 2026–2029

The Authority will maintain the following Socially Responsible Procurement Objectives.

Objective 1 – Strong, Transparent and Proportionate Procurement Governance
The Authority will ensure that procurement is lawful, transparent, proportionate and supported by clear accountability, appropriate capability and reliable information.

This will include maintaining appropriate procurement procedures, a forward pipeline, contracts register, procurement records, training and appropriate senior oversight.

Objective 2 – Secure Whole-Life Value and Use Public Resources Efficiently
The Authority will challenge demand and seek long-term value by considering cost, quality, performance, risk and whole-life impacts.

This will include reuse and repair, appropriate collaboration, whole-life costing, improved planning, active contract management and identification of savings, efficiencies and cost avoidance.

Objective 3 – Reduce Carbon, Resource Use and Wider Environmental Impacts
The Authority will use procurement to support decarbonisation, circularity, climate resilience and responsible resource use.

Priority actions will include identifying high-carbon expenditure, incorporating proportionate carbon requirements, reducing waste and packaging, increasing reuse and repair and improving contract-level environmental information.

Objective 4 – Protect and Enhance Biodiversity and Ecosystem Resilience
The Authority will use procurement to support biodiversity, biosecurity and ecosystem resilience.

This will include identifying ecological risks, preventing invasive species, applying appropriate sourcing requirements, protecting soil and water and embedding appropriate ecological controls into relevant contracts. Given the Authority's statutory purpose, this will be treated as a distinctive procurement priority.

Objective 5 – Promote Fair Work, Equality and Responsible Supply Chains
The Authority will use procurement to support fair, ethical and inclusive working practices and reduce the risk of exploitation.

This will include proportionate Fair Work requirements, ethical supply-chain due diligence, equality, accessibility and responsible subcontracting.

Objective 6 – Support Diverse, Accessible and Resilient Markets
The Authority will seek to make procurement opportunities accessible to capable suppliers and support diverse and resilient markets.

This will include forward visibility, market engagement, removal of disproportionate barriers, proportionate financial and evidence requirements, SME and VCSE participation and prompt payment.

Objective 7 – Support Eryri's Communities, Welsh Language, Culture and Heritage
Relevant procurement will support community well-being, Welsh language, cultural identity and the heritage of Eryri.

This will include appropriate Welsh-language requirements, community outcomes, skills opportunities, accessibility and protection of cultural and historic assets.

Applying the Objectives

The seven objectives will not be used as a standard checklist in every tender.
At procurement-planning stage, the Authority will identify which objectives are materially relevant to the requirement.

Relevant objectives will then be reflected proportionately in specifications, evaluation criteria, contract conditions, KPIs and contract-management arrangements.

For prescribed contracts, the Authority will record all reasonable steps taken to pursue relevant objectives.

11. Contract Management and Supplier Performance

Contracts will be managed according to their value, complexity, operational significance and risk.

Routine contracts may require basic confirmation of delivery, invoice control and management of expiry dates.

Material contracts should normally have a named contract manager, defined performance requirements, periodic supplier review, financial monitoring and relevant sustainability monitoring.

Strategic or high-risk contracts should normally have a formal contract-management plan, mobilisation arrangements, defined KPIs, risk management, structured supplier review, change control, improvement actions and formal exit planning.

Where sustainability or socially responsible procurement commitments contributed materially to the award decision, those commitments should be incorporated into performance management and monitored during delivery.

Contract changes and extensions will be managed through appropriate governance and considered in relation to legal basis, financial impact, supplier performance, sustainability implications and whether re-procurement would provide a better outcome.

Prompt payment will form part of responsible supply-chain management. Valid invoices will be paid in accordance with applicable statutory and contractual requirements.

12. Procurement Pipeline, Data and Capability

The Authority will maintain a rolling forward procurement pipeline covering at least 18–24 months where practicable.

The pipeline will provide visibility of future requirements, contract expiries, estimated values, procurement timescales, responsible officers, sustainability priorities, market-engagement needs and potential collaborative opportunities.

Forward planning will be used to reduce avoidable urgency, improve market preparedness and identify opportunities for aggregation or collaboration.

The Authority will progressively improve procurement and supplier information, including expenditure by supplier, category, service area, contract and procurement route.

Where useful and proportionate, additional information may include SME and VCSE status, contract sustainability risk, carbon information, social-value data, supplier performance and contract expiry.

Procurement capability will be developed according to officers' responsibilities. Relevant staff should understand Standing Orders, thresholds, procurement routes, conflicts of interest, sustainable procurement principles and contract-management responsibilities.

Officers regularly undertaking procurement will require deeper capability in procurement legislation, market engagement, specifications, evaluation, whole-life value and contract management.

Specialist support will be obtained for complex or higher-risk procurement.

13. Collaboration

The Authority will consider collaborative procurement where this can improve value, capability, resilience or wider outcomes.

Potential collaboration may involve other National Park authorities, local authorities, Welsh Government, Natural Resources Wales, other North Wales public bodies and appropriate public-sector procurement organisations.

Collaborative arrangements will be assessed according to whether they meet the actual requirement, represent whole-life value, provide appropriate contractual terms, allow relevant sustainability requirements and provide appropriate supplier access.

Collaboration will be used where it improves outcomes rather than as an automatic default.

14. Performance, Reporting and Continuous Improvement

The Authority will establish a proportionate procurement performance framework to assess implementation of this Strategy and its Socially Responsible Procurement Objectives.

The initial performance framework should focus on a manageable number of measures.

Area	Example measure
Capability	Relevant officers completing procurement training
Planning	Planned procurements captured on the forward pipeline
Transparency	Completeness of required contract records and registers
Accountability	Material contracts with named contract managers
Sustainability	Relevant procurements completing sustainability assessment
Contract delivery	Strategic contracts with relevant sustainability KPIs

Prompt payment	Valid invoices paid within applicable payment periods
Market accessibility	SME and VCSE participation where reliable data is available
Whole-life value	Relevant procurements applying whole-life costing
Biodiversity	Relevant contracts incorporating biodiversity or biosecurity requirements
Circularity	Relevant contracts incorporating reuse, repair or circular requirements
Carbon	Carbon information captured for priority categories
Community outcomes	Relevant social and community commitments delivered

Targets will be established when sufficient baseline information is available. Performance information will be used to support statutory reporting, senior management oversight, capability development, category prioritisation, contract-management improvement and continuous improvement.

15. Implementation and Maturity Development

Implementation of this Policy and Strategy will be phased to ensure that the Authority establishes the essential governance and procurement infrastructure before progressively developing more advanced procurement capability.

Phase 1 – Establish the Foundations
Initial priorities will be to confirm executive procurement accountability, designate procurement coordination responsibility, approve and communicate this Policy and Strategy, publish Socially Responsible Procurement Objectives, validate procurement procedures and responsibilities, improve visibility of current contracts and establish the forward procurement pipeline.

Phase 2 – Standardise Core Procurement Processes
The Authority will develop and implement a proportionate Procurement Toolkit covering procurement initiation, route-to-market decisions, sustainability risk assessment, market engagement, specification development, evaluation, conflicts of interest, contract award, contract management, KPIs, change control, direct awards and lessons learned.

Relevant procurement-awareness training will be introduced alongside the Toolkit.

Phase 3 – Embed Sustainable and Socially Responsible Procurement
The Authority will progressively strengthen category-specific sustainability guidance, whole-life costing, carbon and climate considerations, circular procurement, biodiversity and biosecurity, Fair Work, ethical supply-chain controls, SME and VCSE accessibility, community value, Welsh-language requirements and accessibility.

Phase 4 – Strengthen Contract and Supplier Management
The Authority will segment contracts according to risk and strategic importance, assign appropriate contract ownership, introduce proportionate contract-management plans, strengthen supplier-performance information, embed sustainability KPIs and improve renewal, change-control and exit planning.

Medium-Term Development
Once the core framework is operating consistently, the Authority will progressively develop category management, detailed spend and supplier analysis, procurement carbon analysis, strategic supplier relationship management, advanced whole-life costing, procurement benefits tracking and improved measurement of environmental and social outcomes.

16. Review and Commitment

This Policy and Strategy will be reviewed annually and revised where required to reflect legislative change, Welsh Government procurement policy, changes in Authority priorities, procurement performance, audit findings, capability requirements and lessons learned.

The Authority recognises that responsible procurement is not achieved by adding a sustainability question to a tender.

It requires the Authority to consider need, value, risk and wider outcomes from the earliest stages of procurement planning through to contract exit.

The Authority will therefore seek to ensure that procurement decisions can demonstrate why expenditure was necessary, how the requirement was designed, why the selected procurement route was appropriate, how whole-life value was considered, which wider outcomes were relevant, what suppliers committed to deliver and whether those commitments were achieved in practice.

Through this approach, procurement will support the effective delivery of the Authority’s functions while contributing to the protection of Eryri’s environment, the resilience of its communities, the Welsh language and culture, responsible stewardship of public resources and the well-being of future generations.

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Mae'r ddogfen yma hefyd ar gael yn y Gymraeg /
This document is also available in Welsh

Appendix 1

Glossary

Material procurements	Procurements that are sufficiently significant, high-value, high-risk, strategically important, or likely to have a substantial impact on the Authority's finances, services, reputation, or legal obligations.
Microbusinesses	The smallest category of business, typically employing fewer than 10 people and having an annual turnover or balance sheet total of no more than £2 million. Many sole traders, family businesses and small local companies fall within this category.
SMEs	Small and Medium-sized Enterprises: Businesses that employ fewer than 250 people and have an annual turnover of no more than approximately £50 million.
Social and Community Value	
VCSEs	Voluntary, Community and Social Enterprises Organisations that operate for social, environmental or community benefit rather than primarily for profit. This term includes charities, community groups, social enterprises, co-operatives, voluntary organisations and community interest companies (CICs). VCSEs often deliver public services, community projects and social value outcomes.
WRAP	Waste and Resources Action Programme