PROCUREMENT STRATEGIES FOR USQUAM FORMULA-E RACING AND TEST CIRCUIT FACILITIES FOR ELECTRIC VEHICLES

MODULE 7CMNM011W.1

PROCUREMENT

REPORT

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Abstract

The following report introduces the country of Usquam and sustainable development to set the context for identifying the approach that Trotters' Independent AutoSport Consultancy advises the Fund to take in applying the principles of sustainable development to the procurement of the services and works contracts required for the project which includes a spectator grandstand, pit lane facilities, a new broadcast centre and landscaped gardens at their new Formula-E facility. Trotters' Independent AutoSport Consultancy also advises on carrying out services and works procurements in a way that meets the requirements of the Fund for the conduct of its procurements. Finally, the report explains the justification surrounding the recommended advice and approach to procuring the required contracts.

Introduction

The country of Usquam has recently been experiencing a sustained period of economic growth due to the discovery of extensive and easily extractable deposits of minerals required to make batteries for electric vehicles and thin-film photovoltaics. The government of Usquam has been investing the income that it receives from the licensing of extraction and taxes on the companies involved in a substantial sovereign wealth fund, called the Fund. This ensures that the government responsibly manages the income for the long-term, benefitting the wealth of both current and future generations of Usquam. The government of Usquam has a proven track record for ethical investments and is one of the most corruption-free states in the World.

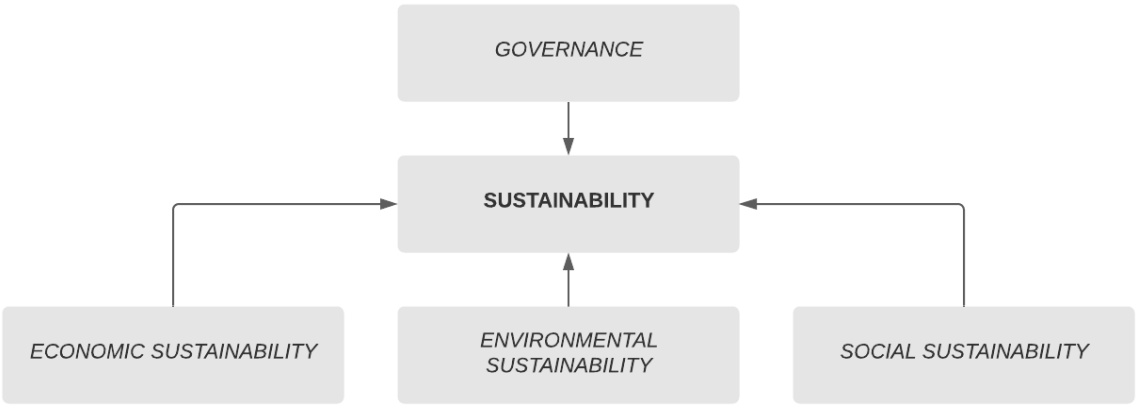
Usquam has a dual public procurement system, with separate systems for procurement conducted by the government and procurement conducted by the Fund. The system associated with the Fund does not have a requirement to comply with detailed regulations; however, the Fund has a duty to satisfy the Usqaumi Ministry of Finance in the sense that any of its arrangements for any projects are transparent, prevent corrupt practices, provide value for money, are non-discriminatory, procedurally fair, and are proportionate.

Trotters' Independent AutoSport Consultancy will be assisting the Fund with its procurement associated with several contracts for the project and the creation of a racing and test circuits facility for electric vehicles. This facility will act as both a showcase for the emerging Usquami eclectic vehicle manufacturing industry as well

as a catalyst for sustainable regeneration in an economically deprived area of Usquam. The Consultancy will offer advice for applying sustainable development principles and carrying out the works for the procurement of the contracts for the new facilities.

Sustainable Development

The 1987 Bruntlandt Commission Report defined Sustainability as ‘meeting the needs of the present without compromising the needs of future generations.’ (United Nations, 1987) This report broke the concept of sustainability down into three major pillars, also known as the triple bottom line; environmental sustainability, social sustainability, and economic sustainability, also referred to as people, planet, profits. Complete sustainability also requires the implementation of governance, which can be recognised as a ‘fourth pillar’ in addition to the other three pillars of sustainability.



(Figure 1 - Bruntlandt Commission, 1987)

Pillar	*Examples*
Economic	• Economic regeneration • Sustainable economic Development • Emerging markets • Development of SMEs • Total cost of ownershup and life cycle costing • Value for money • Poverty reduction
Environmental	• Environmental rescource management • Urban planning • CO2 reduction • Alternative energies: solar, wind • Water management • Sustainable agriculture • Marine resources management • Protection of ecosystems • Pollution and waste management
Environmental	• Human rights • Clean drinking water • Food security • Fair pay and labor law protections • Anti-child labor and forced labor laws • Fair trade • Heath and safety • Gender equality including universal education • Child mortality and maternal health • Healthy lives and well-being for all

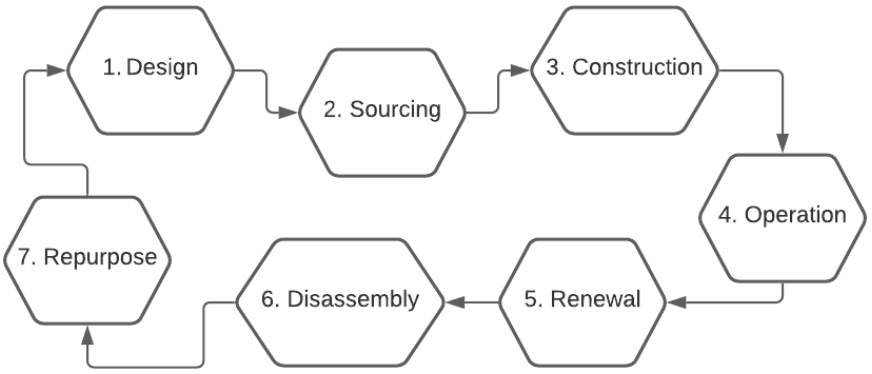
(Figure 2 - World Bank, 2019)

Nearly 30 years after Sustainability was defined, the United Nations adopted 17 Sustainable Development goals with 169 targets and 330 indicators to be reached by 2030. (*See Figure 2, Sustainable Development Goals, UN, 2015*) The United Nations adopted these goals because they can be applied universally across the globe, and many countries have begun implementing them into their national plans and strategies.

(Figure 3 - UN, 2015)

A Circular Economy

Another concept that has been proven to increase sustainability specifically in the construction industries, is the circular economy. The circular economy is a concept in which waste management and upstream product design and service development are planned to extend product lifetimes and reduce the sue of natural resources overtime. The initial aim is to design out waste and pollution from the future of the product, therefore products are designed to be disassembled and reused. In terms of property and construction, a few circular economy principles that can be applied are as follows;



(Figure 4 - ARUP, 2016)

1. Design - Incorporated in the design brief and initial planning stages of the project should be the planning and sourcing of recycled and reutilised components. *(ARUP, 2016)*

2. Sourcing - Using materials from other industries minimising the input of virgin materials and components in the project. *(ARUP, 2016)*

3. Construction

4. Operation - The exchange of renewable resources, data and materials within the local and regional districts and economies throughout the operation phase. *(ARUP, 2016)*

5. Renewal - The renewal of minor components, major components, and the reuse and repurpose of built environment components and materials by other industries. *(ARUP, 2016)*

6. Disassembly

7. Repurpose - Reusing and Repurposing built environment components and materials by other industries *(ARUP, 2016)*

The benefits of a circular economy are the achievement of a positive residual value through a longer lifespan. There is also reduced construction times and less wastage on-site compared to the standard linear economy building method that has been used for decades. Newer economies, such as Usquam, have more of an advantage if they apply circular approaches to their buildings activities now. Other older, replacement economies will need to adjust to the technical barriers associated with the new resources and feasibility of the circular economy. (Chesire, 2016)

Construction & Socio-economic growth

The construction industry is a significant contributor to socio-economic development in most countries. (CIB, 1999) The sector also has one of the highest potentials for moving to a circular economy because of its opportunities to create sustainable buildings that use and reuse resource-efficient materials, reduce waste, conserve and enhance the natural environment, and safeguard human health and wellbeing—currently looking at the whole life cycle of a building, from the extraction of materials through manufacturing, construction, use and maintenance, buildings within the EU amount for 50% of all raw material extraction, 50% of all energy consumption, 40% of all greenhouse gas emissions, 33% of all water consumption, 33% of waste generation (Levels Report, European Commission, 2019). It is critical to acknowledge the affects that the construction industry has on the environment

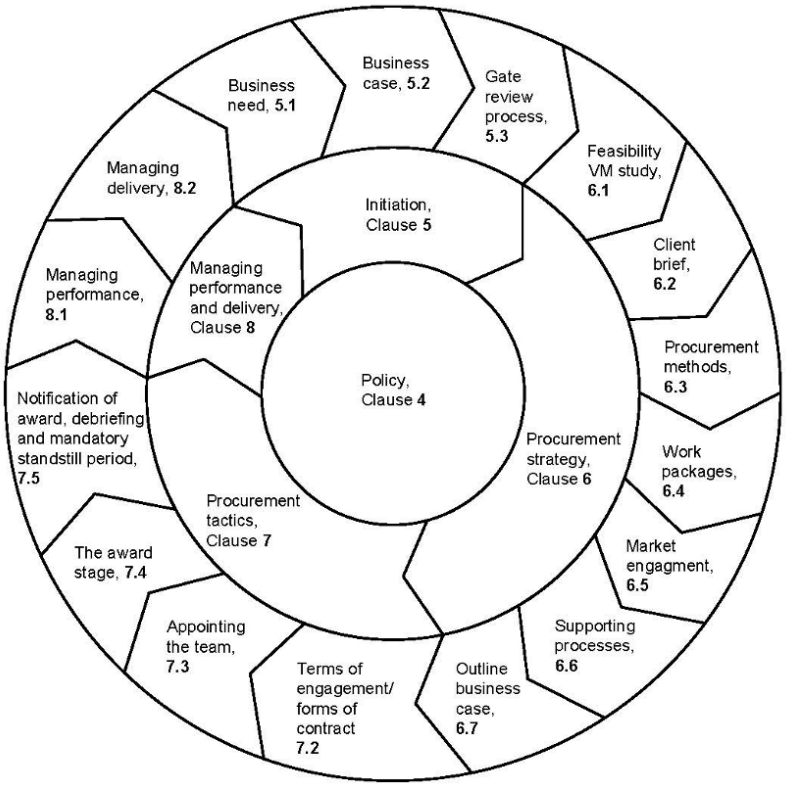
and the economy. As Usquam prides itself on being a country of recent great socio-economic growth and success, the future procurement strategies used on future projects must contribute to this growth.

Procurement Advice

Procurement involves the contractual agreement, technical performance system, culture, procedures, environmental sustainability, organisation, conflicts, and building economies. (Rowlinson, and McDermott, 2005) Trotters' Independent AutoSport Consultancy advises the Fund on several procurement contracts to be carried out to meet all requirements of the Fund and the Usquami Ministry of Finance. There are many benefits to undertaking sustainable procurement including key business drivers such as financially reducing operating costs by procuring more efficient and sustainable goods, risk management methods assessing the threats and opportunities associated with economic, legal, environemntal and social sustainability, commitments and goals including developing sustainable procurement policies in line with a countries overall startegy, increasing stakeholder expectations by taking into account social responsibility and sustainability issues, and the attractiveness of performance in terms of social responsibility and sustainability impacting the project's image. (World Bank, 2019) The following tools are introduced to ensure that sustainability practices are being considered throughout various stages in the procurement process. Trotters' Independent AutoSport Consultancy uses a number of documents and examples to illustrate the ways in which sustainability and governance can be the main focus in the procuring of the two elements of the project, no matter what procurement route is chosen for each project (Traditional, Design and Build, etc.).

The British Standard BS 8534:2011 applies to both the public and private sector. It sets out the best practice recommended for procurement policy, procurement initiation, procurement strategy, procurement tactics, and managing performance and delivery. (BS 8534:2011) The policy states that the procurer should deocument a procurement policy that considers at a minimum the appropriate provisions for items listed in BS ISO 10845-1:2010, any issues of bribery (consider the Prevention of Corruption Act and Bribery Act), conflicts of interest, dispute reoslution, identification and management of risk, issues of payment and financial management, issues of stakeholders and their impact on procurement and third party rights, cost management and KPIs, corporate social responsibility, health and safety, environmental sustainability, and intellectual property. (BS 8534:2011) Additionally, the procurer will also consider public procurement rules that the

Government of Usquam and Usquam Ministry of Fiannce have implemented, sector based constraints they may have, any Construction and Regeneration Acts associated with the project, tax / VAT, planning policies and applications, and building regulations. (BS 8534:2011)



(Figure 5 - BS 8543:2011)

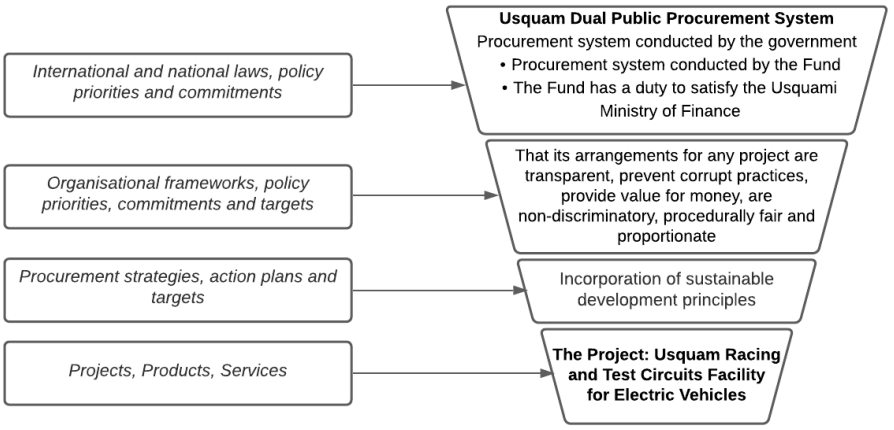
Advice for Sustainable Procurement

Sustainable Procurement has been defined as ‘that process whereby organisations meet their needs for goods, services, works, and utilities in a way that achieves value for money ona whole-life basis in terms of generating benefits not only to the organisation, but also to society and the economy whilst minismising damage to the environment.’ (UK Government, 2006) The concept of sustainable procurement is the future of procurement and depends on the incorporation and appreciation of the goals of society into all stages of a building’s life. There are a variety of methods that are recommended ranging from the adoption of a more energy-efficient design to minimise the overall environmental impact to becoming more inclusive of social clauses within construction contracts that require percentages of labour to be filled by apprentices. Buildings should also be designed to meet the needs of all

community groups to contribute towards the social inclusions dimension of sustainability.

The whole costs of goods and services including energy and water use as well as the costs of managing social costs (pollution impacts, carbon emissions, waste disposal) must be taken into account to achieve value for money in meaningful senses.

Sustainable Procurement Golden Thread for Usquam Formula-e Facility



(Figure 6 - Golden Thread)

The example of a golden thread is important because it emphasises the idea that procedures must support policy aims. The top level includes all inetrnational and national laws, policy priorities and commitments. Usquam has a dual public procurement system which means that the country have a commitment to conduct procurement separately through the Government and through the Fund. Another policy is that the Fund has the duty to satisfy the Usquami Ministry of Finance. At the next level, which includes organisational frameworks, policy priorities, commitments, and targets, the policy goals of procurement and the arrangements are listed to complement the level above. The goals of Usquam in its arrangements and policies is that they are transparent, prevent corrupt practices, provide value for money, are non-discriminatory, and are procedurally fair and proportionate. The procurement strategies, action plans and targets much be implemented to achieve these goals. Trotters' Independent AutoSport Consultancy has provided advice for the incorporation of sustainable development principles into the contracts for the Usquam Racing and Test Circuits Facility for Electric Vehicles.

Incorporating sustainability into the strategic brief requires the analysis of issues such as the site, its location, its natural history and its response to climate, landscape, ecology and infrastructure; site-specific hazards such as flooding, exposure, subsidence, etc. The project's impact on public transport infrastructure and amenities by the project; community participation and commitment to identify the opportunities and barriers, benefits to the community; energy efficiency and energy savings targets; minimum use of natural resources; enhancing the quality of life and user satisfaction; flexibility against future changes, etc are all factors that affect the sustainability measurements of a project.

The approaches that we advise Usquam to take in the initial stages of the procurement process and the inclusion of sustainable development principles are:

1. Planning and defining the Sustainability Sourcing Strategy
2. Integrating sustainability requirements into the specification
3. Selecting the suppliers and awarding the contracts to the suppliers
4. Managing the contracts and ensuring sustainability is integrated into the management
5. Reviewing and learning from the contract by evaluating to improve sustainability procedures (BS ISO 20400:2017)

The BSI packages BS ISO 20400:2017 with BS ISO 4401:2017, BS 44002:2019 and BS 2600:2010. BS 44002:2019, the collaborative business relationships standard, and BS 2600:2010, guidance on social responsibility, work together in enabling organistions to enhance theur collaborative efforts with suppliers, customers and partners through using procurement to increase sustainability efforts.

The client must set targets and requirements that they wish to be achieved by the final result. There are many targets and standards that we recommend the client to aim for including BREAAM and LEED, as well as their own that they may set. These need to be set early on so that they can be effectively integrated within the procurement process. These targets don't only focus on energy performance; other indicators include the use of sustainable building materials, indoor air quality, waste generation, noise and water and use during construction, local expenditure and employment. The client should include the focus on circularity in the specifications in order to support their sustainable goals. They should also include tendering specifications early on, including developing the approach on design for disassembly to improve separation and recovery of construction residues. This usually makes up a good percentage of the materials used, so if it is addressed in the earlier planning stages, there is more chance of producing a building with a

longer lifespan. The client should co-operate with recyclers on specifications for the separation & recovery of materials and integrate technical and biological metabolisms into the specifications. These will lead to the potential sustainability benefits of better energy performance, reduction of waste, better safety for users, universal design, disposal and end-of-life management.

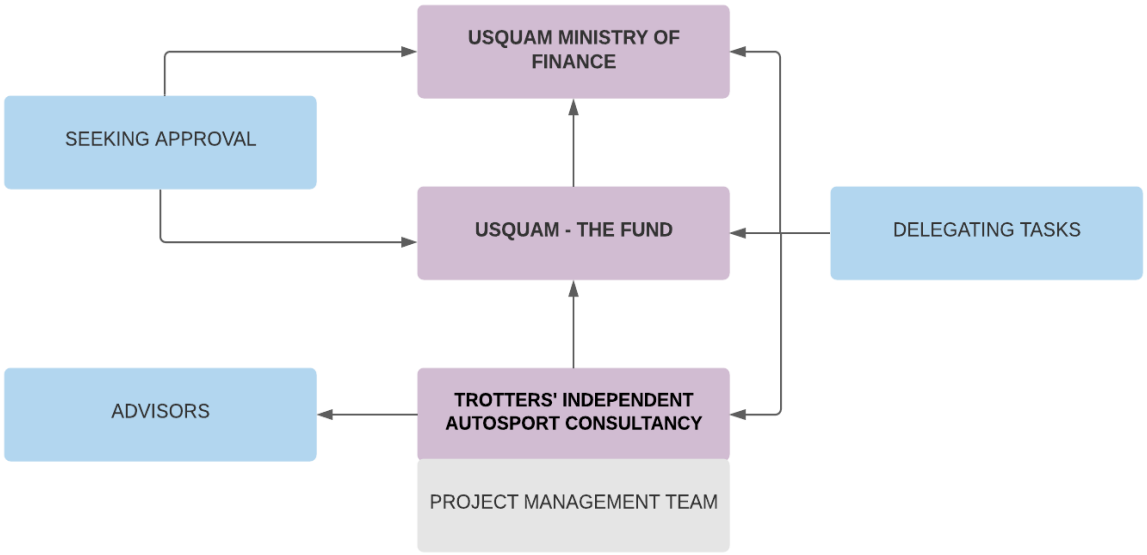
At a minimum, it is recommended that the client establish minimum levels of acceptable performance, excluding any undesirable features and an option to define their preferred sustainability solutions related to the evaluation criterion used to reward performance exceeding the minimum standards.

A number of sustainability assessments should be conducted in order to analyse the impact that sustainable opportunities may have on the project. The most common being the Environmental and Social Imapct Assessments (ESIA) that helps to work through the Approved Selection Methods for Goods, Works and Non-consulting Services, identifying the appropriate Selection Method. (World Bank, 2019) Figure 7 shows the key stages in procurement and some of the topics and questions that should be considered at each stage of the process.

(Figure 7 - World Bank, 2019)

Advice for carrying out service and works procurement to meet the requirements of the Fund

The requirements of the Usquami Fund are to satisfy the Usquami Ministry of Finance by making arrangements for each project that are transparent, prevent corrupt practices, provide value for money, are non-discriminatory, procedurally fair and proportionate. Governance is extremely important in the organisation of the project team. Below is the recommended structure of the project team, which clearly explains how authority is distributed within the project team.



(Figure 8 - Governance Structure)

Our consultancy, Trotters' Independent AutoSport Consultancy is in charge of the project delivery including the advising on procurement methods for Usquam Ministry of Finance and the Fund to take. While sustainability in procurement has a lot of resources to consider throughout the procurement process, it is important to note that governance also plays a role in sustainability and successful sustainable procurement. "Corruption during the early stages of the project cycle, when projects are appraised, designed, and budgeted, may open up doors for additional corruption later on." (Wells, 2015) The GIACC provides an international network of anti-corruption alliances and advisory councils. GIACC provides a number of resources for their affiliates to use in combating corruption within both public and private sector organisation and institutions including governments, funders, project owners, and business associations / professional institutions. (GIACC, 2021) One

recommended tool is the Project Anti-Corruption System (PACS) that is a management system designed to assist in the prevention and detection of corruption on infrastructure projects. The Commonwealth Anti-Corruption Benchmark also help governments and other public sector organisations assess their anti corruption laws and procedures against international good practice, promoting improvement. As the Usquam governement and Ministry of Finance prides itself on its anti-corruption policies, these tools are still recommended when taking part in infrastructure projects such as the Formula-e facility.

Satisfying the Usquami Ministry of Finance

Transparency - Completed transparency among projects and organisations is the pathway to successful project and the implementation of policies. Making an effort to improve transparency in these organisations will allow for more focused procedures surrounding decision-making in the project preparation. (Wells, 2015) Good transparency should be considered a policy in every organisation because it allows for more efficient decision-making and limits corruption within the organisation.

Prevention of Corruption - The Commonwealth Anti-Corruption Benchmarks acts as a guide for preventing corruption and promotes the concepts of honesty, impartiality, accountability and transparency. (GIACC, 2021) As one of Usquami Ministry of Finance's core policies, it is important for anti-corruption guides to be included in the procurement strategies especially considering financial, cost, risk management and operational stages of a project.

Providing value for money - Corruption must be tackled in the earliest stages of a project, because it can continue throughout the entire project timeline if it is not addressed immediately. Corruption can have a massive effect on the value of a project.

Non-discriminatory practices - Equality in organisations is completely necessary and there shouldn't be any excuses for discriminatory behaviour in the public or private sectors of government or organisations. To ensure that non-discriminatory practices are put into practice, there should be leaders demonstrating 'inclusive leadership', enforcing clear communication and celebration of everyones achievements, and establish learning and goals throughout the organisation. (Peters et al., 2011) When choosing which contracts to follow through with and in the awarding of contracts, there should not be any discrimination surrounding age, disbility, ethnicity, or gender when it comes to decision-making.

Contracts + Examples

BS 8534:2011 outlines the following factors that must be assessed in order to influence to procurement strategy: project objectives, budget constraints, funding, performance and programme, risks, client's experiences and qualifications to manage the project, length of the operational services required from the facility, basis for seeking tenders (design and build), work packing: contracts and work breakdown between contracts, publicity to attract the right level of interest from the marlet, risk allocation and contingencies, and roles and responsibilities including health and safety. (BS 8534:2011) Since Usquam has a dual public procurement system, and some elements of the overall project are conducted by the government, it is very possible that each element of the package can have a different procurement strategy.

The Design and Construction of a spectator grandstand, pit lane facilities and broadcasting centre at the New Facility valued at approximately £354 million

1. *Identification - In the Identification stage, it is established what exactly is to be procured. The design and construction of a spectator grandstand, pit lane facilities and broadcasting centre at the New Formula-e facility is to be procured. The initial considerations include sustainability policies, strategies and priorities, the community needs and expectations of Usquam, any natural environmental risks that the construction of the project may cause, the analysis of environmental and social impact assessments, prioritisation of sustainability needs. (World Bank, 2019) The assessments will be performed around the spectator grandstand, pit lane facilities, and the broadcasting centre, measuring their potential impacts. The governance structure is created* and operates to ensure transparency and fairness and counter risk of fraud/corruption. Initial benchmark assessments on corruption by GIACC are used to assess the organisations and individuals involved in the procurement process.
2. *Analysis - The analysis stage includes market research and planning based off of the information and objectives that have been discovered in the initial identification stage. In this stage, questions are asked such as what the expected sustainability benefits may be, what sustainable products or services are available, are there any new or customisable sustainable solutions for designing and constructing these facilities, what are the anticipated costs, how will the procurement strategy address sustainability in all stages of the project? (World Bank, 2019) This is the stage where the decisions surrounding the procurement strategy are made. A Project procurement Startegy for*

Development (PPSD) will be created outlining all of the research and the reasoning for the decision on which procurement strategy. LEED and/or BREEAM may be considered at this stage as building the assessment criteria for sustainable design and construction of the new facilities.

3. *Requirements - In the requirement stage, Tender offers are solicited and a Selection Method is chosen. The relevant sustainability standards and classifications will be identifies and sustainability priorities will be assessed throughout the life-cycle. (World Bank, 2019) Often time, sustainability criteria and weightings are created to check whether contract terms reflect the sustainability priorities written out.*
4. *Source - The sourcing process begins when the opportunity to attract interest from vendors is advertised. This is the stage where the bids/proposals and Tender offers are evaluated. The firms and client must get together to assess the quality of sustainable solutions proposed and sustainability credentials that the bidder possesses (LEED/BREEAM/WELL AP). (World Bank, 2019) The assessment of the quality and cost of sustainable solutions and the comparison of whole-of life costs must be considered.*
5. *Implement - After all the proposals have been analysed, the most advantageous bid is selected, and the contract terms and KPIs must be agreed to. The contract implementation includes the contract management plan, a system to monitor the deliver of sustainability priorities and report against delivery and outcomes being achieved, and the assessment of the delivery against KPIs sustainability measures. (World Bank, 2019). The contract is awarded to the whomever can provide the best sustainability options and benefits for the construction of each facility. As this is a high-value element of the project, there is a lot to consider in this stage.*
6. *Check - In the final stage of the procurement process, the contracts are administered and there is confirmation of compliance with requirements. Sustainability outcomes and benefits must be achieved, and the assessment of value for money over whole-of-life costs are analysed. This final stage includes the review of sustainability monitoring and reporting in order to identify lessons learned and share the learning with future projects.*

The Design and Construction of landscaped gardens at the three main public entry/exit points at the Circuit valued at approximately £850,000

1. *Identification - The design and construction of landscaped gardens at three main public entry/exit points at the Circuit. Value = £850,000. Usquami sustainability policies must be implemented early in this process. Consider*

sustainable materials, products and services for the landscaping efforts. Perform assessments on the environmental and social impacts of the landscaping.

2. *Analysis - The assessments are analysed and the research surrounding sustainable materials and services begins. The consideration of value for money and anticipated cost of £850,000 is considered in the planning process, and the procurement strategy will address sustainability in a number of ways including the use of sustainable materials and services. Traditional procurement route is recommended for this element of the project.*
3. *Requirements - Specifications should be either conformance or performance, and Prequalification should be used in the soliciting of tender offers. Sustainability priorities such as ratings, track records of the bidders, and life-cycle assessments should be taken into account. A sustainability rating is created.*
4. *Source - Evaluate the tender offers, bids/proposals focusing on the assessment of the quality of sustainable solutions, whole-of-life costs, the bidder's sustainability credentials and track records, and value for money including the quality and cost of the proposed sustainable solutions.*
5. *Implement - The contract for the Landscaping of three entry/exit points is awarded to the bidder that provides the most sustainable advantages and value for money. Systems are created to measure and monitor the sustainability priorities of the project.*
6. *Check - Contracts are administered. The cost of £850,000 is assessed over the whole-of-life costs of the project. All sustainability outcomes and benefits must be achieved. Assessments on effectiveness of the sustainability monitoring, reporting, and and lessons learned are identifies in this stage for the future.*

Conclusion

This document has discussed the procurement of two major packages to be completed at the new Usquam Formula-e Circuit and Testing facilities. It establishes what the Usquam Ministry of Finance and Trotters' Independent AutoSport Consultancy wish to be procured, through the identification of sustainability criteria including the three pillars of sustainability as well as the inclusion of the overarching governance framework. The Procurement Strategies and approaches are outlined for packaging, contracting, targeting and selection with emphasis on the sustainability criteria, how it informs the activities in each stages of procurement and the unique sustainability risks and opportunities that apply to each package. The governance structure is analysed and explained how it will ensure tender packages and tender offers and conducted fairly and properly to counter any risk of

fraud an corruption within the organisation and projects, one of the Usquam Ministry of Finance's key principles. The report ultimately relates to Trotters' Independent AutoSport Consultancy describing to Usquam Government and the Usquam Ministry of Finance how it would run procurements for the two contracts, illustrated by examples of how those proposals would be applied by reference to the two contracts; *The Design and Construction of a spectator grandstand, pit lane facilities and broadcasting centre at the New Facility valuing at approximately £354 million and The Design and Construction of landscaped gardens at the three main public entry / exit points at the Circuit valuing at approximately £850,000.*

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