



Sustainable Procurement Policy 2015-19

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2. INTRODUCTION

2.1. What is Sustainable Procurement?

Sustainable procurement means taking into account the wider social, economic and environmental impact when buying the services, works and goods we need, whilst still achieving value for money. In the context of a challenging financial climate for local government, sustainability must come within the affordability envelope for the relevant project.

2.2. What does this document aim to achieve?

The Sustainable Procurement Policy reviews progress so far, renews our commitment to sustainability, and highlights some of the key ways we will develop sustainable procurement further. This is not an exhaustive list. We will take each pillar of sustainable procurement in turn: social, economic and environmental.

3. SOCIAL

Enfield faces the challenge of higher than average unemployment rates.¹ We have the 3rd highest proportion of 5-19 year olds in London, meaning finding suitable employment and training routes for young people is essential. Additionally, helping more over-50s, single parents and people without higher-level qualifications into work are all key issues. It is therefore critical that we make every effort to use the power of our procurement spend to get the best social and economic outcomes for our local communities, creating additional training opportunities.

¹ Enfield's unemployment rate is 8.5%, compared with 7.4% in London and 6.8% nationally. Source: Regional Labour Market, November 2014, Office for National Statistics.

We want our suppliers to demonstrate they have incorporated fair contract prices and terms through their supply chain.

3.1. **Some achievements:**

- Building social benefits into contracts, including apprenticeships and training opportunities;
- Mandating the London Living Wage for Council staff, and to the extent permitted by law, ensuring it is paid as a minimum by the Council's contractors and sub-contractors employed in the delivery of certain contracts. This is done on a case by case basis and excludes social care due to personalisation.

3.2. **We will continue to improve the social sustainability of our purchases by:**

- Setting up a flexible pool of apprentices which will enable us to allocate apprentices to suitable contracts. If project durations are shorter than the apprenticeship duration, we can then ensure contracts can still support an apprentice for some of their training;
- Promoting London Living Wage with our supply chain and ensuring it is built into contracts where appropriate;
- Negotiating additional jobs, training opportunities and apprenticeships for local people and long term unemployed into our future contracts.

Case Study: Enfield Apprentices

Enfield Connect is contracted by Enfield Council to provide support to those whose tenancies or mortgages might be at risk, working hard to prevent homelessness in the borough.

While implementing this contract, Enfield Connect recruited two apprentices as part of their service delivery team, recruited from the College of Haringey, Enfield and North East London. The interview and recruitment process carried out by the employer focussed on getting someone with the right attitude and personal attributes rather than skills set. The apprentices help Enfield Connect to meet the needs of customers, bringing with them great local knowledge as well as a different perspective and fresh ideas, thereby adding value.



The apprentice is offered on-the-job experience and a career pathway with a range of options, a salary, and access to further training from parent company One Support. There is also structured mentoring and support from both Enfield Connect and the training provider, who listen to the apprentice's aspirations and tailor the scheme towards these. As a result, their professional confidence grows, and they are better able to contribute to the future of Enfield Connect.

5. ECONOMIC

The Council has a key role to play in driving local economic growth, and spending more with small businesses is one way we can support the local economy. Federation of Small Businesses research shows that for every £1 spent with a small or medium-sized enterprise (SME), 63p is re-spent in the local area. This is compared with 40p in every £1 spent with a larger business.²

We therefore want to ensure our bidding processes are accessible to small businesses so that they can supply Enfield Council where they meet our criteria for quality and value. 99.8% of Enfield's businesses are SMEs, and 92% of these are micro businesses, employing fewer than 10 people.³

3.3. Some achievements:

- 30% of our spend is with SMEs,⁴ out-performing the central government target of 25%;⁵
- Supporting local SMEs to access opportunities in the energy efficiency market, through advice, guidance and workshops with Retrofit London;
- Offering services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;

² 'Local Procurement, making the most of small businesses, one year on', Federation of Small Businesses, 2013.

³ NOMIS, Office for National Statistics data, October 2014

⁴ Based on the 2013/14 financial year.

⁵ 'Making Government Business More Accessible to SMEs', Cabinet Office, 2011.

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal (LondonTenders.org) to make it easier for all businesses to hear about them;
- Working with North London Chamber of Commerce (NLCC) to maintain a database of businesses in Enfield. This helps the Council and contractors to source local suppliers;
- We pay our bills promptly and within 10 working days, which helps small businesses with cash flow;
- Our invoice-scanning bureau reduces bureaucracy and speeds up the bill-paying process.

3.4. We will continue to build on our economic sustainability by:

- Providing support for small and local businesses in getting into our supply chain. This includes:
 - Council-led workshops and training from the Chamber of Commerce and Enterprise Enfield;
 - Increasing the number of local quotes that must be sought for contracts not subject to EU regulations;
 - In line with new EU procurement regulation, splitting larger value contracts into separate lots to make them more attractive to SMEs.

Case study: Enfield Council's RE:FIT project installs energy-saving measures in Council buildings, which reduce fuel bills. As part of this project we used a GLA framework to appoint a main contractor, with a budget of £1.7m. At bid stage we did not know what measures would be needed, so the tender documentation could not be too specific. However, with regard to economic sustainability, we included a statement encouraging bidders to consider using local suppliers. As part of the information to bidders we referred them to North London Chamber of Commerce for help and support with sourcing local suppliers.

The successful bid from Johnson Controls stated that the company would source local suppliers where possible. Once measures were agreed, Enfield-based 3L Electrical was appointed by Johnson Controls to carry out over a third of the contract work, worth £0.5 million, to provide energy efficient lighting installations within Council buildings.

Another local supplier in their supply chain was appointed to install a heat-retaining cover to a local swimming pool, with a value of £50k.



- Supporting social enterprises by, where appropriate and lawful, ring-fencing contracts for them;
- Ensuring bills are paid within 30 days right through the supply chain, in line with new EU regulations;
- Working with trade bodies to develop the procurement approach to ensure small and local business interests are listened to.

4. ENVIRONMENTAL

We want to minimise any negative environmental impacts of goods, works and services purchased, right across their life cycle from raw material extraction to end of life, including any disposal of equipment.

4.1. **Some achievements:**

- Enfield Council is ranked 7th out of the 33 London boroughs for sustainable food procurement.⁶ This is based on achievements including:
 - Holding the “Good Egg Award” for buying higher welfare chicken and cage-free eggs;
 - Achieving the Bronze ‘Food For Life’ catering mark in our schools, supporting more sustainable food systems and healthier eating habits;
 - Taking two significant steps to support sustainable fish, as measured by Sustainable Fish Cities;
 - Fairtrade status, supporting better prices, decent working conditions and fair terms of trade for farmers and workers.
- Enfield Council have committed to the Government Buying Standards, which provide minimum environmental criteria for purchases, including using FSC certified timber;

⁶ “Good Food for London: How London Boroughs can help secure a healthy and sustainable food future”, Sustain, 2014.

- Achieving a Bronze award for the Mayor's Green Procurement Code;
- Ensuring the contracts that will be used to deliver the Mini Holland project include contributing to the Council’s carbon reduction targets as part of the evaluation criteria.

4.2. **We will further manage and minimise our environmental impact in the following key ways:**

- **Environmentally friendly materials.** We will continue to build knowledge and understanding of the Government Minimum Buying Standards and Green Public Procurement across the council, by:
 - Updating the Community Benefits Toolkit so it is easier to use;
 - Continuing to scrutinise the sustainability impacts of proposed procurements at the Strategic Procurement Board.⁷
- **Air quality.** Living in London, this is high on our agenda. We are committed to creating a cleaner, healthier atmosphere for residents, visitors and employees. To achieve this we will work with construction colleagues to ensure carbon reduction is built into the design of schools building projects, regeneration projects and refurbishments. We will specify the use of lower emission vehicles, dust suppressants and temporary electrical supplies rather than carbon fuel generators, to reduce air pollution;

⁷ Government Buying Standards, DEFRA (2012).

Case study: Enfield Council is one of three founding borough partners in a ground-breaking sustainable freight initiative. Instead of multiple deliveries from different suppliers and courier services being received by staff at Council buildings every day, goods are sent to a central freight hub just off the North Circular, where they are pulled together into fewer onward deliveries. This saves time, money, and reduces our impact on the environment.

Enfield's procurement team has played a key role, asking its suppliers to amend their supply chains to support the Council's sustainability objectives. Emissions have been lowered by using low or zero emission vehicles, and by reducing the frequency of deliveries from 5 days per week to 2 or 3 times per week. As well as the operational and cost benefits from the reduced number of daily deliveries, there are substantial environmental benefits. Enfield residents, visitors and staff benefit from a reduction in harmful emissions, reduced congestion and noise, and from supporting initiatives such as Cycle Enfield.

The scheme will continue to grow by recruiting more suppliers, Business Improvement Districts, and public sector organisations such as schools and hospitals.



- **Sourcing food responsibly.** As catering contracts come up for renewal, we will push for Fairtrade, Sustainable Fish Cities, Food For Life standards to be upheld by making them contractual requirements. We will support the Council's renewal of Fairtrade status by helping to further develop purchase of Fairtrade products;
 - We will require contractors to report on the energy efficiency and CO2 emissions of work they are completing for the Council.
5. The Sustainable Procurement Policy links in with the **Enfield 2020 Sustainability Programme**, which promotes a continued commitment to:
- maintain sustainability as the Council's 'day job';
 - lead by example;
 - build on the Council's corporate vision to make Enfield a better place to live, work and visit;
 - continue to deliver the Enfield 2020 Action Plan, which contains over 50 large-scale projects;
 - and continue to develop new, innovative and ambitious sustainability projects.

6. CORPORATE PROCEDURES

It should be acknowledged that much work has been done over the past few years in Enfield Council to embed sustainability into the procurement process. Some of the actions we have taken are:

- Establishing a Strategic Procurement Board, which scrutinises the economic, social and/or environmental benefits of tenders;

- Establishing and refreshing the Sustainable Procurement Policy;
- Mandating E-Tendering for spend over £5k, simplifying the tendering process, making it more transparent, and becoming environmentally friendly;
- Developing the Community Benefits Toolkit, which explains to staff how to deliver sustainability benefits through procurement.



However, the Corporate Procurement team and partners across the service areas in Enfield Council are committed to continuing to build on our maturity in this area. Some highlights of how we are doing this include:

- Recommending a 10% quality weighting for sustainability in tenders;
- Undertaking detailed spend analysis, assessing key sustainability risks and using this to prioritise key spend areas to identify sustainability targets in for future contracts;
- Promoting case studies of best practice internally;
- Monitoring success in a central benefits tracker.

7. WORKING IN PARTNERSHIP

Enfield Council created the first shared procurement service in London with Waltham Forest Council. By combining spending power the team is able to deliver greater efficiency savings, and drive forward key policies more effectively. The service was recognised in the 2013 Excellence in Public Procurement Awards.

