2. FOREWORD

Buying sustainably is about getting real value for money, not just lowest cost. It’s about adding social value through jobs and training opportunities with our suppliers, economic value through getting local businesses into our supply chains so that more money is re-invested locally, and environmental value through asking our contractors to minimise their carbon emissions and waste.

It’s about buying the goods, works and services we need in a way that considers the wider impact on the community.

I am pleased to renew the Council’s commitment to responsible, ethical procurement practices in this Sustainable Procurement Policy, building on hard work right across the Council over the past few years. Through further embedding sustainability into the procurement process, we will work in partnership with our suppliers to ensure we get the maximum possible economic, social and environmental benefits for everyone who lives in, works in and visits Waltham Forest.

Councillor Clare Coghill
3. INTRODUCTION

3.1. 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.

3.2. What does this document aim to achieve?
The Sustainable Procurement Policy reviews progress so far, renews our commitment to sustainability going forward, 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.

4. SOCIAL

4.1. What is Sustainable Procurement?
We will make every effort to use the power of our procurement spend to get the best social outcomes for our local communities, leveraging training and job opportunities. Unemployment in WF is 10%, compared with 7.8% in London and 6.8% in the rest of the UK. With a higher jobs density in central London than in the borough ‘it is vital that we ensure residents have the skills and education to take advantage of London’s jobs market’. One of our key responsibilities is improving training and skills opportunities for the hardest-to-help groups, including over-50s, ex-offenders, those with mental health conditions and those with learning difficulties.

4.1. Achievements so far include:
- Commissioning five skills and training programmes with local providers who work towards job-related success for the hardest-to-help groups. This is paid for with money from Section 106 planning agreements;
- Commissioning over 13 different contracts in the past 6 months relating to employment and training through our online portal (londontenders.org), each having a distinct gain in employment and training for the residents of the borough. So far 176 jobs have been acquired through these 13 training providers;
- Building social benefits into contracts, including apprenticeships and training opportunities. We currently have 41 internal;
- Apprenticeships, 9 interns, 86 external apprenticeships and 31 external traineeships;
- Mandating the London Living Wage for Council staff, and to the extent permitted by law, committing to 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.

4.2. We will continue to improve the social sustainability of our purchases by:
- Explore setting up a flexible pool of apprentices which will enable us to allocate apprentices to our contracts;
- Promoting London Living Wage with our supply chain and ensuring it is built into contracts where appropriate;
- Negotiating additional jobs, training opportunities and apprenticeships into our contracts.

2 “Local labour market indicators by Unitary and Local Authority”, Office for National Statistics, November 2013 and November 2014 releases.
5. ECONOMIC

The Growth Commission found that while Waltham Forest has one of the more modest-sized economies in London, there are significant economic opportunities for the borough. Waltham Forest benefits from many of the assets that are crucial to achieving economic growth: efficient transport links; high quality public realm and green space; and good housing stock. With a population of 262,000, it is also one of the fastest-growing boroughs in London.

The Council has a key role to play in driving local economic growth, and spending more with small business is one way we can support the local economy. 99% of the businesses in Waltham Forest are small or medium-sized enterprises (SMEs). Federation of Small Businesses research shows that for every £1 spent with an SME, 63p is re-spent in the local area. This is compared with 40p in every £1 spent with a larger business. We therefore want to ensure our bidding processes are accessible to small businesses, so that they can supply Waltham Forest Council where it makes sense for them to do so.

5.1. Key achievements so far:

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal, making it easier to hear about them;
- Running ‘Meet the Buyer’ engagement events. For example, one event in November was attended by 45 employers and 512 local businesses. There were 126 packages on offer, and 37 of these have been taken up by local businesses so far, with a total value over £1m;
- Providing support for small and local businesses in getting into our supply chain through local business development forums;
- We offer services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;
- 30% of our spend is with local suppliers.

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

Case Study: Waltham Forest Apprenticeships

The Highways team assess social sustainability as part of the bidding process for contracts. One outcome of this is that J B Riney & Co Ltd has for many years successfully implemented an apprentice training scheme, offering residents the opportunity to train and work in the borough. The scheme is operated in partnership with local provider CITB College.

Apprentices serve a two year apprenticeship leading to an NVQ in Highway Maintenance. The first year is spent splitting their time between attending college and working on projects within the borough. Once the practical college units have been completed, they are assessed on their evidence portfolio.

The training given covers all aspects of Highways Maintenance, including the laying of asphalt materials, mason works and drainage.

They also learn Low-speed Traffic Management, leading to them obtaining their Street Works Certificate.

A testimony to the success of this scheme is that the apprentices are frequently nominated for awards, one of whom received the CITB ‘Apprentice of the Year’ award.

Apprentices at JB Riney & Co Ltd

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

Case Study: Waltham Forest Apprenticeships

The Highways team assess social sustainability as part of the bidding process for contracts. One outcome of this is that J B Riney & Co Ltd has for many years successfully implemented an apprentice training scheme, offering residents the opportunity to train and work in the borough. The scheme is operated in partnership with local provider CITB College.

Apprentices serve a two year apprenticeship leading to an NVQ in Highway Maintenance. The first year is spent splitting their time between attending college and working on projects within the borough. Once the practical college units have been completed, they are assessed on their evidence portfolio.

The training given covers all aspects of Highways Maintenance, including the laying of asphalt materials, mason works and drainage.

They also learn Low-speed Traffic Management, leading to them obtaining their Street Works Certificate.

A testimony to the success of this scheme is that the apprentices are frequently nominated for awards, one of whom received the CITB ‘Apprentice of the Year’ award.

Apprentices at JB Riney & Co Ltd

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

5.1. Key achievements so far:

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal, making it easier to hear about them;
- Running ‘Meet the Buyer’ engagement events. For example, one event in November was attended by 45 employers and 512 local businesses. There were 126 packages on offer, and 37 of these have been taken up by local businesses so far, with a total value over £1m;
- Providing support for small and local businesses in getting into our supply chain through local business development forums;
- We offer services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;
- 30% of our spend is with local suppliers.

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

Case Study: Waltham Forest Apprenticeships

The Highways team assess social sustainability as part of the bidding process for contracts. One outcome of this is that J B Riney & Co Ltd has for many years successfully implemented an apprentice training scheme, offering residents the opportunity to train and work in the borough. The scheme is operated in partnership with local provider CITB College.

Apprentices serve a two year apprenticeship leading to an NVQ in Highway Maintenance. The first year is spent splitting their time between attending college and working on projects within the borough. Once the practical college units have been completed, they are assessed on their evidence portfolio.

The training given covers all aspects of Highways Maintenance, including the laying of asphalt materials, mason works and drainage.

They also learn Low-speed Traffic Management, leading to them obtaining their Street Works Certificate.

A testimony to the success of this scheme is that the apprentices are frequently nominated for awards, one of whom received the CITB ‘Apprentice of the Year’ award.

Apprentices at JB Riney & Co Ltd

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

5.1. Key achievements so far:

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal, making it easier to hear about them;
- Running ‘Meet the Buyer’ engagement events. For example, one event in November was attended by 45 employers and 512 local businesses. There were 126 packages on offer, and 37 of these have been taken up by local businesses so far, with a total value over £1m;
- Providing support for small and local businesses in getting into our supply chain through local business development forums;
- We offer services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;
- 30% of our spend is with local suppliers.

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

Case Study: Waltham Forest Apprenticeships

The Highways team assess social sustainability as part of the bidding process for contracts. One outcome of this is that J B Riney & Co Ltd has for many years successfully implemented an apprentice training scheme, offering residents the opportunity to train and work in the borough. The scheme is operated in partnership with local provider CITB College.

Apprentices serve a two year apprenticeship leading to an NVQ in Highway Maintenance. The first year is spent splitting their time between attending college and working on projects within the borough. Once the practical college units have been completed, they are assessed on their evidence portfolio.

The training given covers all aspects of Highways Maintenance, including the laying of asphalt materials, mason works and drainage.

They also learn Low-speed Traffic Management, leading to them obtaining their Street Works Certificate.

A testimony to the success of this scheme is that the apprentices are frequently nominated for awards, one of whom received the CITB ‘Apprentice of the Year’ award.

Apprentices at JB Riney & Co Ltd

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

5.1. Key achievements so far:

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal, making it easier to hear about them;
- Running ‘Meet the Buyer’ engagement events. For example, one event in November was attended by 45 employers and 512 local businesses. There were 126 packages on offer, and 37 of these have been taken up by local businesses so far, with a total value over £1m;
- Providing support for small and local businesses in getting into our supply chain through local business development forums;
- We offer services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;
- 30% of our spend is with local suppliers.

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

Case Study: Waltham Forest Apprenticeships

The Highways team assess social sustainability as part of the bidding process for contracts. One outcome of this is that J B Riney & Co Ltd has for many years successfully implemented an apprentice training scheme, offering residents the opportunity to train and work in the borough. The scheme is operated in partnership with local provider CITB College.

Apprentices serve a two year apprenticeship leading to an NVQ in Highway Maintenance. The first year is spent splitting their time between attending college and working on projects within the borough. Once the practical college units have been completed, they are assessed on their evidence portfolio.

The training given covers all aspects of Highways Maintenance, including the laying of asphalt materials, mason works and drainage.

They also learn Low-speed Traffic Management, leading to them obtaining their Street Works Certificate.

A testimony to the success of this scheme is that the apprentices are frequently nominated for awards, one of whom received the CITB ‘Apprentice of the Year’ award.

Apprentices at JB Riney & Co Ltd

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

5.1. Key achievements so far:

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal, making it easier to hear about them;
- Running ‘Meet the Buyer’ engagement events. For example, one event in November was attended by 45 employers and 512 local businesses. There were 126 packages on offer, and 37 of these have been taken up by local businesses so far, with a total value over £1m;
- Providing support for small and local businesses in getting into our supply chain through local business development forums;
- We offer services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;
- 30% of our spend is with local suppliers.

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

Case Study: Waltham Forest Apprenticeships

The Highways team assess social sustainability as part of the bidding process for contracts. One outcome of this is that J B Riney & Co Ltd has for many years successfully implemented an apprentice training scheme, offering residents the opportunity to train and work in the borough. The scheme is operated in partnership with local provider CITB College.

Apprentices serve a two year apprenticeship leading to an NVQ in Highway Maintenance. The first year is spent splitting their time between attending college and working on projects within the borough. Once the practical college units have been completed, they are assessed on their evidence portfolio.

The training given covers all aspects of Highways Maintenance, including the laying of asphalt materials, mason works and drainage.

They also learn Low-speed Traffic Management, leading to them obtaining their Street Works Certificate.

A testimony to the success of this scheme is that the apprentices are frequently nominated for awards, one of whom received the CITB ‘Apprentice of the Year’ award.

Apprentices at JB Riney & Co Ltd

Social enterprises also contribute greatly to the local area, and therefore we will ring-fence contracts for them where appropriate.

5.1. Key achievements so far:

- Mandating local quotes for contracts not subject to EU regulations;
- Publishing all opportunities online via our online portal, making it easier to hear about them;
- Running ‘Meet the Buyer’ engagement events. For example, one event in November was attended by 45 employers and 512 local businesses. There were 126 packages on offer, and 37 of these have been taken up by local businesses so far, with a total value over £1m;
- Providing support for small and local businesses in getting into our supply chain through local business development forums;
- We offer services contracts and pipeline opportunities for larger development projects to small businesses through Section 106;
- 30% of our spend is with local suppliers.
5.2. We will continue to build on our economic sustainability by:

- Making it quicker and easier to bid for Council contracts by reducing bureaucracy and increasing the visibility of opportunities, for example by advertising new opportunities via the Waltham Forest Council Twitter pages. We will work with trade bodies to develop the procurement approach to ensure small and local business interests are listened to;
- Increasing the number of local quotes that must be sought for contracts not subject to the EU regulations;
- Encouraging the use of local suppliers in our supply chains;
- Supporting social enterprises by, where appropriate and lawful, ring-fencing contracts for them;
- In line with new EU procurement regulation, splitting larger value contracts into separate lots to make them more attractive to SMEs.

**Case study: Waltham Forest Street Facades**

The Council has recently invested in improvements to shop fronts in 10 high streets across the borough. This encourages people to spend locally, and attracts new businesses, which can help fulfil growth potential. One of the improvement projects, Leyton Town Centre, went on to win the Best Town Centre Project at the London Planning Awards.

One of the ways that the Regeneration team supported local businesses through the procurement process was inviting suitable local providers to tender. One of the four main contractors was Fuller’s Builders, a local firm specializing in restoration and conservation, who received contracts totalling in excess of £285k for their excellent work.

Another way the team implemented sustainable procurement was discussing with the main contractors opportunities for local suppliers to quote for work in their supply chains. Where contractors were not local to the borough, they needed help with sourcing a long list of possible suppliers. This approach resulted in the use of local suppliers such as sign writer Print for Life, and Builders Merchants who supplied many construction works essentials such as cement, sand, on-site tools and provision.

Local businesses benefit from being considered for and in many cases winning business, and from gaining the experience that will help them develop and grow, without having to carry the risks borne by the major contractor.

The Regeneration team are proud to use sustainable procurement principles to contribute to local economic growth.
6. 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.

6.1. Key achievements so far:

- Waltham Forest Council is in the top 10 for sustainable food procurement in London, with achievements including:
  - Holding the ‘Good Egg Award’ for buying higher welfare cage-free eggs. Going further than this, only free range eggs are used in school meals;
  - Achieving the Silver ‘Food For Life’ catering mark in our primary and special schools, supporting more sustainable food systems and healthier eating habits;
  - The Marine Stewardship Council’s (MSC) ‘Chain of Custody’, MSC-C5078, and 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.

- Waltham Forest Council have committed to the Government Buying Standards, which provide minimum environmental criteria for a wide range of commodities, for example FSC certified timber, lower emissions vehicles and efficient water-using products.

Case study: Great Food in Waltham Forest’s Schools

Waltham Forest Catering is the Council’s in-house school meals provider and is the largest provider of school meals in Waltham Forest, serving approximately 14,000 meals a day to 55 school sites. These school lunches offer great variety, great taste and great value, as well as being healthy, nutritious and ethically sourced.

Producing good food starts with ensuring good purchasing policies are in place. We buy seasonal and locally-sourced produce wherever possible, helping to support a sustainable food supply system. We use British free range eggs, seasonal fruit and vegetables, farm-assured meat, organic milk and yoghurt and make our own fresh bread, cake, pastry and pizza bases using organic flour. In terms of sustainable fish, we have removed endangered species from our menus and wherever possible serve MSC-certified fish and that rated ‘fish to eat’ by the Marine Conservation Society.

Waltham Forest Catering school meals meet the Government’s rigorous new School Food Standards, which have been put in place to make meals healthier and give children what they need to develop, grow and lead a healthy and active lifestyle. Allergen information relating to products used in our school meals is available on our school meals website www.walthamforest.gov.uk/schoolmeals along with other useful information on school meals.
• We have ensured 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;
• We have implemented energy efficiency measures to reduce emissions in line with the “Climate Change Strategy 2008” and the “Climate Local Action Plan 2013–16”.

6.2. 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 Buying Standards and Green Public Procurement across the council, by: updating the Community Benefits Toolkit so it is easier to use; and continuing to scrutinise the sustainability impacts of proposed procurements at the Strategic Procurement Board4. We will specify the use of lower emission vehicles, dust suppressants and temporary electrical supplies rather than carbon fuel generators, to reduce air pollution;
• **Air quality.** Living in London this is high on our agenda, and 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 and pollution reduction is built into the design of schools building projects, regeneration projects and refurbishments;

• **Sourcing food responsibly.** As catering contracts come up for renewal, we will champion Fairtrade, Sustainable Fish Cities and 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.

---

Case study: Cutting Pollution, Boosting Efficiency

Waltham Forest 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.

Waltham Forest’s procurement team has played a key role, asking its suppliers to amend their supply chains to support the Council’s sustainable 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. Waltham Forest residents, visitors and staff benefit from a reduction in harmful emissions, reduced congestion and noise, and from supporting initiatives to improve cycle safety.

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

---

7. CORPORATE PROCEDURES

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

- Establishing a Strategic Procurement Board in each Council, which scrutinises the economic, social and/or environmental benefits of upcoming tenders;
- Establishing and refreshing the Sustainable Procurement Policy;
- Mandating E-Tendering for spend over £5k in Enfield Council and £1k in Waltham Forest Council, 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 Waltham Forest Council are committed to continuing to build on our maturity in this area. Some highlights of how we are doing this include:

- Mandating a minimum 10% weighting for sustainability in tenders;
- Undertaking detailed spend analysis and assessing key sustainability risks in order to prioritise sustainability targets;
- Promoting case studies of best practice internally;
- Monitoring success in a central benefits tracker.

8. WORKING IN PARTNERSHIP

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