

Delivering Responsible Procurement



MAYOR OF LONDON

February 2012



responsible
procurement

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This report

Between them, the functional bodies that comprise the GLA group – The Greater London Authority (GLA), Transport for London (TfL), London Fire and Emergency Planning Authority (LFEPA) and the Metropolitan Police Service (MPS) – spend around £8bn a year on goods and services essential to London. This expenditure creates a significant level of influence, which presents considerable opportunities for Responsible Procurement to deliver social, economic and environmental benefits for our people, businesses and city.

Responsible procurement means delivering value for money and a better quality of life through procurement practices for ‘our people’ through the provision of sustained employment opportunities and improved standards of living; ‘our businesses’ through opening up contract opportunities for London’s businesses and encouraging improved practices with our suppliers; and ‘our city’ through the promotion of greater environmental sustainability and making London a better place to live and work.

The GLA group’s approach to Responsible Procurement has made significant progress in achieving long term benefits to London. This report highlights this progress and summarises our future focus and direction.



Boris Johnson Mayor of London

I congratulate the GLA group on the momentous progress it has made on Responsible Procurement over the last four years, which this report so rightly documents.

To meet the needs and aspirations of a leading 21st century city, London continues to grow and develop. I am committed to ensuring that all Londoners have access to the opportunities this development presents.

The GLA group's responsible approach to procurement has made a significant positive impact on those who work, live in and visit our world-class city. This includes supporting local businesses, providing jobs and skills for Londoners, and improving their quality of life.

The GLA group is now recognised as a national and European leader on Responsible Procurement so I urge all businesses and public sector stakeholders to follow suit to help deliver long-term value for Londoners.

I am delighted to commend this report to you and welcome your feedback.

A handwritten signature in black ink, appearing to read 'Boris Johnson'.

Boris Johnson



Richard Barnes Deputy Mayor of London

I am proud to have been champion for the GLA group's Responsible Procurement Programme and overseen the progress that is highlighted in this report. Working with the functional bodies we have delivered a step change in our approach to procuring the goods and services we require to ensure that London keeps moving and is a safe place to work, live in and visit.

Responsible Procurement is not a standalone initiative. In fact it has far reaching implications and supports a number of issues close to my heart, notably the promotion of equal life chances for all, social cohesion and environmental sustainability.

The Responsible Procurement Awards in December 2010 showcased how the GLA group has delivered real benefits to Londoners, our businesses and our city. I was delighted to reward GLA group staff and suppliers for their sterling efforts and commitment to Responsible Procurement. The GLA group's hard work on this agenda demonstrates what can be achieved when we work together to deliver common goals, particularly commendable during these challenging times.

A handwritten signature in black ink, appearing to read 'Richard Barnes'.

Richard Barnes

GLA group Responsible Procurement Highlights 2008/2011

Our people

- The GLA has enabled over 3,400 contracted employees in its supply chain to receive the uplift to the current London Living Wage rate of £8.30 per hour.
- The GLA group has made significant steps in using its procurement activity to open up employment opportunities to Londoners including; more than 1,200 long-term unemployed Londoners into work (2009-2011) and more than 1,900 new apprenticeships (2009-2011).

Our business

- The GLA group has helped improve the cash flow of small and medium-sized enterprises (SME) through the prompt payment of their invoices, with an average of 86.8 per cent of all valid invoices from SMEs paid within 10 working days.
- To enable businesses with access to more contract and sub-contract opportunities, the GLA group and Crossrail have advertised more than 3,000 opportunities on the CompeteFor online brokerage system, which is free for all businesses to access.
- The GLA group's annual spend with (SMEs) has remained constant through the mayoralty, at 19 per cent of annual procurement spend. This is despite the economic downturn influencing procurement activity to adopt increased aggregation of contracts and the use frameworks.



Our city

- Transport for London (TfL), London Fire Brigade (LFB) and the Metropolitan Police Service (MPS) have reduced their annual carbon emissions by 7,000 tonnes, saving £1m from their annual energy bills through the RE:FIT programme.
- Sustainable spend at LFB has increased significantly from £399,000 in 2008/09 to £8.5m by September 2011.
- Ninety-three per cent of the key suppliers invited by the GLA group to report on their approach to climate change and their organisational carbon emissions disclosed through the Carbon Disclosure Project in 2010.
- More than 400 staff across the GLA group, London boroughs and other public sector organisations received Responsible Procurement training coordinated by the GLA group.

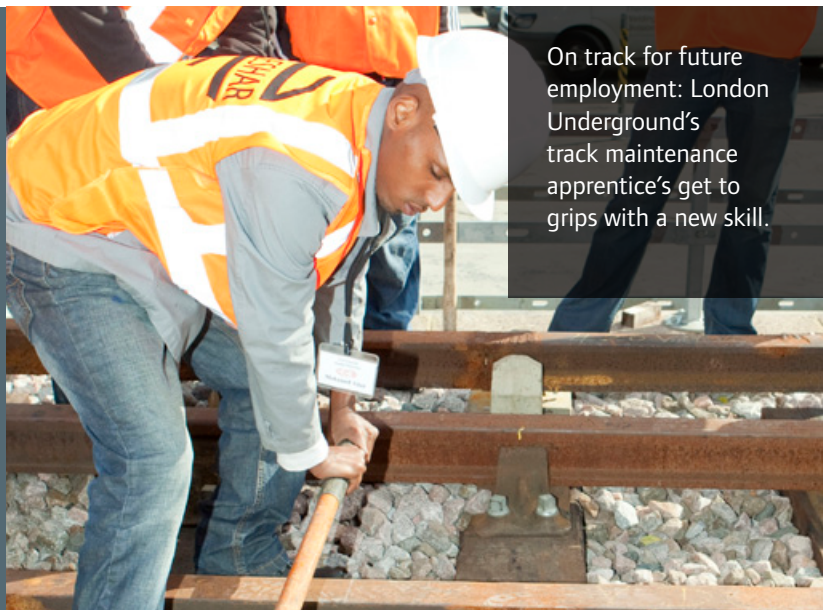
SCI-NETWORK

- The GLA group is engaging with 30 public authorities across 20 EU member states through the Sustainable Construction and Innovation (SCI) Network. By leading two of the five workstreams, the GLA group is sharing best practice and experiences on implementing sustainable and innovative provisions in the construction sector.
- GLA group members were the first public authorities to achieve Level 5 (Leadership Level) of the UK Government's Sustainable Procurement Flexible Framework in the spring of 2010.
- Each member of the GLA group demonstrated leadership through achieving the Gold standard of the Mayor of London's Green Procurement Code.



Our people

Providing sustained employment opportunities and improving standards of living for all Londoners.



On track for future employment: London Underground's track maintenance apprentice's get to grips with a new skill.

Skills and Employment

Since April 2009 the GLA group has led the way in creating employment opportunities via the procurement programme. So far it has helped to create more than 2,000 job opportunities and in excess of 1,900 apprenticeships for Londoners.

The programme, designed in collaboration with suppliers, combines innovative procurement conditions with the proactive support of a specialist Supplier Skills Team (SST). The SST works to integrate existing public sector funding, training and support initiatives into one coordinated programme for suppliers relevant to their contract.

Tailoring our approach in this way has enabled us to link young and unemployed Londoners into opportunities in areas of our industry where there are skills shortages. For example, the apprenticeship programme with TfL's Engineering and Project management consultancies is now enabling young Londoners to enter an industry where the average age of an engineer is 57 and increasing.

Engaging at an industry level in this way has led to the project receiving external recognition, including the overall 'Leadership' award at the 2011 Business In the Community Race for Opportunity Awards. Recent examples of the GLA working with suppliers to secure

employment opportunities for Londoners include cleaning company Initial Transport Services. The company has recruited 377 unemployed people and enrolled 45 people on to apprenticeships through TfL's Total Purchased Services contract. Services company Serco, meanwhile, has also shown real commitment through the Barclays Cycle Hire scheme, where almost 200 unemployed people have found jobs and 24 have enrolled on apprenticeships.





Learning and earning : A young Londoner training on 3D Studio Max as part of TfL's Engineering and Project Management apprenticeship programme.



A fair reward: One of the 3,400 contracted employees of the GLA group who receive at least the London Living Wage hourly rate.

We are continuing to grow our skills and employment programme into new areas, and in 2011 established programmes of work with RE:NEW, the Mayor's building retrofitting programme, and the Homes and Communities Agency to support a similar approach in the housing sector. We have also entered into an innovative new partnership with the six companies providing the Department for Work and Pensions Work Programme in London to provide additional dedicated support to our suppliers in getting long term unemployed Londoners into work.

"It's clear that the unemployment picture is gloomy but there are many things we can do to ensure Londoners and particularly our young people are helped into training and work. As we have realised at City Hall the public sector has huge spending clout and the potential to lever thousands of jobs, training and apprenticeship opportunities.

Whether it's a Tube station upgrade, building new homes or maintenance in a hospital or school, contracts with suppliers must encourage the hiring of local people and the creation of apprenticeships."

Boris Johnson
Mayor of London

London Living Wage

The London Living Wage, established to ensure workers in low-paid jobs receive a wage that reflects the Capital's high living costs, continues to be included in all relevant GLA group contracts as part of Responsible Procurement practices.

The Living Wage – currently set at £8.30 per hour – offers benefits to workers, contractors and GLA group members alike. It makes recruitment and retention easier, reduces recruitment costs, leads to better attendance, productivity, motivation and loyalty, and better quality of service.

Around 130 organisations are now committed to paying the London Living Wage, a significant increase on the 27 which had committed to the policy when the Mayor was elected in 2008. Around 10,000 Londoners have benefited since 2005 – boosting the incomes of low paid workers by £60m. More than 3,400 contracted employees in the GLA group supply chain have received the uplift to the current rate. This has ensured that low paid workers receive an acceptable standard of living as well as supporting the Mayor's ambition that every organisation in London pays the London Living Wage.

Our business

Opening up opportunities for London's businesses and encouraging improved practices with our suppliers.



London's SMEs are vital to its economy. Procurement can play its role in supporting the Capital's businesses through the current economic challenges. The Mayor's Economic Recovery Action Plan (ERAP), launched in December 2008, set out practical measures to help businesses and Londoners through the recession to ensure London is prepared to take full advantage of the eventual upturn. The plan's wide-ranging initiatives included actions specific to procurement and how it is carried out. An overview of these achievements is set out here.

CompeteFor



To enable businesses to gain access to public sector contracts the GLA group and Crossrail have utilised CompeteFor, a free web-based portal which matches buyers with suppliers. Created by the London Development Agency to increase awareness and access to opportunities for the 2012 Games, the portal is now available to all UK businesses and offers the potential for significant long-term savings, as well as boosting opportunities among small and diverse businesses. Between January 2009 and January 2012, more than 3,000 GLA group and Crossrail contract and sub-contract opportunities had been placed on the CompeteFor online brokerage system.

Paying suppliers promptly

SMEs often rely on a small number of contracts and can suffer cash-flow problems, with knock-on effects for customers, when payments are delayed. To support SMEs in these challenging economic times, the GLA group is paying valid SME invoices within 10 working days of them being received. Since the Mayor introduced this initiative, the average performance across the GLA group has increased from 63.5 per cent in February 2009 to 86.8 per cent in December 2011.



Access to the public procurement process

To enable businesses to understand the buying processes of the GLA, each member has produced guidance of their purchasing processes and requirements. The guidance is available online via the RP website: www.london.gov.uk/rp/tender/

GLA group spend

The majority of the GLA group's spend is with large, long-term strategic contractors of major infrastructure and civil engineering projects and in service contracts such as utilities, buses, information technology and industry specific support to the police and fire services.

To complement the activity with our major suppliers, we have made significant efforts to diversify our supply chain beyond our contracts and through our sub-contracts, which has maximised the economic opportunities available for diverse and local businesses.

The GLA group spend with SMEs in 2007/08 was £535 million – 19 per cent of the GLA group total procurement expenditure. Despite the need to make savings influencing the procurement community to adopt consolidation measures, such as the increased aggregation of contracts and frameworks, the GLA group spend with SMEs in the first 6 months of 2011/12, has remained constant at £381.2m or 19.1 per cent of total procurement spend.

Equal Life Chances for All



Diversity Works for London
Make Diversity Work for you

Responsible Procurement forms a key part of the Mayor's Equal Life Chances for All framework for London. The framework helps deliver diverse markets, supply chains and workforces within London. The GLA group has expanded the use of our supplier diversity toolkit to include requirements for diversity training, communications and supply chain management in major TfL contracts.

The GLA group has also worked closely with the Mayor's Diversity Works for London (DWfL) programme to provide our suppliers with access to tools and a structured framework for improving their diversity practice. During 2011 our suppliers supported DWfL in piloting its new 'Procurement Standard' for diversity. This standard provides a mechanism by which a potential supplier can demonstrate their equality and diversity credentials to a public authority through a single accreditation, reducing bureaucracy by removing the need for them to submit the same information each time they bid for a contract.

Our city

Promoting greater environmental sustainability and making London a better place to live and work.



Energy efficient procurement

Buildings are responsible for 50 per cent of the UK's carbon dioxide (CO₂) emissions. London's public sector buildings contribute around 10 per cent to the Capital's carbon footprint. It is therefore essential that London's public sector buildings become more energy efficient and reduce their carbon emissions and the associated energy costs. RE: FIT (formerly the Buildings Energy Efficiency Programme) is an award winning public programme that offers a cost neutral way to reduce energy use and cut CO₂ emissions in public sector buildings.

Through RE: FIT, public sector organisations appoint an energy service company (ESCo) to install energy efficiency measures in their buildings. The ESCo guarantees a set level of annual energy and cost savings over an agreed payback period. This provides a net saving in the long term. Forty-two buildings, including fire stations, police stations and TfL buildings, were included in the pilot phase of RE:FIT. It is estimated that this will reduce energy by 28 per cent on average over a seven-year period, saving the GLA £1m on energy bills each year. A further 58 GLA buildings have since joined the programme, with work already under way on 10 LFB fire stations. The GLA now provides commercial and technical advice to public authorities requiring support using the RE: FIT framework, which is open to all UK public authorities.



The Mayor and Ron Dobson, LFB Commissioner, inspect a solar panel on the roof of Ilford Station



Innovative resource reuse

The GLA group does not see waste as worthless rubbish destined for landfill, but rather as a potentially valuable resource. Rather than collect and dispose it, the GLA group has utilised its procurement processes to purchase new products from recycled materials. Some of the innovative examples include:

- In a 12-month period a TfL highways maintenance contractor diverted more than 400 tonnes of highway material from landfill, delivering more than 2,000m² of resurfaced footway, quicker and approximately 20 per cent cheaper than traditional methods, by using onsite waste materials.
- As part of its environmental strategy, the MPS has been recycling the knives and guns that come into its possession. A 2009 scheme saw 14 tonnes of weapons and keys melted down for new uses, including construction-ready steel, by a company that provides materials to a number of projects including the London 2012 Games Olympic Park. This also raised around £2,000 for the MPS.
- In 2010/11, LFB donated 3.8 tonnes of redundant fire hoses to produce handbags, luggage, corporate gifts and belts. This resulted in a £3,150 donation to the Fire Fighters Charity from the profits of sales.



Waste as a resource: de-commissioned fire hose is re-engineered into lifestyle accessories such as the Box Bag shown here.



Rosie Boycott, Chair of London Food leads the discussion at the Meat : The Challenge event in February 2011.



Sustainable food

The GLA group recognises the important role that food and catering procurement can play in improving prospects for farmers and small businesses, environmental standards of farming and food production, and the welfare of farm animals. The group is also committed to serving healthier options and helping to improve the health and well-being of staff and Londoners.

The GLA group Sustainable Food Procurement Commitment, launched at the Responsible Procurement awards in December 2010, committed the four functional bodies, (GLA, LFB, TfL and MPS) to 11 sustainable food procurement criteria.

The commitment is based on The London Organising Committee of the Olympic and Paralympic Games (LOCOG) vision for sustainable food at the 2012 Olympic Games. It sets an aspiration for the GLA group to be a national leader of best practice. Examples of sustainable food initiatives to meet and exceed the criteria include:

- The MPS has signed up to the Sustainable Fish City initiative and is purchasing pollock instead of cod (cod stocks have significantly reduced in recent years).

- The LFB procures only fair trade bananas, tea, coffee and sugar and has held a sustainable fish event and a local fruit and vegetables day in the LFB staff restaurant.
- TfL stipulated that all food waste should be composted and all other waste recycled. All disposable packaging has to be made from recyclable material and all used cooking oil is collected and converted for use in vehicles.
- The GLA group procure more than 1.7million free range eggs per annum.



- The GLA group, in conjunction with 'Good Food on the Public Plate', has run training events for chefs and catering managers, including a Sustainable Fish Workshop at Billingsgate Fish Market (See above image) and the Meat: The Challenge event with Chef Cyrus Todiwala.



Efficient freight movements: Around 18,000 tonnes of carbon emissions have been saved by the 45 companies at silver membership level of FORS.

Carbon reduction

CARBON DISCLOSURE PROJECT

- Ninety-three per cent of the key suppliers invited by the GLA group to disclose their approach to climate change and their organisational carbon emissions responded through the Carbon Disclosure Project in 2010. Of these, 79 per cent disclosed publicly, showing confidence in their approach as well as increased transparency. Seven suppliers, three of which were SMEs, estimated the carbon emissions associated with their GLA group contractual operations – all for the first time. Work is ongoing with some of the suppliers to improve their activity in this area.



- More than 180 GLA group suppliers are promoting safe, sustainable road freight movements through their engagement with TfL's Freight Operators Recognition Scheme (FORS). The scheme promotes

a number of best practice freight initiatives from cycle safety, to eco-driver training and the vehicle idling which directly reduces carbon emissions and provides cost savings.

Ethical sourcing



The GLA group is committed to addressing labour conditions and human rights within its supply chains. Examples of activities under way include:

- The GLA group, in conjunction with the Ethical Trading Initiative (ETI), has established the UK Public Sector Ethical Sourcing Working Group, attended by representatives from local and national government organisations across the UK. The group is focused on working to identify a common approach to ethical sourcing in UK public sector procurement.
- The GLA group has joined Sedex (the Suppliers Ethical Data Exchange) and is promoting its membership to suppliers to facilitate the monitoring of labour conditions in supply chains.
- Areas of focus include uniforms and textiles, furniture and construction materials.

Transport for London progress

“At TfL we have gone to great lengths to integrate Responsible Procurement into our business processes and to deliver some remarkable outcomes for our people, businesses and the city whilst continuing to deliver value for money. Our success in mainstreaming Responsible Procurement is demonstrated in the skills and employment agenda where through our contracts we have delivered over 1,900 apprenticeships and over 2,400 unemployed Londoners into work since 2009. This was recently recognised by the Business in the Community Programme, Race for Opportunity, which awarded TfL with the Leadership Award in October 2011.”

Steve Allen
Managing Director – Finance,
Transport for London

TfL fully embraces the principles of Responsible Procurement and has in recent years endeavoured to make it a ‘business as usual’ part of the procurement process. Following an accreditation audit by the Chartered Institute of Purchasing Supply, it concluded in its summary that ‘TfL was a recognised leader in Responsible Procurement.’

Supplier diversity and engagement with SMEs has been a key focus and TfL has encouraged and supported SMEs, within the current economic downturn, by paying SME invoices within 10 days. Currently, around 90 per cent are paid within 10 days. CompeteFor has been embraced and is now routinely used for advertising opportunities and sign-posting with more than 200 TfL contracts now advertised on the system. TfL and Crossrail have used flow-down clauses to mandate their subcontracted opportunities to be advertised on CompeteFor, which has led to almost 1,500 contracted and subcontracted opportunities on the system since January 2009.

TfL has further embedded Responsible Procurement into daily practice through the development of two training modules – a one-day operational level course and a half-day senior level strategic course. One hundred and fifty procurement professionals received training in 2009/10.

TfL continues to be rewarded for its efforts, recently winning the Leadership category of the Race for Opportunity Annual Diversity Awards. The lead judge, the former Chairman of Shell, said that ‘This is a great testimony to not just the hard work of the skills team but all the procurement teams who have worked to deliver the huge number of apprenticeships and other skills opportunities in the supply chain.’ TfL was also Highly Commended for its activity on supplier diversity at the same awards event.



London Living Wage has continued to feature in TfL's activities; the Tube Lines merger into the business has presented an opportunity to increase the spread with numbers now receiving the London Living Wage from TfL contracts exceeding 2,500.

Key achievements include:

- Nearly 900 bus driver apprentices in the past three years.
- More than 100 young Londoners completed the Routes Into Work programme with TfL suppliers.
- Five hydrogen fuel cell buses have been in operation on the RV1 route since early 2011. The benefits of these buses include a 100 per cent reduction in carbon dioxide, nitrogen oxide and PM10 emissions, as well as a significant reduction in noise levels.
- Seventeen electric and 13 hybrid vehicles are being used to maintain London's highways through TfL's highways maintenance contracts.
- An electric vehicle procurement framework and a structure for the supply of charging points has been established and managed by TfL, enabling all public sector bodies in the UK to utilise them.
- Highways maintenance contractors have implemented ground-breaking activity on equality and diversity and have set up an industry forum to share best practice.
- A five per cent increase in TfL's Head Office energy efficiency initiatives include the installation of the Combined Heat and Power (CHP) Fuel Cell at Palestra, RE:FIT efficiency works (in particular lighting and building fabric upgrades), and the installation of thin client computers.
- TfL saves £2,200 a month through double-sided and follow-me printing. Of the 1,250,000 pages of paper printed, 67 per cent is double-sided, saving an estimated 53 trees (7,948 kilos) of embodied carbon emissions.
- TfL became the first public sector organisation to join the ETI on the basis of its uniforms supply chains.
- TfL was awarded the Gold Award for the Chartered Institute of Purchasing and Supply Sustainable Procurement Review.

London Fire Brigade progress

“Responsible Procurement means working with our suppliers to deliver continual improvement through robust contract management and ongoing review of our key contracts and procurement process to ensure we procure goods and services responsibly. We continue to monitor our progress, setting higher targets as we reach our goals and scrutinising those areas that prove challenging to ensure we deliver value for money on environmental, social and economic grounds”.

Sue Budden
Director of Finance and Contractual Services,
London Fire Brigade



Key achievements include:

- Increasing green spend in line with the Government Buying Standards from £100,000 per annum to current levels of £8.5m per annum.
- Building the first Building Research Establishment Environmental Assessment Method (BREEAM) Excellent Fire Station at Harold Hill and helping to develop a bespoke standard for fire stations. Measures include high efficiency lighting, rainwater recycling, solar thermal panels, sustainable construction materials and a 42 per cent energy reduction compared to the average London fire station.
- The asset management plan aims to achieve BREEAM Excellent for all new fire stations and progress continues to achieve this through plans to rebuild 10 stations.
- Ten fire stations were refurbished through the RE:FIT contract to deliver 26 per cent energy savings and £52,000, with a further 10 stations surveyed ready for phase two of RE:FIT.
- CO₂ emissions are down by 21 per cent across all buildings, fleet and air travel from 1990 levels, saving £2.1m compared to business as usual levels since 2004/05.
- Paying the London Living Wage to 196 staff, with the most recent facilities management contract paying the premium hourly rate to a further 11 security staff.
- Consistently exceeding the 90 per cent target for 10-day SME payment – now averaging 93 per cent.
- Recycling rates now exceed 57 per cent across all buildings and are on target to achieve 60 per cent by 2012.
- One young ex-offender and six young apprentices have been taken on, who have since moved on to permanent positions in the Brigade. A further three apprenticeships are in place and plans are under way for another ex-offender to join the brigade.

Progress continues on:

- Building skills and training requirements into five contracts – the equivalent of 25 apprentices a year for the next five years.
- Working with suppliers to achieve the Diversity Works for London Procurement Standard.
- Meeting the Sustainable Food Commitments by 2012.
- Supporting UK Fire and Rescue services to adopt Responsible Procurement practices.



Metropolitan Police Service progress

“Responsible Procurement is playing an increasingly central role in all our procurement activity, and social, environmental and economic principles have been embedded into all our standard procurement processes. We are encouraging our suppliers to adopt the same principles in contracts with their suppliers, extending the reach and impact of Responsible Procurement down the supply chain. As the first organisation in the UK to be awarded the Chartered Institute of Purchasing and Supply Gold award for Sustainable Procurement, this demonstrates our commitment and leadership in this field.”

Anne McMeel
Director of Resources,
Metropolitan Police Service



Our people

- In the past three years there have been 53 apprenticeship opportunities in our supply chain.
- All suppliers' contracted staff were paid at least the current rate of the London Living Wage, increasing the wages of 780, 691 and 648 people for 2009/10, 2010/11 and 2011/12 respectively.

Our businesses

- By September 2011, 85 per cent of SMEs were paid within 10 working days of invoices being received.
- The use of CompeteFor is mandated for low value contracts – providing diverse and small businesses easy access to MPS contracts. More than 750 opportunities have been advertised, of which 82 per cent were awarded to SMEs and 17 per cent to female-led organisations.
- The MPS is now the highest user of CompeteFor, with around 10 opportunities posted each day on the system.
- Wagstaff Interiors Group (a local SME) provides furniture, storage and hire services to the MPS. It worked with 'Waste to Wonder' to reallocate 53 tonnes of redundant furniture from across the MPS estate. Thirty desks were given to a church in Swindon, and 40 chairs and tables were shipped to St Lucia as part of the Big Bright Future project.
- The MPS has spent more than £400m with SMEs between November 2009 and September 2011.
- The MPS was the second organisation worldwide to be awarded a Gold Award for the Chartered Institute of Purchasing and Supply (CIPS) Sustainable Procurement Audit.



Our city

- The MPS spent more than £1m on energy retrofit projects, which is expected to save more than 6,000MWh, 2,500 tonnes of carbon emissions and more than £530,000 each year.
- Office waste of paper, plastic, tins and glass, from all MPS buildings has gone down by 33 per cent (3,388 tonnes) since 2004/05, exceeding the target by 25 per cent. Fifty-four per cent of office waste was recycled.
- Seventy-seven per cent of all waste was recovered through being reused or recycled, or as energy derived from waste, exceeding the target for 2013/14.
- In July 2010 the MPS was awarded A Good Farm Animal Welfare Award from Compassion in World Farming award for providing a catering service with an animal-friendly ethos.
- All 1.4 million eggs bought for catering were free range.
- Ninety-two per cent of procurement staff have received CIPS Responsible Procurement Training.
- Three new MPS buildings worth more than £5m received BREEAM ratings of Very good or Excellent.
- As part of the Swap Shop initiative at the MPS, 153 pieces of redundant furniture were reused at no cost. All items of furniture not suitable for reuse were recycled, which totalled 276 tonnes in 2010/11.

Greater London Authority progress

“Working with the functional bodies we have delivered a step change in our approach to procuring the goods and services we require to ensure that London keeps moving and is a safe place to work, live in and visit. Responsible Procurement is not a standalone initiative. In fact it has far reaching implications and supports a number of issues close to my heart, notably the promotion of equal life chances for all, social cohesion and environmental sustainability.”

Richard Barnes
Deputy Mayor of London

Since the GLA transferred its procurement activity to TfL in October 2009, all City Hall contracts have been procured through TfL's procurement process and procedures.

The Mayor is committed to ensuring that the London 2012 Games are the most sustainable games ever. To support the GLA to meet this aspiration it is implementing a Sustainability Management System for all the events being managed by the Mayor through his City Operations Team. The management system is designed to be compliant with British Standard BS 8901. This standard was inspired by the 2012 Games and is designed to help events operate more sustainably.

In order to achieve the standard, all City Operations Events contracts have been evaluated against minimum sustainability criteria, with equality and diversity considered across all workstreams with maximum legacy/minimal waste investigated where appropriate. There has been an emphasis on working closely with suppliers to verify claims and monitor performance.

The GLA hopes that use of BS 8901 will help to set a benchmark for sustainability across London's events sector. The GLA will also investigate the legacy opportunities of transferring the Sustainability Management System to the GLA Events team after the Games.



Future aspirations

The future Responsible Procurement aspirations of the GLA group include:

01

Using procurement as a tool to support people and businesses through current economic challenges. Most notably through developing skills and providing employment opportunities in GLA group supply chains, payment of the London Living Wage, prompt payment of SME invoices and ensuring London's businesses have the opportunity to bid for GLA group and Crossrail contracts.

02

Using procurement to support cost efficiency programmes through whole-life costing and value management; and the identification and management of environmental costs.

03

Maintaining our leadership position and developing robust business cases to support the continued promotion of Responsible Procurement across London boroughs, our suppliers and the wider business community at a local, regional and pan European level.

04

Collaborating on EU-funded innovation projects to improve the economic and environmental performance of public sector procurement and seek opportunities to maximise innovation from our suppliers.

05

Providing a renewed focus on the use of Supplier Relationship Management to deliver long term business benefits and whole life value.



Further information

To find out more

If you would like further information about the GLA group's Responsible Procurement programme, please contact:

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GLA group member websites

Greater London Authority – **www.london.gov.uk**

London Fire Brigade – **www.london-fire.gov.uk**

Metropolitan Police Service – **www.met.police.uk/procurement/**

Transport for London – **www.tfl.gov.uk/sellingtotfl**

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Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Hindi

यदि आप इस दस्तावेज़ की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

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