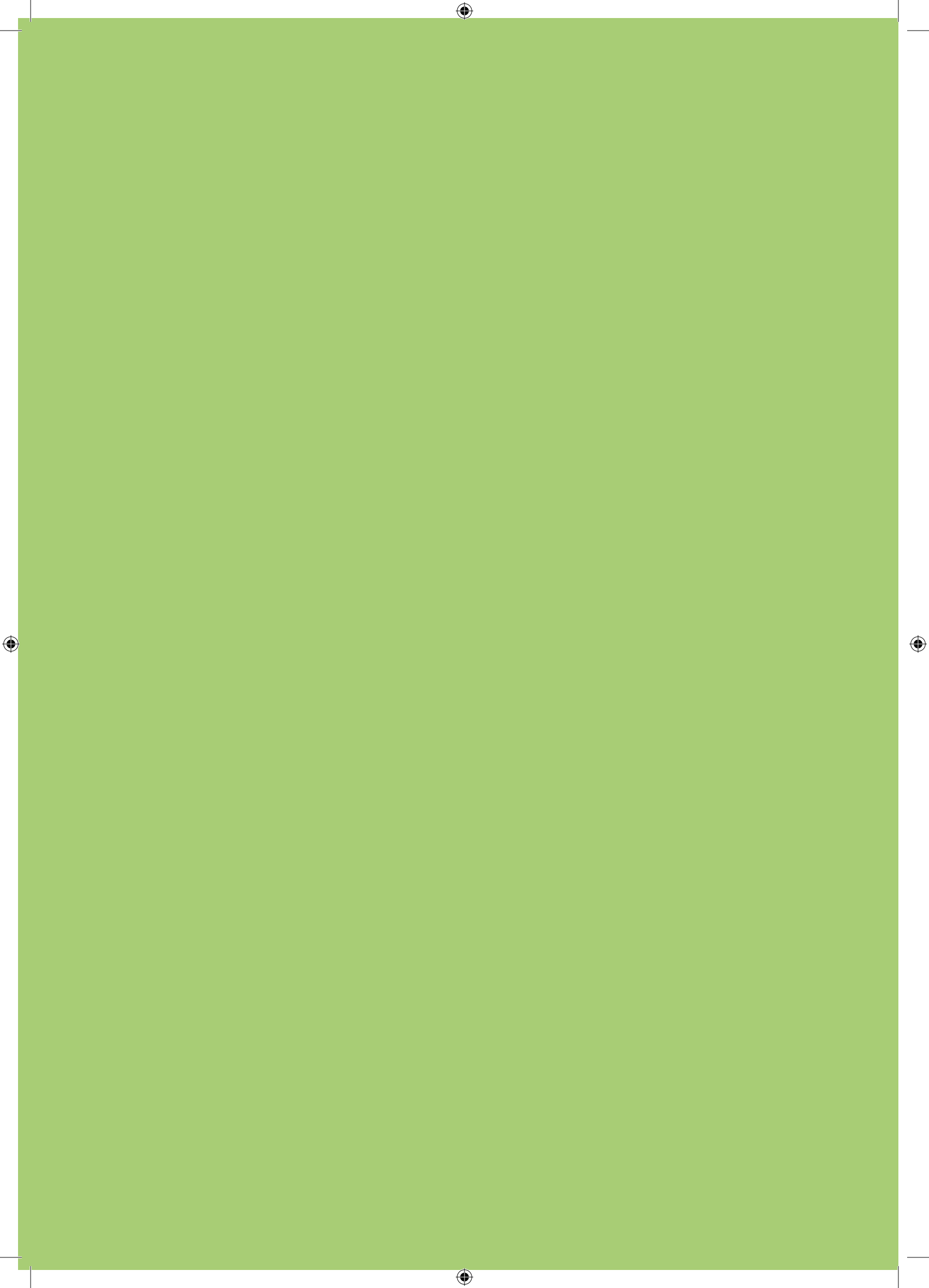




Sustainable Procurement Strategy 2018-2022

Procuring green
Procuring fair delivery
Procuring for a better society



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Foreword by Cllr Rebecca Rennison

The Council spends around one third of its annual budget on externally purchased goods, services and works. The process through which these are obtained is called procurement. Hackney and indeed the world has changed since we published our last Sustainable Procurement Strategy.

We have always maintained that sustainable development for Hackney is about achieving balanced, sustainable communities and neighbourhoods which celebrate their diversity, share in London's growing prosperity and enable a good quality of life for all with improved air quality.

We have recently refreshed our Community Strategy which, in view of public sector budget pressures, sets out our ambition on:

How we aim to empower local communities and target diminishing resources at our most vulnerable residents; how we can make sure that economic growth benefits everyone; and crucially, how we can ensure that people from different backgrounds can continue to afford to live and work in Hackney and be able to take advantage of the opportunities that London's status as the world's greatest city brings.

Our Sustainable Procurement Strategy ("SPS"), which forms part of our wider procurement strategy, is developed to support these priorities and as a London Borough we understand the importance of working with our neighbours and contributing to regional and national sustainability goals to realise local benefits.

This is the third edition of our Sustainable Procurement Strategy and it does not only build

on some of our excellent achievements in past years, but also takes account of what we could improve on and gives consideration to new and emerging issues particularly with regards to legislative requirements and best practice

This strategy sets out our objectives to continue to promote: enhanced employment rights, ensure fair pay terms and conditions through our contracting activities and reduce inequality particularly with regard to pay.

Paying, as a minimum, London Living Wage remains an integral part of our commitment and we will continue to ensure that our contracted staff are treated fairly.

We will also continue to ensure that we minimise any negative environmental impacts of goods, services and works contracts procured and support the principles set out in our Environmental Sustainability Strategy.

We will use procurement to, as far as is possible under relevant procurement law, ensure that local businesses particularly Small and Medium Enterprises and third sector organisations can participate and benefit from the Council's contracting processes.

As we have done under previous strategies, we will not only ensure that our contracts deliver added social value benefits at little or no additional cost but we would also put in place a contract management tool that allows us to effectively monitor, track and report on the delivery of our objectives and derived benefits

I would like to thank Cabinet Member colleagues who have played active roles in supporting the development of this strategy and hope that it will help to deliver some of our aspirations over the next coming years.

Our Sustainable Procurement Strategy

This Sustainable Procurement Strategy is part of Hackney's wider procurement strategy which fundamentally seeks to drive a culture; of securing good value for money from our contracting activities, and one that ensures best outcomes for Hackney residents and customers

For us in Hackney, Sustainable Procurement means improving the efficiency of our commercial spend to deliver major social and environmental benefits within the local community and nationally; to the extent that we can use our purchasing power, either unilaterally or by combining with other public sector organisations to influence the supply market.

Furthermore, it is the process that takes account of the economic, social and environmental impacts of our purchased goods, services and works on people and communities whilst still delivering value to these communities.

Within this strategy, we are making it clear that we intend to significantly improve our contracting approach and change the way we engage with the market.

Whilst there are situations where contracting with a 'big' supplier to deliver a service will provide better control and process efficiencies, we also recognise that contracting with smaller, medium size organisations can enhance quality of service and provide better options for service users.

It is for this reason that we strengthening our commitment to work more closely with local and SME suppliers and seek to deliver more innovative solutions through this approach

This Sustainable Procurement Strategy (SPS) focuses on three main themes: environmental, economic and social sustainable developments and under each of these themes.

Our approach to procurement will include:

Procuring 'Green'

- Using renewable resources and preserving un-renewable ones
- Reducing, reusing and recycling, with particular reference to plastics
- Reducing CO2 emissions
- Diverting from landfill and incineration as far as practically possible
- Proactively sourcing low carbon and green energy
- Using "whole life" costing where practicable, taking account of the cost of disposal and decommissioning
- Purchasing sustainable timber products
- Adopting food and agriculture practices that enhance the health and welfare of people and animals.
- Minimizing negative impact of Freight associated with the Council's procurement and contracting activities.

Procuring for a Better Society

- Promoting social innovation
- Making payment on time to our suppliers
- Supporting local employment
- Encouraging local suppliers into the supply chain
- Looking to improve regeneration and integration of our local community
- Employment and skills initiatives including apprenticeships
- Procuring healthy and sustainable food

Procuring Fair Delivery (Responsibly)

- Fulfilling our public sector equality duty
- Ethical practices such as Fair Trade
- Diversity (community, supplier and workforce)
- Paying the London Living Wage
- Tackling Modern Slavery and Human Trafficking

Our achievements

The development of a sustainable community, celebrating diversity and sharing in London's growing prosperity is right at the heart of the Borough's Community Strategy 2008-18, with four of the six priority areas relating to sustainable communities and environment

The Council has a long standing view that Sustainable Procurement plays an important part in achieving its goals and objectives, whether this is in relation to significant individual projects or the many minor projects that contribute to our success.

The key to our past successes is making sustainability integral to our procurement process.

We have ensured that procurement activities are undertaken by well-informed Council officers with support from professional procurement staff, providing specialist support and advice

Sustainability is built into the process for design and construction. Regeneration works procurements take into account all aspects for sustainability when designing a building and surrounding landscape including whole-life costs, measures to prevent flooding, reduce energy and heating requirements and we specifically include a requirement for the installation and operation of Combined Heat and Power (CHP) where a development is expected to have more than 60 properties

Waste strategy plans form part of our tender requirements when engaging contractors for regeneration projects, helping minimise any waste produced. The delivery of the plan is actioned and monitored via weight certificates from landfill sites.

The Council is a large organisation and even within an environment of reduced public expenditure we will continue to spend significant sums on capital projects and on purchasing goods, services and works.

In recent years there have also been changes in the way we deliver services. We support a mixed economy of provision and recognise the value that third sector, small, local and BME businesses can offer.

The Council and partners have delivered many improvements to services and to outcomes for local people. However, we realise that there is still more that can be achieved.

In considering Best Value and our statutory procurement obligations, we also recognise that goods and services delivered by local businesses and the third sector support and boost the local economy and in some cases may reduce the economic and environmental impact and costs associated with transportation; **we therefore give consideration, where appropriate, to:**

- The need to have or establish a local base of operations for the effective delivery of a contract.
- The size of a contract so not to unnecessarily exclude small firms from bidding
- Proposals to engage local suppliers in the supply chain.
- Proposals to promote local jobs and training.

We advertise our low value contracts, on our website, to ensure that we specifically attract Small Medium Enterprises (SMEs) and Black and Minority Ethnic (BMEs) businesses and third sector organisations to the Council's contracting opportunities.

We also publish our procurement forward plan and contract register to allow them to have visibility of contracts where sub-contacting may be on offer. The summary of our achievements in the past few years is appended to this document as Appendix A.

Link with Community Strategy

The Council's Community Strategy for 2018-28 provides a clear vision for Hackney. As we navigate this challenging time of austerity we need to use the lessons of this period and our resilience to deliver our future ambitions for the Borough particularly with regards to ensuring that we empower our local communities and use our dwindling resources to benefit everyone.

In spite of reduced budgets across the public sector, the Council still need to ensure that its commercial spend on the procurement of goods, services and works is channelled towards making sure that we enhance the quality of life of people living, working or doing business in the Borough particularly the most vulnerable people in our communities.

This strategy therefore sets out the Council's procurement commitments aimed at supporting the actualisation of key objectives in the Community Strategy, which include:

- A borough continues where there is good quality of life and the whole community can benefit from growth,
- A borough with residents who are ambitious and engaging and want to contribute to community life
- A green and environmentally sustainable borough
- An open, cohesive and supportive community
- A borough with healthy, active and independent residents

Procurement has been a key enabler in the achievement of the priorities set out in the Community Strategy 2008-2018.

Following the publication of the strategy back in 2008, **we put in place our first main Sustainable Procurement Strategy which articulates our approach with regards to using our procurement activities to drive the delivery of major community objectives (2008-2018) which include:**

1. Reduce poverty by supporting residents into sustainable employment, and promoting employment opportunities.
2. Help residents to become better qualified and raise educational aspirations.
3. Promote health and wellbeing for all, and support independent living.
4. Make the borough safer, and help people to feel safe in Hackney.
5. Promote mixed communities in well-designed neighbourhoods, where people can access high quality, affordable housing.
6. Be a sustainable community, where all citizens take pride in and take care of Hackney and its environment, for future generations

It is evident both from documented benefits realisation reports for our major contracts and also from the information provided by Council officers, as part of the review of the existing Sustainable Procurement Strategy, that procurement has played a key role in delivering community benefits for the Borough over the past decade.



Link with Environmental Sustainability

Our vision for long term environmental sustainability in Hackney forms part of the Community Strategy and is further developed in the programme of work managed by the Sustainability Board.

The Council is increasingly placing environmental sustainability and its potential for improvements in quality of life at the heart its vision for the future of Hackney.

High quality green, open space; public realm green infrastructure; efficient waste services with a variety of recycling options; healthy, walkable streets; clean energy; and measures to address fuel poverty play an important role in fostering civic pride and sense of belonging amongst the residents and businesses of Hackney.

The impact of growth and development in Hackney is considered in the round – taking account of the impact of concentrated development on air quality, the Urban Heat Island Effect, recycling, cycling and walkways and general wellbeing.

We are a borough whose reliance on car usage has fallen significantly and Hackney's transport system is seen as an exemplar of sustainable urban living in London. It provides fair, safe, access to transport that works for residents, visitors and businesses.

Over the years the Council has used its contracting activities to lead by example in the delivery of environmental sustainability objectives, particularly in terms of the types of vehicles we procure and deploy for the delivery of the Council's essential services: we have continued to develop robust procurement approach that allows us to increase the take-up of emerging fuel technology that is clean, efficient and one which improves air quality within the borough.

Our construction procurements focus on ensuring waste recycling on construction sites and use of energy efficient products to deliver less energy consuming buildings.

This new strategy builds on our achievements in this area with particular emphasis on green energy procurement, increasing the purchase of electric vehicles and cleaner fuels in our fleet, reducing electronic and plastic consumption and waste, and making sure that our construction procurements and contracts deliver energy efficient civic and residential buildings.



Link to Best Value

Local authorities have a duty under the Local Government Act 2003 to obtain Best Value. This means that when planning the procurement of contracts, in accordance with the Best Value duty, the Council is obliged on a case by case basis, to weigh up the costs of the contract against the benefits it provides, including the costs and benefits of the London Living Wage.

Since 2012 each contracting requirement with a low paid workforce, has been and will continue to be considered separately and flexibly, with any impact on costs fully assessed and justified.

This strategy sets out our commitment to take into account, in a manner consistent with Best Value and our statutory procurement obligations as directed within Statutory Guidance 2011 and other relevant legislation, our duty to promote or improve the social, economic or environmental well-being of our communities within our contracting process.

It is recognised that some technologies or approaches may cost more to buy than less environmentally efficient alternatives. Nonetheless with whole-life consideration, it may be more cost effective to buy such products and services.

As environmental efficiency is always an integral part of our requirements, we believe that it is fully consistent with the principles of Best Value to pay a bit more if necessary to obtain these benefits.

Therefore, when we identify a need for a product or service we will seek to incorporate sustainability requirements that are consistent with this strategy to the extent that it is relevant and proportionate to the subject matter of the contract.

Best Value services are fit for purpose. This means that procurement will always be based on a business case that considers stakeholders. A contract can have primary and secondary objectives.

The purpose of a construction contract may be refurbished homes or a new school. However, the project can create local job opportunities or provide local training. The legacy of the project is therefore an improved physical and social infrastructure.

When considering service provision, we will seek to award contracts based on overall value (including Social Value) in line with the Public Services (Social Value) Act 2012¹ and the recently published guidance on National Themes, Outcomes and Measures System Framework for social value².

The Council is a long standing advocate of the London Living Wage (LLW) and obtained accreditation as a Living Wage Authority in 2016. This is in recognition of the Council paying at least LLW in all its contracts and also encouraging local schools and businesses to pay LLW as this level of pay is considered the minimum to provide adequate income to ensure economic and social wellbeing in London.

1 <http://www.legislation.gov.uk/ukpga/2012/3/enacted>
2 <https://socialvalueportal.com/national-toms/>



Legal considerations

The Council procures on the basis of accepting the Most Economically Advantageous Tender (MEAT) and not simply lowest price.

This is consistent with “Best Value” which is defined as the optimum combination of whole life costs and benefits to meet the customer’s requirement.

This approach enables sustainability matters to be included in what we take into account when assessing ‘quality’. For example, the consideration of whole life costs allows factors such as fuel efficiency and replacement cycles to be considered.

When making contract award decisions, the Council can only have regard to those environmental criteria that have a link to the subject matter of the contract.

This could include giving bonus points to products that are more energy efficient, that will last longer, that show circular procurement options that maximise value from products and services for as long as possible, or that will cost less to dispose of.

In case the environmental aspects do not bring an economic benefit to the Council, these aspects can only be taken into account at the beginning of the tender procedure, where we define the technical requirements of the contract. Furthermore the technical requirements must be consistent with the principles of Best Value.

Non-discrimination between competitors and the free movement of goods and services between member states are two of the fundamental principles of the EU procurement regulations and guidelines.

Whilst a requirement for a supplier to establish a local presence, where this is necessary for the discharge of the contract is permissible, a requirement that a supplier be based in any geographical location as a precondition of invitation to tender would be in breach of these principles.

It is permissible to take social aspects into account in the procurement process as part of the award criteria provided these are linked to the subject matter of the contract.

The procurement can be used as a means of encouraging social objectives. For example: Contracting Authorities can require the successful tenderer to comply with contractual clauses relating to the manner in which the contract is to be performed, which may include clauses in favour of certain categories of persons and positive actions in the field of employment or training.

For large and long-term projects many suppliers are willing and even enthusiastic to offer added value.

It is quite permissible to see what benefits can be obtained in the fields of employment and training during the bidding process. These can then be incorporated into contract conditions upon award.

The Equality Act 2010 put in place a public sector equality duty, which consists of a general equality duty, set out in section 149 of the Act 2010 to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Public Services (Social Value) Act 2012 became law on the 8th March 2012. The Act, which applies to the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works, for the first time, places a duty on public bodies to consider social value ahead of a procurement.

The Act states that, as public sector organisation, we must consider:

- How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area
- How, in conducting the process of procurement, it might act with a view to securing that improvement.

Most recurring service contracts or in-sourcing will constitute an “Undertaking” for TUPE purposes.

As part of our legal duty under TUPE, the Council will continue to promote the proper application of TUPE.

There will be appropriate consultation with staff and relevant Trade Unions when any transfer is envisaged, and the Council will facilitate the same for secondary and subsequent transfers.

The Modern Slavery Act (2015), which came into force in October 2015, is a global-leading piece of legislation which sets out how modern slavery and human trafficking is dealt with in the UK.

Section 54 of the Act specifically mandates corporate organisations to publish a statement annually to disclose the steps they have taken to ensure that slavery and modern people trafficking is not taking place in their operations or within their supply chain.

The Council's statement will ensure compliance with this requirement and other legislative requirements relating to the provision of Council services.



Procuring 'Green'

It is important that we define clear environmental benefits in our procurement in a way that is practicable and proportionate to the value and complexity of each individual contract.

The outputs and outcomes that we set and agree with our suppliers will be realistic and we will be proactive with regards to how we track our progress, making sure that the outcomes are realised and captured through robust contract management.

Our commitments in this area

For our construction procurement projects, including new build and refurbishment of existing buildings, we will aspire to deliver excellent or very good Building Research Establishment Environmental Assessment Method (BREEAM) standards or their equivalents.

We will seek to ensure the by-products or waste from a project e.g. building refurbishments are dealt with by applying the Waste Hierarchy³, and in the first instance reused or recycled. As far as practicably possible, Contractors will be required to re-use a certain percentage of the materials found on site. Disposal to landfill should be the last resort option.

Where cleaning services and products are

3. www.gov.uk/government/publications/guidance-on-applying-the-waste-hierarchy

sourced, the contractual requirement will be for the use of biodegradable and plant-based products, fully-recyclable packaging, and/or the use of alternative cleaning methods, such as steam-cleaning to be employed. Alternatives would only be considered whereby the above would be justified to be unreasonable.

We will, where suitable natural alternatives are available, only purchase those products for use on our mechanical sweeping vehicles and by our manual cleansing staff. If a suitable natural product is not immediately available, we will work with our suppliers to source these products.

We will encourage reduced packaging for products and the use of recycled and recyclable packaging over less desirable alternatives such as polystyrene. We will seek to minimise and ultimately bring to an end the use of plastics at the earliest opportunity.

We will strictly prohibit all avoidable plastic, disposable, and non-recyclable catering materials for Council operations. Energy efficient products will reduce the carbon intensity of the local authority's functions through decreased energy consumption.

We will actively consider the energy consumption, emissions levels, and other vital energy related sourcing requirements when we procure equipment and devices.



We will also ensure electronic waste is minimised and, when produced, disposed of in a way that maximises re-use and/or recycling.

Consideration will be given to products which are more durable and do not need to be replaced as frequently, improving cost effectiveness and reducing the amount of material going to landfill and Energy from Waste. We believe it is worthwhile spending more on a product that will last and remain effective for appreciably longer.

So far as it is permissible under EU procurement regulations and is relevant, we will promote the purchase of goods which have been transported over long distances and also work with suppliers to limit the frequency of delivery of purchased goods as this reduces carbon emissions and particulates from vehicle exhausts, reducing our general environmental impact and providing significant public health benefits.

For our vehicle procurements, we will choose products which cause relatively lower levels of pollution, either through their manufacture, usage or disposal. This could relate to the actual vehicles meeting the relevant EU emission standards but also with specific reference to the fuel technology deployed for operating the vehicles

Our approach for energy procurement will be to secure 50% of our total consumption from renewable sources as part of the 2019/20 procurement process and ensure that we maintain sustained growth of 'green' electricity in our energy contracts over the next four years.

The reduction of the frequency of delivery of purchased products by suppliers supplying to the Council will have positive impact on air quality in the borough. To this end, we will work with our suppliers to ensure that delivery schedules are reduced to the lowest possible frequencies.

We will encourage suppliers to adopt processes and procedures to reduce their environmental impact, for example through certification to independent environmental accreditation schemes such as ISO14001, BES6001, others as relevant, including emerging standards, or their equivalent, where relevant and proportionate.

Measurement Metrics for this area

Our procurement activities and each procurement projects would be expected to have specific targets against these measures:

1. BREEAM standard achieved per development
2. % of FSC timber used in a given product
3. % of material recycled or utilised on site
4. % reduction in water consumption
5. Energy saved (KWh) comparing product A to B
6. Reduction in carbon emissions (tonnes)
7. Whole life cost (including disposal)



Procuring for a Better Society (Everyone)

A key opportunity for Hackney, as part of our commitments to obtain maximum value from contracted services and our wider spend with external organisations, is to strongly focus on securing enhanced contractual benefits for the local area, economy and for the health and wellbeing of our residents.

We aim to achieve more from our expenditure on services. As such we will, within the boundaries of regulatory requirement, be innovative in considering what economic benefits can be delivered through our contracting activities.

Our commitments in this area

We will consider the size of contract and assess if it can be split into smaller lots to make it more accessible to smaller and local businesses and the third sector without necessarily increasing costs or reducing quality control.

For Works and Services contracts, we consider their capacity to provide jobs and training opportunities for local people.

Where relevant, we will ask suppliers about their proposals for using local suppliers, their methods for achieving them and the expected results. The results will be included as targets within the contract.

We will promote economic regeneration through active communication with local suppliers to support their access to information on business opportunities, how to do business with the Council and identifying who is responsible for different spend categories.

The gateway for local suppliers to accessing contract opportunities is through various local, regional and national advertising portals.

With this in mind, we will ensure that the Council's e-tendering system has links to relevant portals that would allow easy access to our contracts.

As far as it is practicable to do, we will advertise contracts above the £25K threshold via our e-tendering system. Some contracts, by their nature are better packaged as relatively large contracts either because of their complexity or as part of securing efficiencies.

Where this is the case, large suppliers will be encouraged to sub contract elements to local businesses and the third sector.

Where the delivery of a service contract requires a supplier to have or to establish a local base for delivery, the supplier will be expected to demonstrate as part of the selection process that they will not only establish a local base but that they will also be encouraged to recruit locally.



We will actively seek to secure jobs, skills training and apprenticeships opportunities for our residents through our supply chain.

In particular, where appropriate, contracting expenditure with a threshold of £1M and extends beyond 12 months, and contracts with a significant workforce element will be required to deliver a minimum of one apprentice place, skills training, work placement or work experience for local students.

We will continue to support our business community and third sector by organising and participating in workshops and other supplier engagement events to familiarise potential suppliers with Council requirements and procurement processes.

We will ensure that the contracts for food or catering services that the Council procures includes adherence to the Government Food Standard for Buying Food and Catering Services, to ensure that food catering procured by the Council is as healthy and sustainable as possible.

Measurement Metrics for this area

Our procurement activities and each procurement projects would be expected to have specific targets against these measures.

1. Number and percentage of local people employed on the contract
2. Number and percentage of local people offered training and apprenticeships
3. Amount and percentage of spending with local subcontractors
4. Amount and percentage of direct spend with local suppliers
5. Amount and percentage of direct spend with Small and Medium Size Enterprises
6. Amount and percentage spend of direct spend with the third sector
7. Number and percentage of council contracts that adhere to the Government Buying Standard for Food and Catering Services



Procuring Fair Delivery

The Modern Slavery Act which came into force in October 2015 further highlights the need to tackle unfair treatment of contracted staff across the whole spectrum of an organisation's supply chain.

We have, in the past, delivered on our equalities duties and have been proactive in ensuring that workers' rights are preserved as part of the procurement of new contracts and when a decision is made to in-source a service.

We will build on these achievements and take account of emerging issues and legislative demands in this area.

Our Commitments in this area

We will ensure that our procurement activities supports the Councils ethos of valuing diversity and that our contracted services are accessible to everyone whatever their circumstances.

We will use innovative approaches to support local priorities, creating greater opportunity and prosperity for narrowing economic, environmental and health inequality; we will evaluate the impact of our projects and use what have learned to improve and further develop our services.

Where the Council makes a decision to either renew its contracts or outsource any of its services to the private or voluntary sector, we will consider workforce issues and human rights with a view to deal with them on a case by case basis as allowed under EU procurement, local government and other relevant legislation. Specifically, we will seek to address the issues below.

We require our suppliers to offer wages and benefits that as a minimum meet relevant industry benchmarks and nationally required standards and to consider pay and workforce conditions in its services and works contracts in a manner consistent with Best Value ensuring that pay rates are at least equivalent to the London Living Wage.

We will promote the use of Fair Trade (and equivalent) products within our contracts and specifically for catering services delivered within the Council owned premises where Fair Trade (and equivalent) products will be solely served.

Businesses with an annual turnover of at least £36M⁴ which contract with Hackney will be required to show that they have complied with

⁴ Under the Transparency in Supply Chain clause of the Modern Slavery Act, all companies with a turnover of more than £36m operating in the UK are required to publish an annual statement setting out what they have done to eradicate slavery and human trafficking from their supply chains and operations.



the fundamental requirements of the Modern Slavery Act (2015) or risk facing exclusion at the qualification stage of a tender exercise. This will be in addition to existing requirements on equalities and non-discrimination of workforce.

Our contract managers will ensure that annual Slavery and Human Trafficking Statements of our contracted suppliers are submitted, checked and demonstrate improvements over the previous year.

We will promote consideration of Trade Union recognition as part of the operation of our contracted services and there will be early consultation with relevant Trade Unions before we embark on the procurement of outsourced services to ensure that issues such as the transfer and treatment of staff under TUPE as well as terms & conditions, including pay, training and pension provision are fairly negotiated.

Once contracts are in place between the Council and suppliers, there are limitations both in terms of intervention and the extent of it by the Council, in dispute matters between contracted suppliers and staff working under these contracts.

It is general practice that all employees should raise all concerns, problems or complaints with their employer. The Council will ensure that its suppliers have a grievance procedure in place where such complaints can be dealt with fairly, consistently and efficiently.

The Council will also require its suppliers to establish a whistleblowing process that allows contracted staff to report concerns about how their employer deals with workforce matters in their workplace, particularly if the issue being reported is widespread within the organisation.

Measurement Metrics for this area

Our procurement activities and each procurement projects would be expected to have specific targets against these measures.

1. Number and percentage of the Council's identified 'equality groups' using the services delivered under the contract
2. Number and percentage of the Council's identified 'equality groups' employed on the contract
3. Number and percentage of the Council's identified 'equality groups' offered training and apprenticeships
4. Amount and percentage of corporate spend with BME subcontractors
5. Amount and percentage of spend with BME suppliers
6. *Number of service contracts delivering LLW
7. Number of complaints from contracted staff
8. Percentage of staff complaints and issues that are addressed satisfactorily

*We will expect all our contracts to be paying as a minimum LLW

Delivery of this strategy

This document will not be complete without a clear plan for the delivery of our vision and key sustainable procurement commitments which form part of this overall Sustainable Procurement Strategy for Hackney over the next four years.

Our approach for delivery will be holistic and will encompass; provision of relevant training for and working with, various stakeholders including elected Members and officers of the Council as well as our customers and suppliers to enhance our existing processes and documents for tendering and contract management.

Some degree of awareness raising, including information and/or training on the importance and value of specifying and buying sustainably is essential for everyone in the organisation, and organisational procedures and our delivery plan will reflect this.

Sustainable procurement will come about only if the organisation and those within it understand, and are committed to, operating sustainably. In addition, relevant tools for capturing results and monitoring progress of achievement of our objectives will be put in place and our achievements, in the coming years, will be widely communicated within the organisation and externally.

Impact of Brexit on Strategy delivery

Following the referendum on EU membership in 2016, the Government served formal notice under Article 50 of The Treaty on European Union to terminate the country's membership of the EU on 29 March 2017 with the main implication being that EU Treaties shall cease to apply to the UK once it exits the EU by March 2019.

The final date of exit is obviously subject to the unlikely possibility of the withdrawal agreement being concluded sooner or an extension of the period by all Member States.

There are very little details about the likely impact of Brexit of national, regional and specific local economies in the UK and it is unclear how the planned exit will impact on how public procurement is governed in the immediate and long term.

We will continue to keep our eyes on emerging information and directives on Brexit and ensure that we revise our sustainable procurement strategy in line with any new rules that may impact on how we procure the Council's contracting requirements.



