



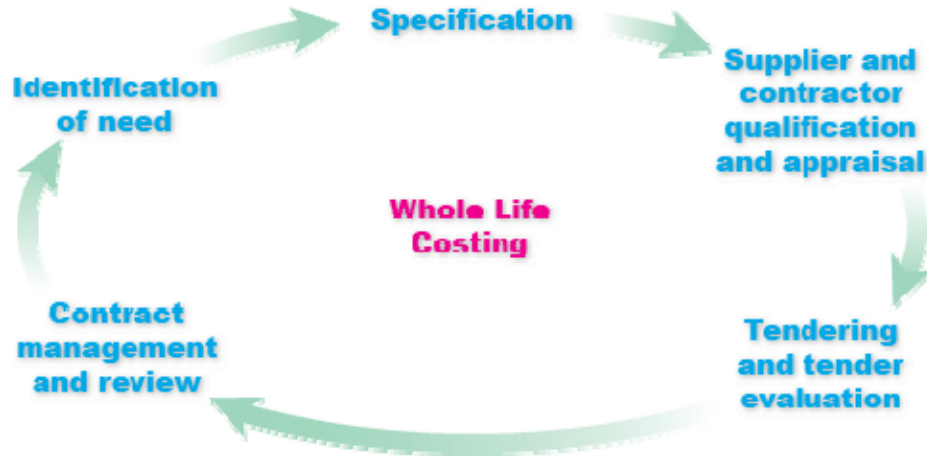
Building Sustainability into Tendering

This Toolkit was developed as part of the [London Centre of Excellence Sustainable Procurement Project](#) led by the London Borough of Camden. The Toolkit aims to provide guidance for including sustainability in tendering exercises. The toolkit is based on the methodology used to develop the toolkit for tendering on Highways, Meals on Wheels, and Furniture Disposal as part of the project.

The Procurement Cycle and Sustainability

The following flow Chart shows the various stages within the procurement cycle, sustainability can be considered at each stage. This toolkit has been broken down into steps that follow the tendering process and build in sustainability. Each of the stages has been tested where possible through the course of the London Centre of Excellence project.

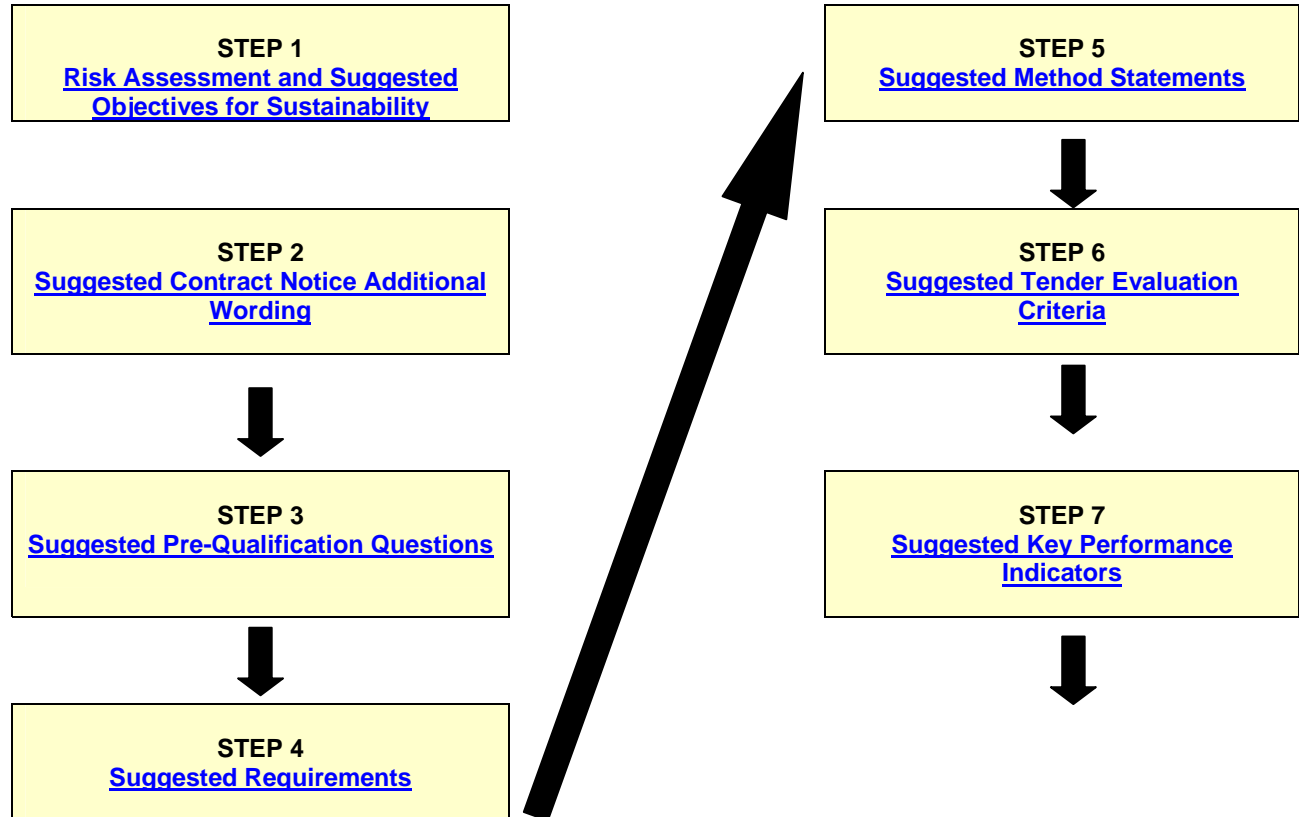
For more information on how sustainability fits within the procurement cycle you can complete Module 2 of the e-training course on Sustainable Procurement available licence free through www.lcpe.gov.uk/sustainable. Your Borough may have this course set up on your Councils intranet.





How to use this document

This Toolkit has been set up as a series of steps to follow to implement sustainability. You may choose to follow all or part of the suggested steps, however it is suggested that you follow each step in the order shown to ensure sustainability is built into your tendering process in a comprehensive manner. Your legal team should be consulted on the use of this toolkit to ensure your compliance with the EU procurement regulations.



[Appendix 1](#) Risk Assessment Model

[Appendix 2](#) Example PIN



Suggested Objectives for Sustainability

The Sustainability Objectives given below were set for the contract and focus on the implementation of sustainability within the contract. Climate Change has not been included as a specific objective as opportunities for mitigation and adaptation are included in several of the objectives detailed below.

STEP 1

Use the risk assessment model suggested below to identify your sustainability objectives for the contract or select the objectives from the list below that are relevant to your organisations sustainability policies. These will form the objectives for implementing sustainability within your contract.

Risk Assessment

The risk assessment model detailed in [Appendix 1](#) assesses the sustainability risk of a particular contract and prioritises areas to address within the tendering process:

- Step 1: Consider questions on sustainability in relation to the upcoming tender
- Step 2: Make a list of the Sustainability Risks
- Step 3: Assess the sustainability risk and value
- Step 4: Prioritise management of the sustainability risks and determine actions.

Types of Sustainability Risks

The impacts upon the environment, the community, the local economy and on issues such as equalities need to be investigated. Risks under this remit include:

- Risk of causing harm to the environment, through execution of the contract, e.g. utilising a service or using an item of equipment.
- Risk of damaging the organisation's reputation, through execution of the contract. This could be attributable to any environmental damage caused or likely to be caused through contract execution throughout the supply-chain, or to the reputation of the supplier delivering the contract.
- Risk of missing opportunities to aggregate benefits across service delivery areas.
- Risk of delivering poor value for money resulting in remedial costs and greater maintenance requirements.

Environmental

[Waste reduction, reuse and recycling](#)

[Climate change & pollution](#)

[Depletion of resources including water and energy](#)

[Vehicle emissions](#), and [transport](#)

[Biodiversity](#)

Social

[Ethical supply including fair trade](#)

[Equality and diversity](#)

[Supplier Diversity and Third Sector](#)

[Health and accessibility, including environmental health](#)

[Community Safety](#)

[Local community and cultural identity](#)

Economic

[Local economy](#)

[Poverty](#)

[Training, education and employment](#)



Policies to consider your organisations commitments to sustainability include:

- Corporate sustainability/environment policy or strategy
- Climate Change action plans and strategies
- Department policies
- Strategic Procurement Strategy
- Local Area Agreement
- Community Strategy

To determine the priorities for your organisation for sustainability against overall spend, refer to the [Sustainable Procurement Task Force Prioritisation Methodology](#). For a more detailed model to determine priorities for building sustainability into procurement through to identifying actions and building in whole life costing see the [Forum for the Future Sustainable Procurement tool](#).

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Contract Notices

STEP 2

Suggested wording to add to the Contract Notice, this can be added to an OJEU notice for European tenders or local contract notices.

Prior Information Notice (PIN)

A prior information notice can be used to signal early on the intention to make improvements or changes at renewal to an existing contract with the intention of improving the sustainability of the contract. A PIN was used as a method of early market engagement in Croydon Council's Highways Minor Works contract, which this project assisted. The PIN provided advance warning of:

- the contract renewal,
- Croydon's expectation that contractors will support their intention to improve sustainability, and
- a request for information from suppliers of sustainable and innovative products that related to the contract.

The use of a PIN as a form of early market engagement has been recommended by the DTI/Defra Forward Commitment Procurement project.

See [Appendix 2](#) for an example of the PIN issued by Croydon.

Contract Notice

Where sustainability improvements are a key objective of the contracting opportunity being advertised contract notices should include details of the objective. This will highlight that sustainability will form part of the selection criteria and aid in attracting suppliers that can deliver the desired improvements, and signal to other suppliers that they need to review and improve their practices in order to be a more attractive supplier.

Details such as those below could be added to your Contract Notice:

The [Authority] is seeking a service provider to [detail service] using high quality sustainable and cost effective methods.

Service Providers wanting to express an interest in delivering such services must demonstrate that it can do so in line with the [Authority's Sustainable Procurement] Policy, which states that [insert a relevant statement from your policy].

The successful contractor will be required as a condition of contract to observe as far as possible the Code of Practice for the Elimination of Racial Discrimination and the Promotion of Equality of Opportunity in Employment issued by the (UK) Commission for Racial Equality.

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Suggested Pre-Qualification Questions

STEP 3
Include the questions below in part or in full, or use them as the basis for developing your own pre-qualification questions.

What We Are Looking For:

We require clear evidence of how you will deliver improved environmental, economical and social outcomes in relation to this contract. To help demonstrate this you should detail the following:

1. Does your company have an environmental/sustainability policy or operate an Environmental Management System, please provide details of any certification received? *(for example details of accreditation to ISO14001/EMAS or equivalent)*
2. Please outline what achievements you have made in regards to your policy or management system. *(for example a measured reduction in environmental impact such as CO₂ emissions or activities to reduce disruption and impact on the local community where the contract is performed)*
3. Please provide details of your experience of delivering sustainable [insert product category or] options for [the service]. *(for example details of achievements from previous contracts)*

PQQ Scoring Matrix

Scoring Criterion	1 Poor	2 Satisfactory	3 Good	4 Excellent
Environmental Management System	No EMS. Basic policy in place.	Policy in place covering key impacts related to the service provided, roles and responsibilities for implementation identified. Limited EMS implemented, not accredited.	EMS implemented and monitored in line with ISO14001/ EMAS or equivalent, working towards accreditation.	EMS full accreditation to ISO14001/ EMAS or equivalent. Measured outcomes to ensure objectives are met and agreed service level maintained.
Policy and/or EMS Achievements	Monitoring programme in place, but no measurement of improvements.	EMS/Policy implementation monitoring programme in place, some measurement of improvements.	Policy/EMS statements have defined metrics to measure improvements and reported annually.	Clear measurements and targets exceeded against EMS/Policy. Achievements recognised externally.
Experience delivering sustainable options	Limited knowledge of relevant sustainable options available.	Examples given of sustainable options delivered in other contracts. Options focus primarily on environmental impact.	Detailed examples of delivering sustainable options covering environmental and social impacts on several contracts. Intention to identify and improve sustainability options communicated to staff and the supply chain.	Detailed examples of delivering sustainable options. Supply chain is included in a programme of continual improvement on sustainability.

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Suggested Requirements

STEP 4

Include the requirements relevant to your [Selected Objectives](#) in Step 1, in part or in full to form part of the Contract; or use them as the basis for developing your own method of implementing sustainability within your contract.

Use these specifications as a starting point. Consider how much time has passed since this toolkit was developed, have the basic standards and requirements progressed? If risk was assessed as moderate to high for a sustainability objective you may want to develop more detailed requirements on sustainability than those listed here. Text in italics provides brief details/understanding of the significance of the sustainability objective, whilst actual specifications or requirements appear as boxed text. Specifications are detailed for those objectives that were addressed as part of the sustainable procurement project.

The legal team at the London Borough of Camden has approved these Specifications and Method Statements for use as a guideline. Your own legal team should be consulted on the use of these specifications within your tender documents to ensure they fall within EU procurement regulations, particularly where any external documents such as Council policies are referred to.

Environmental

[Waste reduction, reuse and recycling](#)

[Climate change & pollution](#)

[Depletion of resources including water, energy and other materials](#)

[Vehicle emissions](#), and [transport](#)

[Biodiversity](#)

Economic

[Local economy](#)

[Poverty](#)

[Training, education and employment](#)

Social

[Ethical supply including fair trade](#)

[Equality and diversity](#)

[Supplier Diversity and Third Sector](#)

[Health and accessibility, including environmental health](#)

[Community Safety](#)

[Local community and cultural identity](#)

Sustainability Policies

Contractual arrangements provide an opportunity to help deliver the Council's environmental and sustainability policies. Contract specific policies or conditions can expand upon the principles of Corporate Sustainability policies and help to give the Contractor more specific guidance on the role they can play in achieving the objectives in relation to the policies referred to.

1. The Authority's [Sustainable/Environmental Procurement] Policy states that [insert a relevant statement from your policy], as part of delivering this policy we wish to engage with our suppliers to further. Tenderers are therefore required to provide information with their Tenders of any processes and/or actions currently taken that will enhance the Authority's delivery of the policy.
2. The Contractor shall work with [Council] to identify innovative methods and materials and actively encourage their use in schemes that will lead to improved delivery of the sustainability objectives of the contract.
3. The Contractor shall encourage their supply chain to help them meet the sustainability objectives of this contract.
4. The Contractor is encouraged to seek assistance from the [list any Local Sustainability Business Support teams] for advice on continual improvement in the delivery of sustainability within the Service.



Environmental Management Systems

Implementation of Environmental Management Systems such as the Eco-Management and Audit Scheme (EMAS), developed under EU Regulation 1836/93 (replaced by Council Regulation 761/01) and the International Organisation for Standardisation (ISO 14001) provide an organisation with a systematic approach to meet and continually improve upon environmental standards.

5. The Contractor shall develop a Sustainability Action Plan in its performance of the service ensuring that it uses working methods, equipment and materials that will improve the sustainability of delivering the contract requirements, with particular emphasis on the following sustainability objectives:

[List objectives here]

- OR -

6. The Contractor shall develop an EMS that specifically applies to the [Service] provided for the duration of the Contract, and seek to meet the requirements of ISO 14001. Where the Contractor purchases [list any major party of the requirement delivered by second tier suppliers] from another supplier it should require the supplier to meet these standards. The Contractor shall provide performance indicators.

Waste Reduction, Reuse and Recycling

Throwing away waste puts pressure on the environment by increasing the use of precious natural resources, and consumes additional resources during its collection and disposal. Disposal methods such as landfill and incineration are also associated with other environmental impacts including pollution and loss of amenity.

1. The Waste Strategy for England 2007 outlines the waste hierarchy in order of the following preferences: waste prevention; re-use; recycle/compost; energy recovery; disposal.
2. The Contractor shall endeavour to ensure that any waste materials arising from their works are wherever possible re-used or recycled, so that the minimum of waste materials are sent to landfill.
3. The Contractor will be expected to focus on reducing the use of virgin materials primarily through increasing the use of secondary and recycled materials.
4. Wherever possible at least 10% of the total value of materials used should derive from recycled and reused content in the products and materials selected. Preference is given to recycled materials that are collected through [Councils] domestic waste stream.

Climate change & pollution

The Treasury funded Stern report on climate change noted that it 'presents very serious global risks, and it demands an urgent global response'.....' the benefits of strong, early action considerably outweigh the cost'..... and 'given that climate change is happening, measures to help people adapt to it are essential. And the less mitigation we do now, the greater the difficulty of continuing to adapt in future'. London produces 44 million tonnes of CO2 each year. Carbon reduction can be addressed in many ways, refer to specifications for vehicle emissions and transport and depletion of resources.

1. The Contractor shall establish a Carbon Reduction Plan within the first six months of the Service Commencement Date that sets clear targets for achievement against its policy and Method Statement. This Carbon Reduction Plan shall then be updated with new targets on an annual basis.

Depletion of resources including water, energy and other materials

Energy efficiency is a key method of reducing the impacts of climate change, our dependency on the resource and the ever-increasing costs associated with its use. Water is a crucial requirement of our daily needs that is constantly under pressure from pollution and the limitations of the resource, which is being threatened by the impacts of climate change.

2. The Contractor must ensure that all equipment supplied is energy efficient and meets one or more of the following energy efficiency standards where such standards exist:
 - o Energy Saving Trusts' 'energy saving recommended' logo
 - o US 'energy star' logo;
 - o EU energy label (for example 'A' rated).
3. The Contractor should have in place procedures to minimise consumption of energy and water and emissions of pollutants and be able to demonstrate the effectiveness of these procedures.
4. All plant used in the provision of the Service must as a minimum comply with European Emission standard Stage 2 for non-road mobile machinery as detailed in Directive [97/68/EC]. To comply with Stage 2 the engine must be registered no earlier than 1st January 2001 for non-road mobile machinery. To comply with Stage 3 as detailed in Directive [2004/26/EC] the machinery must be registered no earlier than 1st January. European



Stage 3 has been harmonised with United States Tier 3 standard.

5. All plant used in the provision of the Service shall as a minimum meet the following minimum specification. The standards must be achieved by the end of March of each financial year and a monitoring report must be submitted to provide evidence of compliance in accordance with contract requirements.

2007/2008	100% Tier 2
2008/2009	80% Tier 2, 20% Tier 3
2009/2010	60% Tier 2, 40% Tier 3
2010/2011	40% Tier 2, 60% Tier 3

vehicles/conversions can be obtained at www.powershift.org.uk

Vehicle Emissions and Transport

Using vehicles that are more energy efficient and powered by alternative fuels contributes to reducing the impacts of Climate Change and will assist in the implementation of any Climate Change action plans. Reducing transport distances and frequency of journeys can reduce vehicle emissions and carbon footprint; reduce the impact of the service on the local community; and reduce maintenance and replacement costs of vehicles and thus the costs of providing the service.

London Low Emission Zone*

6. London became a Low Emission Zone on 4th of February 2008 under the Mayor of London's Scheme Order. The vehicles affected are older diesel-engine lorries, buses, coaches, large vans (exceeding 1.205 tonnes unladen weight), minibuses and other heavy vehicles. Where any uncertainty exists regarding a vehicle and its ability to meet the LEZ standards a vehicle compliance check should be undertaken through the Transport for London website at <http://www.tfl.gov.uk/roadusers/lez/default.aspx>.
7. The Authority's premises are in the Low Emissions Zone (LEZ) for London. Tenderers are required to provide emission details of their delivery vehicles with their Tendered Method Statements. Please see the TfL weblink above for further information on the LEZ.
8. The LEZ emission requirements are based on the Euro emissions standards. The information in the table below can be used as an approximate guideline to the Euro standards:

Standard	Vehicle type		
	Passenger (<2.5 t)	Light commercial (<3.5t)	Heavy goods (>3.5t)
Conventionally fuelled vehicle (date of first registration)			
Euro III	1/1/02	1/1/02	1/10/01
Alternatively fuelled vehicle			
Euro III	LPG, CNG or LNG band 2		
Retrofitting			
Euro III	Re-engine Euro II vehicle		

9. The Council wants to reduce energy use and lorry journeys related to the provision of the Service. The Contractor is expected to work with the Council to find methods to reduce the volume of transport required in the provision of the Service.

*Will your contract be affected by the LEZ? If compliance is not mandatory for your region you could require or encourage your suppliers to meet or better this standard through selection criteria.

Biodiversity

Biodiversity is the variety of plants, animals and micro-organisms, genetics and ecosystems. They form dependencies on each other to balance the ecosystem they live in. This diversity supplies a number of good and services necessary to sustain human life and has limitless potential to meet future needs. Green spaces and the built environment have the opportunity to work in partnership encouraging biodiversity through a diverse approach to management.

Requirements for biodiversity will be specific to your borough and the contract. You should contact your parks and open spaces team for guidance on biodiversity issues in your borough. Most boroughs will have a conservation officer who will know about any species of significance in your borough that might be affected by works in the borough.



Ethical supply including fair trade

Buying certified products from ethical standards can provide assurance on food safety, higher standards of environmental performance, social responsibility and animal welfare. Fairly traded products are related to those produced in the developing world where labour and production standards made not be as stringent as UK standards.

10. The provision of fairly traded produce such as the following products [list the main products relevant to the contract and affected by ethical trading schemes e.g. tea and coffee] should be maximised.

Equality and diversity

Equality and diversity covers six key areas: religion, race, sex, age, disability or sexuality. Delivering human rights for all, eliminating discrimination, reducing inequality, protecting human rights and building good relations so that everyone has a fair chance to participate in and benefit from council services. One in 6 of London's working age population have a disability and half the entire minority ethnic population of Great Britain live in London.

Supplier Diversity and Third Sector

SME's and BAME's play a significant role in economic growth, accounting for 99.8% of businesses in the UK (2002)¹. Encouraging a supply base of SME's and BAME's in a contract with a Local Authority is crucial to supporting local economic growth and employment. This objective is also detailed in the suggested Method Statements. It is suggested you refer to the work of the [Buying a Better London](#) project led by the London Borough of Haringey and the work of the [IDeA on the Third Sector](#).

11. The Contractor shall use all reasonable endeavours to recruit and engage SMEs as sub-contractors and suppliers (where required) in the performance of the Service.
12. The Council shall use all reasonable endeavours to assist the Contractor in identifying potential SMEs as sub-contractors and suppliers to the Contractor. The Council, in assisting the Contractor does not warrant the suitability of any SME that the Council may suggest as a potential sub-contractor or supplier to the Contractor in the provision of the Service.

Health and accessibility, including environmental health

Health issues affect all of us. Access to healthy food, opportunities for exercise, clean air and a healthy environment are vital to good health. Access to good medical care for physical and mental health is also important, so that people can easily obtain treatment, advice and support. The World Health Organisation has highlighted the link between noise and poor physical health from stress. Disruption from works can reduce accessibility to homes, council facilities and local businesses; increased congestion and be a cause of stress and inconvenience. Vibration can lead to damage to property and ill health.

13. The London Borough of [Council] is a busy, urban area. Reducing the disruption to traffic using the highway network is a high priority. The Contractor shall take adequate steps to avoid unnecessary delays to buses, cyclists and pedestrians and also to ensure the Council meets the new duties imposed on it by the Traffic Management Act 2004.
14. The Contractor is encouraged to work with the Council to identify work methods and materials that will reduce impact on the community through disruption, noise and vibration.

Community Safety

The financial cost of community safety to society is significant in addition to the emotional and physical costs incurred by victims and communities. Reducing crime and the fear of crime, and anti-social behaviour in the community whilst maintaining a high-quality urban environment, including clean streets, which can contribute to feelings of safety.

Local community and cultural identity

A strong, respectful and vibrant community life benefits all living in an area and decisions are better if they are based more closely on people's needs and experience of the borough. Everyone's rights need to be valued and respected, with relationships that cross boundaries of neighbourhood, faith, ethnicity and other aspects of identity, bringing about a sense of respect, pride, integration and community among residents.

¹ ODPM 'Small Business Friendly Concordat', 2005.



Local economy

Supporting your local economy can provide community benefits including helping to provide employment, reduced carbon footprint, reduced crime, and a vibrant community with a local identity. The impact that council spending has on the local community can be greatly improved when initiatives are designed to encourage the councils spend to stay within the local economy, making the most of its money. Refer to the [Local Multiplier 3](#) work on this issue.

Poverty

51% of children in inner London live in poverty as do 36% of pensioners and 17 of the London Boroughs appear in the top 10% of local authorities for child poverty rates. Poverty results in people lacking the essentials for a normal healthy life. Child poverty leads to poor diet, poor health, social exclusion and often lack of opportunity and achievement. Fuel poverty affects many elderly people living on limited incomes and means they cannot afford to heat their homes properly and suffer from poor health as a result.

Training, education and employment

There are over 200,000 unemployed people in London and growth is projected to reach 8.1 million by 2016. Employment opportunities, job security and paying fair, living wages are all part of a sustainable community. The [living wage required in London](#) to stay above the poverty line was calculated as £7.20/hr in 2007. It is considered the minimum wage required to value the people and skills required to carry out day to day support services. This objective is detailed in the suggested Method Statements.

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Suggested Method Statements

STEP 5

Include the method statements relevant to the [Suggested Requirements](#) you selected in Step 4, in part or in full or to form part of the Contract; or use them as the basis for developing your own method to understand how prospective contractors will implement sustainability within your service contract.

1. Please outline your mechanisms for ensuring that the processes in place to provide the Service are sustainable and designed to reduce any environmental impact. Please concentrate your response on methods employed to:
 - [List the relevant environmental objectives to your contract]
2. Please outline how your delivery of the service will benefit the wider community with specific regard to the following social and economic issues:
 - [List the relevant social and economic objectives to your contract]
3. Please provide details of the methods you will use to provide an accurate measurement of the reduced impact detailed in method statement 1 and the benefits detailed in method statement 2. The methods of measurement detailed will form part of the key performance indicators of the contract.

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Tender Evaluation Criteria

STEP 6

Include the tender evaluation criteria relevant to the [Suggested Requirements](#) you selected in Step 4. Use the [Tender Evaluation Scoring Matrix](#) in part or in full to score tenders against the sustainability criteria; or use the matrix as the basis for developing your own scoring method. The [Suggested Method Statements](#) you selected in Step 5 should be used as the evidence base for your evaluation criteria.

Tender Evaluation Criteria

- Ability to deliver the sustainability objectives of the contract

Scoring Criteria

The tender evaluation scoring matrix has been developed according to the methodology set out below:

0	UNSATISFACTORY	No information provided
1	POOR	Response suggests Tenderer would have difficulties meeting standards/requirements
2	SATISFACTORY	Meets standards/requirements
3	GOOD	Response that exceeds requirements in some areas
4	EXCELLENT	

Weighting

It is recommended that the Sustainability criteria account for a minimum of 10% out of the total Tender Evaluation Criteria. A sustainability weighting of 10% or higher is considered appropriate to influence the quality of prospective contractors response to sustainability. Each Local Authority will need to make their own judgement as to what weighting for sustainability criteria will be proportional and relevant to the purpose of their contract.

The use of quality thresholds should be considered where a weighting of less than 10% is used or your council has particular minimum commitments on sustainability relevant to the contract. Your own legal team should be consulted on the use of quality thresholds for sustainability on your contract to ensure they fall within EU procurement regulations.

[Go to the Tender Evaluation Scoring Matrix](#)

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Tender Evaluation Scoring Matrix*

Select bullet points relevant to the sustainability objectives you have set and use this scoring matrix as a starting point. Consider how much time has passed since this toolkit was developed, have standards of service delivery, technology and innovation progressed? Scoring suggestions are detailed for those objectives that were addressed as part of the sustainable procurement project.

Evaluation Criteria	0 Unsatisfactory	1 Poor	2 Satisfactory	3 Good	4 Excellent
Sustainability	Ability to deliver sustainability objectives of the contract, including through the supply chain.	<ul style="list-style-type: none"> ○ Tenderer shows little understanding or commitment to sustainability. ○ No evidence provided or policies in place. 	<ul style="list-style-type: none"> ○ Sustainability included in contract managers objectives ○ Policies in place meet some of the requirements 	<ul style="list-style-type: none"> ○ Tenderer demonstrates a holistic view of the organisation's activities and sustainability issues, not just technical issues, but also product life-cycles. 	<ul style="list-style-type: none"> ○ Tenderer is proactive and knowledgeable on sustainability issues, specialists available to improve sustainability performance
			<ul style="list-style-type: none"> ○ Work with SME's but no policy or procedure to actively seek SME's 	<ul style="list-style-type: none"> ○ Plan for identifying new markets 	<ul style="list-style-type: none"> ○ Plan for identifying new markets that actively seeks SMEs.
			<ul style="list-style-type: none"> ○ No evidence of work with supply chain. 	<ul style="list-style-type: none"> ○ Work with their supply chain to improve sustainability. 	<ul style="list-style-type: none"> ○ Agreements with supply chain reflect sustainability objectives.
				<ul style="list-style-type: none"> ○ Evidence of a training programme. 	<ul style="list-style-type: none"> ○ Hold IIP or equivalent accreditation for training and development
				<ul style="list-style-type: none"> ○ Have policies and procedures to reduce emissions. 	<ul style="list-style-type: none"> ○ Vehicle Emissions exceed LEZ requirements
				<ul style="list-style-type: none"> ○ Waste reduction programme centred on recycling. 	<ul style="list-style-type: none"> ○ Waste reduction programme focuses on upper end of waste hierarchy.

* Your final scoring matrix should be kept as an internal document.

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Key Performance Indicators

STEP 7

Include the Key Performance Indicators relevant to the [Suggested Requirements](#) you selected in Step 2. Use the Indicators given in part or in full, or use them as the basis for developing your own.

Service Quarterly Monitoring Return [provide period] PROVIDERS NAME						
1. Sustainability						
		Q1	Q2	Q3	Q4	Year to Date
	Increased use of recycled content products					
	% of waste that is diverted from landfill					
	% spent on food for the contract that is Fairly traded					
	% spent on food for the contract that is Seasonal					
	% of vehicles used for the contract exceeding [Euro IV]					
	Progress on the implementation of your [Environmental Management System/ Sustainability Action Plan/Carbon Reduction Plan]?					
	Impact on the Community: improved time for completion of schemes					
	Actions to engage SME's as subcontractors or 2 nd tier suppliers					
	Actions to encourage the supply chain to meet the sustainability objectives of the contract					

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Appendix 1: Sustainability Risk Assessment

This document should be used to assess the sustainability risk of a particular contract with the view to developing priority areas to address within the tendering process. To determine the priorities for your organisation for sustainability against overall spend, refer to the [Sustainable Procurement Task Force Prioritisation Methodology](#).

Sustainability Risks

The impacts upon the environment, the community, the local economy and on issues such as equalities need to be investigated. Risks under this remit include:

- Risk of causing harm to the environment, through execution of the contract, e.g. utilising a service or using an item of equipment.
- Risk of damaging the organisation's reputation, through execution of the contract. This could be attributable to any environmental damage caused or likely to be caused through contract execution throughout the supply-chain, or to the reputation of the supplier delivering the contract.
- Risk of missing opportunities to aggregate benefits across services
- Risk of delivering poor value for money resulting from short term efficiencies

Application

This risk assessment should be undertaken after a basic assessment of continuing need of the product or service has been undertaken. If this assessment indicates a high risk, continuing need should be reconsidered in respect of alternatives to delivering the outcome required.

1.0 Questions to Consider

1. Are the products or services delivered through this contract covered by your Council environment/sustainability policies including your Community Strategy?
2. Will this contract impact your performance against Comprehensive Area Assessment indicators?
3. Does the product or the contract have potential for high-energy consumption / waste production; significant employment; a large supply chain; significant community disruption?
4. Is the product made of, or does the contractor use, unsustainable materials?
5. Could the product or contractor cause an environmental incident during its use or as a result of their activities?
6. Are excessive environmental, social or economic impacts caused during the manufacture of goods used directly or within the supply chain or by the contractor / subcontractor?
7. Is there a sustainability related PR risk to the council in purchasing the product or service?
8. Is spend for the product or service high in value?

If the answer is yes to three or more of these questions then go on to section two to make a list of the sustainability risks.



2.0 List of Sustainability Risks

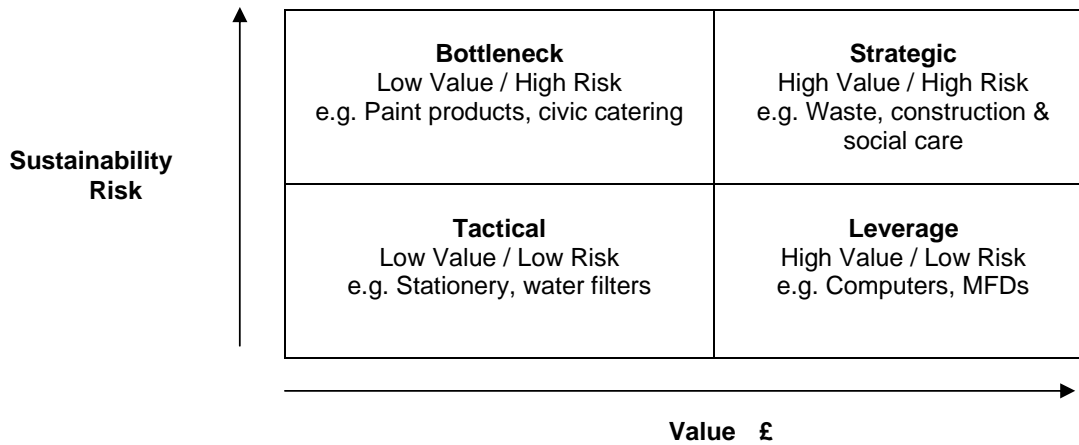
Consideration must be given to the potential frequency and severity of the environmental risk when determining the risk rating. Add other specific risk areas to the table as required. Use the hyperlinks to refer to the brief explanation of the risk item as detailed under [Step 4 Sustainability Requirements](#).

Environmental Risk	List	Rating		
		Low	Medium	High
Waste				
Climate Change				
Depletion of Resources				
Vehicle emissions & Transport				
Biodiversity				
Economic Risk	List	Rating		
		Low	Medium	High
Local Economy				
Poverty				
Training, Education & Employment				
Social Risk	List	Rating		
		Low	Medium	High
Ethical Supply				
Equality & Diversity				
Supplier Diversity & Third Sector				
Health & Accessibility (incl. Environmental health)				
Community Safety				
Local Community & Cultural Identity				



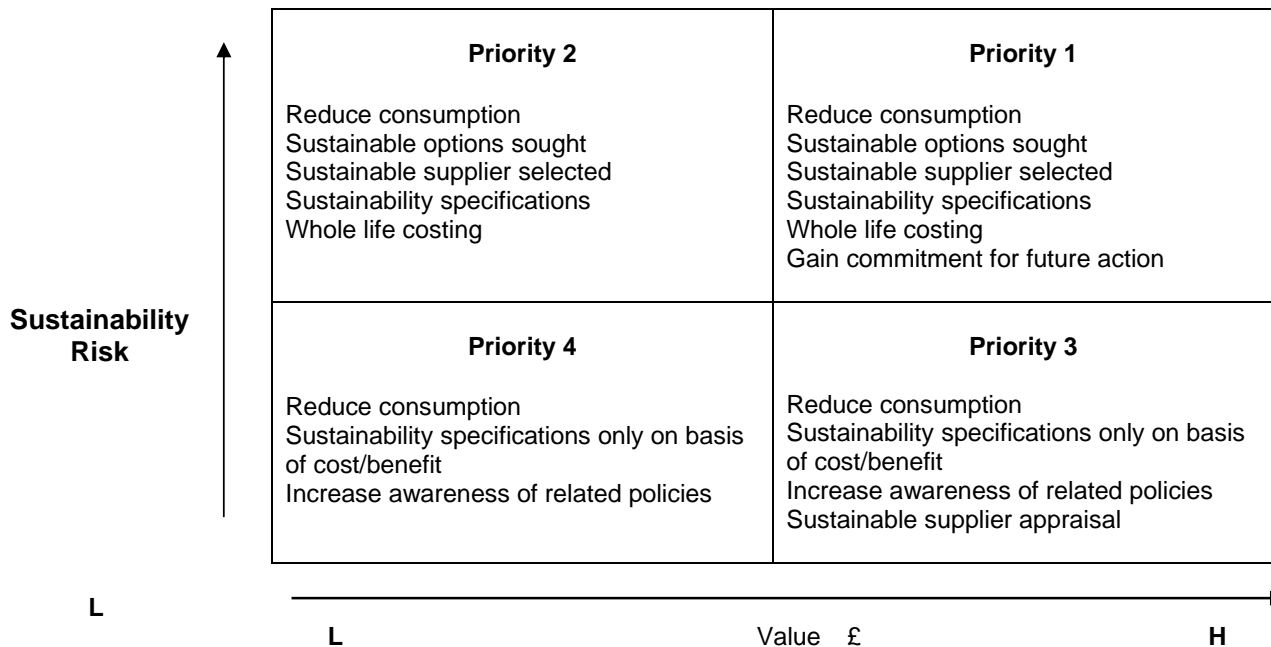
3.0 Assessing Sustainability Risk and Value

Identify the value of the contract and use the level of risk identified to place the contract in one of these boxes.



4.0 Prioritising Sustainability Risk Management

Priority for Sustainability management will be given to those contracts, which fall within the top right hand box. See below for suggested management. Below are suggested management techniques or actions for each priority.



Use the table below as a guide to developing specifications for the sustainability risks identified in section 2 based on the priority level of the contract. Set Key Performance Indicators and monitor those sustainability risks rated as high.

Contract Priority	Risk Level		
	High	Medium	Low
Priority 1	√	√	√
Priority 2	√	√	x
Priority 3	√	x	x
Priority 4	√	x	x

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Appendix 2: Example PIN issued by Croydon

SECTION II: OBJECT OF THE CONTRACT

Supplies / Services

II.1) TITLE ATTRIBUTED TO THE CONTRACT BY THE CONTRACTING AUTHORITY UK-Croydon: Minor Highway Works Contract: Awareness raising of intention to improve sustainability through the contract; and Market engagement exercise to identify sustainable alternatives to materials and operations to be listed within the Schedule of Rates.

II.2) PLACE OF DELIVERY OR PERFORMANCE Within the London Borough of Croydon

II.2.1) NUTS Code UK.

II.3) SHORT DESCRIPTION OF NATURE AND QUANTITY OR VALUE OF SUPPLIES OR SERVICES: This PIN concerns advance notice of a competition for a contract to deliver Minor Highway Works (including traffic management works and works on the Highway) and notification of a market engagement exercise. It has been issued for three reasons: 1. To provide advance warning of the intention to renew the Minor Highway Works contract, 2. to provide advance warning that Contractors will be expected to provide evidence of how they can support Croydon's Environmental Procurement Policy through their own company policies or other appropriate means. 3. To invite designers, manufacturers and suppliers of sustainable alternatives to highways materials, products and operations to submit information that will inform the specifications included in the Schedule of Rates and reference catalogues. Croydon is seeking to improve the sustainability of the materials and work methods involved in carrying out works. This is in pursuit of Croydon's Environmental Procurement Policy which states that 'Council will use its purchasing power to promote environmental sustainability, when choosing products and when contracting services'. Croydon would like to hear from manufacturers, suppliers and designers of materials, products, operations that are more sustainable and are: tried and tested and ready for early adoption; near market ready and would benefit from pilot schemes; or are in development and would benefit from meeting potential buyers to better understand their needs. Contractors and Manufacturers are invited to NOTE the advance notice. The contract notice for obtaining the PQQ is likely to appear in the Official Journal of the European Union (OJEU) in January 2007. Manufacturers, Suppliers and Designers are invited to RESPOND providing information on their materials, products and designs by completing the response form. A Prospectus providing more information and the Response Form can be downloaded from: <http://www.lcpe.gov.uk/sustainable/>. Only submissions made using this form will be accepted. Submissions should be made by 02/02/2007 to enable participation in any Meet the Buyer event, this will not however exclude later submissions in being considered for use by Croydon. Selected suppliers and designers responding to this PIN may be invited to a 'Meet the Buyer' event. Contractors successful in the PQQ stage will be expected to attend this event. The overall value of the works contract is approximately 3,900,000 GBP over 3 years. Individual works orders for this contract are up to the value of 250,000 GBP. The existing contract is due to be renewed in July 2007 but this may be extended up to December 2007. The areas of higher spend tend to be service ducts; kerbs and footways; and pavements. Croydon would also be interested to receive responses to this exercise from manufacturers and suppliers of sustainable street furniture for which a catalogue will be developed, due to the need for bespoke items.

If known, estimated cost (excluding VAT): 3900000 GBP

OR range: between and

Division into lots: NO

II.7) ADDITIONAL INFORMATION: We would like to encourage the market to respond, including SMEs. We would welcome submissions relating to new and innovative products that may not yet be in commercial production. We would be open to assisting the market entry of such products through early adoption, pilots and a forward commitment to include such items on the schedule of works should performance criteria be met. There may also be scope for a forward commitment to purchase by Croydon for supply to contractors. The results of the market engagement exercise is likely to be of interest to other Local Authorities and is being undertaken in conjunction with Croydon's involvement in the London Centre of Excellence Sustainable Procurement project. The results of this exercise will be shared with representatives of other London Boroughs Croydon regrets that they cannot respond to individual requests for further information.

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