



# Responsible Procurement Case Studies 2021

MAYOR OF LONDON

LEGACY  
DEVELOPMENT  
CORPORATION

LFB  
LONDON FIRE BRIGADE

METROPOLITAN  
POLICE

TRANSPORT  
FOR LONDON  
EVERY JOURNEY MATTERS





# Introduction


**The Mayor is committed to creating a fairer, more sustainable economy. One way to do this is to use the scale and diversity of the Greater London Authority (GLA) group's annual £9bn spend on goods and services to improve the lives of Londoners.**

Pioneering socially, environmentally and economically responsible procurement can create social value, as well as value for money.

By developing partnerships to support more people into work, we can boost local skills and enhance employment conditions. Improving access to contract opportunities for small or medium-sized enterprises (SMEs) enables us to increase diversity in our supply chain. Encouraging best practice among our suppliers allows us to achieve greater environmental performance while managing our ethical risks. Importantly, responsible procurement helps us to drive innovation.

The following case studies highlight our progress against the commitments set out in our Responsible Procurement Implementation Plan 2018-20, which was developed to support our Responsible Procurement Policy.

We want to lead by example and hope that, as well as influencing our own supply chain, our achievements will resonate beyond the GLA group to other public and private organisations. That way, we can benefit businesses and communities not just in London, but across the UK and beyond.





# Contents

## London Fire Brigade

1. Driving down emissions
2. Protecting our people and our environment

## The London Legacy Development Corporation

3. A beacon of inclusion in the Park
4. Collaboration in construction

## Transport for London

5. Ethically procuring TfL uniforms
6. Spotlight on... TfL's Supplier Skills Team
7. Women with drive
8. Get into transport
9. Building a new future for the construction industry

## Metropolitan Police Service

10. Supporting smaller businesses
11. Reducing waste in the supply chain
12. Building opportunities through construction







# London Fire Brigade





# Driving down emissions

By making the switch to electric, London Fire Brigade (LFB) has drastically cut its carbon use from the cars in its fleet. This contributes to the GLA group's target to make all new cars and vans (less than 7.5 tonnes) zero-emission capable from 2025.





The brigade's Ultra Low Emission Fleet Plan is driving this ambition, setting out targets for vehicle replacement, plus options for achieving further emissions reductions. Requirements are also built into contracts with fleet management providers to ensure that they continue identifying ways to improve their environmental performance.

Sixty-six 'blue light' pool cars have been replaced with 52 range-extender electric BMW i3s – the largest fleet of these vehicles in the UK when they were introduced – and five plug-in hybrids. They are used to respond to emergencies, among other things, and make up 12 per cent of the LFB fleet.

As a result, carbon dioxide (CO<sub>2</sub>) emissions have dropped from 119g/km to just 13g/km, while air quality emissions, such as nitrogen oxides (NO<sub>x</sub>) from the i3s, have fallen to 2mg/km from 52mg/km.

Electric charging points were also installed ready for fleet changes across 75 per cent of the LFB's sites, and this has recently been increased to 95 per cent of the estate.

These measures are expected to achieve annual CO<sub>2</sub> savings of around 85 per cent – equivalent to 94 tonnes – and approximately 96 per cent for NO<sub>x</sub>. In addition, fuel consumption is anticipated to fall by about 90 per cent.

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A photograph of two firefighters in full protective gear, including helmets and jackets with reflective stripes. One firefighter is in the foreground, and another is slightly behind. They are holding a red fire hose. A dark blue text box is overlaid on the right side of the image.

# Protecting our people and our environment

Firefighters' protective clothing is being kept in top condition, and in use for as long as possible, as part of a cost-cutting contract between the LFB and supplier Bristol Uniforms Ltd.





The LFB has supported Bristol Uniforms to achieve ISO 14001 accreditation, helping to build skills and awareness in the supply chain and assure good environmental management.

Personal protective equipment (PPE) is procured through Bristol Uniforms, a small and medium enterprise via a managed service arrangement. In addition to requirements around social value, diversity, fair employment, skills, and training, the contract features a range of environmental specifications.

These include all PPE remaining the property of Bristol Uniforms, instead of being purchased by the LFB. This encourages repair and reuse as part of a circular economy approach, which extends the garments' lifespan, while still complying with stringent product standards. There are also stipulations around the laundry process, care and maintenance, kit repair history and the management of legacy stock to reduce environmental impacts.

A two-year contract extension has meant a saving of at least £700,000 for the LFB. This has been made possible not just by increasing the life of the kit, but by revisiting requirements based on firefighter numbers. As well as reducing waste, the arrangement ensures the highest health and safety standards are met.

In addition, the LFB has supported Bristol Uniforms to achieve ISO 14001 accreditation, helping to build skills and awareness in the supply chain and assure good environmental management.




**LONDON** LEGACY  
DEVELOPMENT  
CORPORATION

# London Legacy Development Corporation







# A beacon of inclusion in the Park

Regeneration of Queen Elizabeth Olympic Park (QEOP) is enabling the London Legacy Development Corporation (LLDC) to build opportunities for social value and inclusive growth into all that it does.

In partnership with colleagues from across the GLA family, the LLDC works with its employers to:

- offer a range of diverse and inclusive jobs
- implement fair employment practices and make the Park a great place to work
- encourage payment of the London Living Wage
- ensure a more diverse workforce by breaking down barriers to employment for women, disabled people, individuals from black and minority ethnic backgrounds, and other under-represented groups

One initiative has seen the LLDC team up with design and architecture contractors on the Park to develop work placements and internships that pay the London Living Wage.





## Designing for diversity

One initiative has seen the LLDC team up with design and architecture contractors on the Park to develop work placements and internships that pay the London Living Wage.

Companies bidding for design contracts are asked to commit to the programme early in the procurement process. Work opportunities are targeted at students living in the local area and those from under-represented communities. They are an opportunity to gain valuable professional experience with industry-leading practices, increasing the chances of participants building rewarding careers.

So far, 44 young people studying for degrees in built environment professions, such as architecture, engineering and construction management, have secured placements. More than 80 per cent are from black, Asian or minority ethnic (BAME) communities and 43 per cent are women.

Supply chain partners that have offered opportunities include Allies & Morrison, PRP, Buro Happold and Lifschutz Davidson Sandilands.

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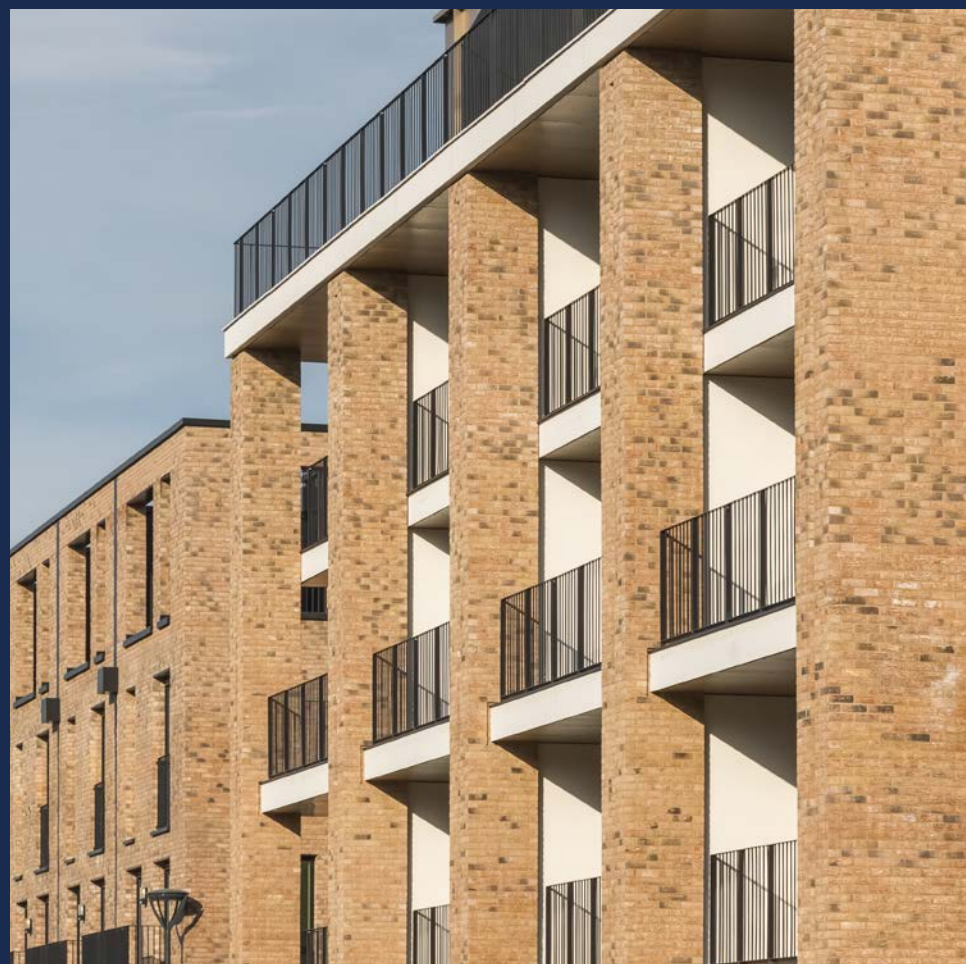
## Ensuring fair employment

Annual audits of all Park-based companies and contractors are helping the LLDC to check compliance with its fair employment standards. The audits are designed to ensure quality job opportunities are provided, guarantee the Park is a place where the London Living Wage is paid, and get assurance that workers aren't subject to exploitative practices, such as the inappropriate use of zero hours contracts.

In the latest audit, carried out in September 2019, more than 900 people working either directly or indirectly for 20 lead contractors were reviewed. Half of the employers were in operational venue management, including at the London Stadium and the London Aquatics Centre, and wider park management. The rest were working on major construction sites at the Park, Stratford Waterfront East Bank, Chobham Manor and East Wick and Sweetwater residential developments.

The LLDC's standard contracts require employers to abide by the Modern Slavery Act and, during the procurement process, bidders' Modern Slavery Statements are assessed. Its project management partner, Mace, is responsible for making sure contractors comply, and meet the requirements of a Certified Ethical Labour Scheme<sup>1</sup>.

Contractors are also encouraged to recruit directly where possible and carry out regular audits of third-party agencies to check for signs of human rights abuses.



<sup>1</sup> A certification that allows companies to demonstrate the practical steps they take to eliminate any possibility of trafficking or modern slavery in their supply chain.



# Collaboration in construction

Development of QEOP is also improving the area's prosperity. Thousands of people have been trained and recruited, and schools and colleges have been matched with employers to help shape students' career choices.



The construction industry currently faces challenges – against the backdrop of increasing digital transformation, it has an ageing workforce that lacks diversity. At the Park, the LLDC has been using its role as a planning authority, client and operator, to engage employers and their supply chains and investigate options for new construction training programmes, particularly for apprentices.

It has formed, and is part of, the QEOP Training Association (TA), a membership body that includes leading contractors and developers working on the Park's major sites. It is piloting ways to improve collaborative working practices in the industry, specifically in relation to jobs and skills. This will help to build resilience into the LLDC supply chain by increasing the supply of talent, now and in the future.





Thanks to a partnership with Transport for London (TfL) and funding from the Construction Industry Training Board, the TA is setting up a state-of-the-art training facility at the Park. Members and their supply chain sub-contractors will be able to explore cross-industry collaborations and take a leadership role in providing, and quality assuring, employment and skills programmes.

The TA operates across all the Park's major sites. At Stratford Waterfront, the main East Bank construction project, the LLDC works through the TA to:

- share recruitment and training requirements with all Park developers, moving people across sites as contracts end
- pay people the London Living Wage or Working Rule Agreements<sup>2</sup>, whichever is higher

- make sure that staff are employed in line with the Mayor's guidance on the non-exploitative use of zero hours contracts
- increase the diversity of the project's workforce
- ensure the ethical use of labour in accordance with modern slavery legislation
- implement a Labour Agency Vendor Accord that sets minimum work standards for agencies. This enables the LLDC and principal contractors to stop an agency providing labour on-site if they do not meet requirements

<sup>2</sup> Working Rule Agreements are minimum wage rates set according to a worker's skill level and are agreed annually by the Construction Joint Industry Council.

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# Transport for London

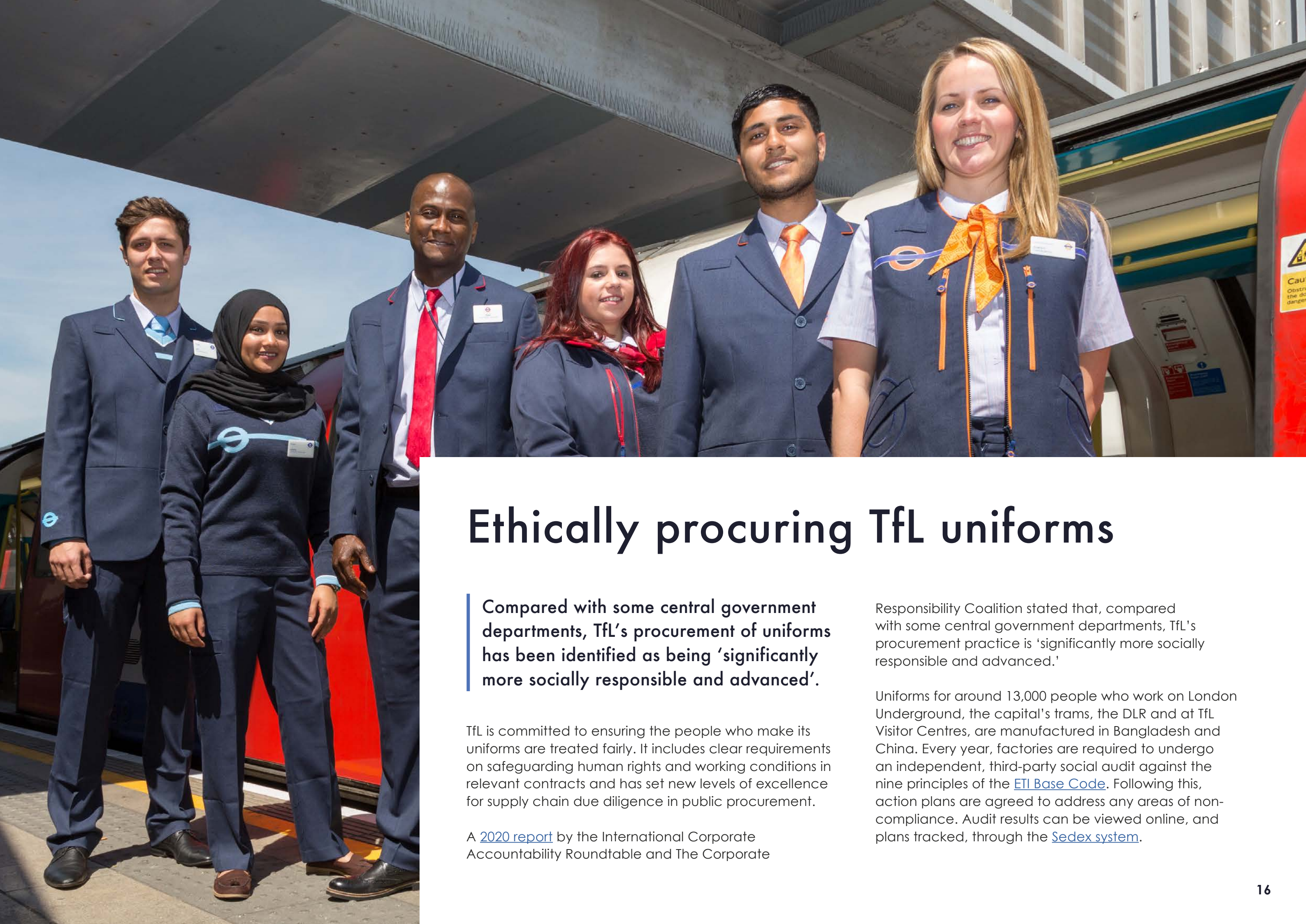


PUBLIC SUBWAY

UNDERGROUND

PUBLIC SUBWAY





# Ethically procuring TfL uniforms

**Compared with some central government departments, TfL's procurement of uniforms has been identified as being 'significantly more socially responsible and advanced'.**

TfL is committed to ensuring the people who make its uniforms are treated fairly. It includes clear requirements on safeguarding human rights and working conditions in relevant contracts and has set new levels of excellence for supply chain due diligence in public procurement.

A [2020 report](#) by the International Corporate Accountability Roundtable and The Corporate

Responsibility Coalition stated that, compared with some central government departments, TfL's procurement practice is 'significantly more socially responsible and advanced.'

Uniforms for around 13,000 people who work on London Underground, the capital's trams, the DLR and at TfL Visitor Centres, are manufactured in Bangladesh and China. Every year, factories are required to undergo an independent, third-party social audit against the nine principles of the [ETI Base Code](#). Following this, action plans are agreed to address any areas of non-compliance. Audit results can be viewed online, and plans tracked, through the [Sedex system](#).



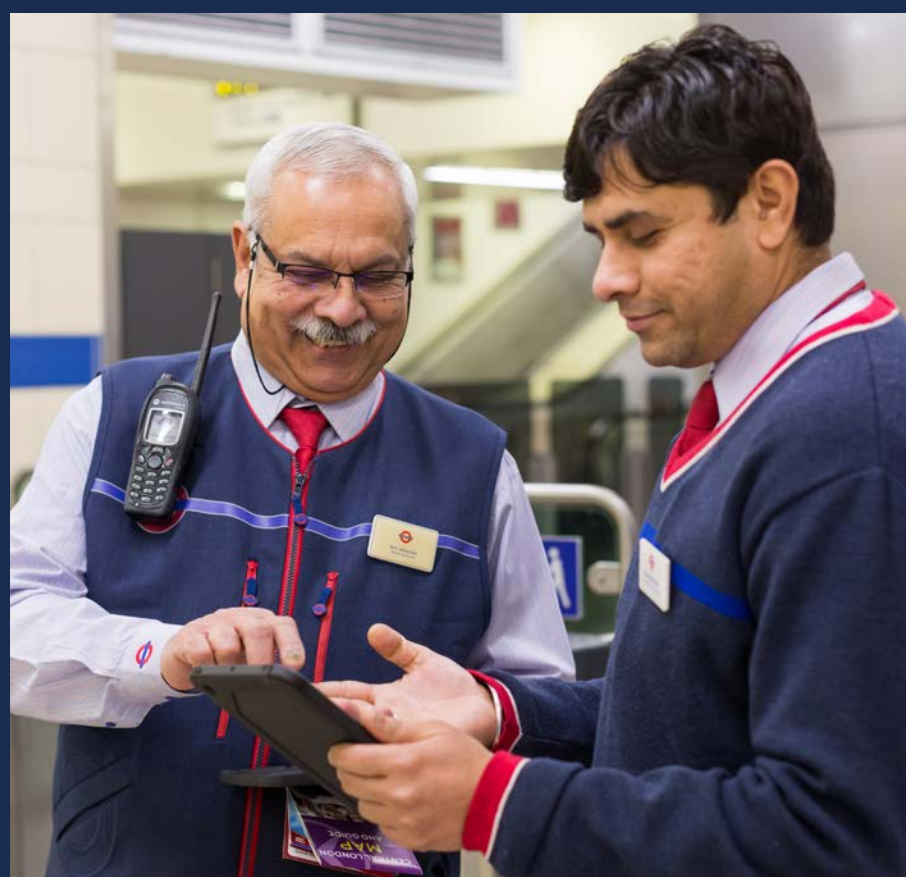
TfL has liaised with the Fairtrade Foundation to make sure the cotton used in parts of its uniforms is sourced from certified producers.

It is recognised that social audits are limited when it comes to addressing the root causes of non-compliance. TfL, therefore, requires its supplier to carry out further activity at the manufacturing sites to ensure the fair treatment of workers.

Staff have, for example, taken part in training on workers' rights, health and safety, Bangladesh's labour laws, and improving the process for raising grievances. One factory is partnering with a local university to host interns, with a view to helping them qualify as technicians and designers. This builds the knowledge and capabilities of vulnerable workers, while helping them to better understand their rights in the workplace.

Through TfL's engagement, the supplier recognises that ethical sourcing is not just about policy and workplace behaviour, but also about contributing to sustainable development throughout the supply chain. As part of its Social Responsibility Project, which aims to support education in the local community, it has sponsored two children to attend school and has provided the school with water filters, ceiling fans and bags for each child.

In another first for the public sector, TfL has liaised with the Fairtrade Foundation to make sure the cotton used in parts of its uniforms is sourced from certified producers. The same approach to ethical procurement is now being replicated in the contract for workwear worn by asset maintenance staff. This means both farmers and workers get a fair deal.





# Spotlight on... TfL's Supplier Skills Team

TfL's Supplier Skills programme was introduced to tackle skills shortages and under-representation in transport and infrastructure. It is also using the organisation's substantial public sector contract spend to increase social mobility.

The programme is led by TfL's Supplier Skills Team, which provides hands-on support throughout.



Suppliers create skills and employment opportunities as a condition of doing business with TfL. This includes through apprenticeships, workless job starts, placements and school visits. Requirements are built into contracts and are in direct proportion to their value.

Those suppliers most in need of support also benefit from initiatives delivered in partnership with charities and employability organisations.

## A partnership approach

The programme is led by TfL's Supplier Skills Team, which provides hands-on support throughout. It has established relationships with large suppliers, colleges, charities and employability referral partners to create opportunities that provide a clear route into work for people from under-represented or disadvantaged communities.

Each programme is fully externally funded and the support candidates receive is significantly reducing drop-out rates.



## A formula for success

In 2019/20, the team helped 636 people secure new apprenticeships in our supply chain, with 58 per cent of recruits coming from a BAME background. For comparison, BAME representation in transport apprenticeship starts across the UK in 2019 was 21.8 per cent, according to the Department for Transport's ['Three Years of Progress' report](#).

Several factors have been instrumental in the Supplier Skills Team success. The team has senior-level support, a clear mandate through the GLA's Responsible Procurement Policy and a network of partners that share the same thinking. In recent years, its efforts have been recognised with honours at the European-wide Procura+ Awards, the UK Social Mobility Awards and the Lord Mayor's Dragon Awards.

Its successful blueprint has led to the DfT calling on other areas of the transport infrastructure sector to emulate TfL's approach. This creates huge potential for many more young people to find employment support across the UK.

## A record response at apprentice supplier showcase

Every year, to mark National Apprenticeship Week, the Supplier Skills Team hosts a recruitment fair, inviting suppliers with vacancies to connect with a wide range of candidates from across London.

In February 2020, TfL hosted the largest event to date. Forty employers showcased opportunities to more than 700 people looking to take their first steps on the career ladder. In all, there were in excess of 500 jobs and apprenticeships on offer, as well as more than 1,500 training opportunities. Candidates registered more than 1,900 expressions of interest with TfL suppliers.







# Women with drive

**TfL teamed up with Go-Ahead to attract more women into the industry, specifically behind the wheel.**

A two-week employment programme run by TfL's Supplier Skills Team, Go-Ahead and The College of Haringey, Enfield and North East London, provided 18 candidates with customer service and employability training. They also gained valuable driving experience at the bus operator's Northumberland Park and Camberwell garages.

Participants were supported by Go-Ahead to complete their bus driver apprenticeship application. They also had appointments with Smart Works, a charitable organisation that provides interview preparation and high-quality clothes for unemployed women and those on low incomes.

**A two-week employment programme provided 18 candidates with customer service and employability training.**

At the end of the programme, 15 candidates went on to have an interview and assessment. Of those, four gained their Passenger Carrying Vehicles driving entitlement and started their Passenger Transport Driver – Bus (Intermediate Level 2) apprenticeship



# Get into Transport

Transport bodies joined forces on a pre-employment initiative to help people from under-represented and disadvantaged communities access job opportunities in their supply chains.

The programme consisted of two-weeks of employability training and two weeks of practical work experience. It brought together the Strategic Transport Apprenticeship Taskforce Social Mobility working group, TfL, HS2, Heathrow Airport and The National Skills Academy for Rail (NSAR). TfL's Supplier Skills Team (SST), see page 18, coordinated the initiative, using its previous experience and network of referral partners and training providers.

Employers offering placements included Morgan Sindall (the Barking Riverside extension), MTR Elizabeth line, Mace Dragados, Align and WSP, as well as Heathrow Express and NSAR. They gave an insight into roles that focus on engineering, administration, customer services, marketing and the environment.

Those who completed the programme, and were interested in employers' available vacancies, were guaranteed interviews or assessments. Of the 12 people who finished the course, six have since secured jobs. One participant was lucky enough to find a role with an immediate start during the initiative's training phase.

Candidates also had appointments with charities Smart Works and Suited & Booted, which support unemployed people and those on low incomes by providing quality clothes and interview preparation.



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# Building a new future for the construction industry

The Department for Education's Construction Skills Fund is helping employers to create thousands of new jobs in the built environment. It is tackling skills shortages and developing diverse talent. Crucially, through on-site training, it is enabling people to learn the trade in a real-world environment.







TfL successfully applied for funding to establish training hubs in Brixton; Earls Court, which is one of London's most important development opportunities; and to support the LLDC's commitment to build 10,000 homes across QEOP. These hubs will provide more than 2,000 people with construction training by March 2021 and more than 700 jobs by June 2021. Of this, 45 per cent will go to individuals from under-represented groups and low socio-economic backgrounds.

## Achievements so far

Through partnerships with contractors, more than 2,100 people have received pre-employment training designed to help those who are new to the construction industry, especially young people and individuals from under-represented groups. More than 65 per cent are from an ethnic minority background and more than 20 per cent are young people not in education, employment or training.

Supply chain initiatives, contract requirements and other employer partnerships are also connecting people to jobs, with more than 500 roles created to date.

There will, for instance, be opportunities within TfL's own property development portfolio. TfL owns a 5,700-acre estate that includes sites with huge potential for accommodating the housing that London needs. It has committed to providing more than 10,000 new homes and requires more than 7,000 construction workers across the supply chain to deliver that pledge.



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**METROPOLITAN  
POLICE**

# Metropolitan Police Service





# Supporting smaller businesses

CompeteFor, a free web-based brokerage portal, was created by the London Development Agency to increase awareness and access to opportunities for the London 2012 Olympics. Available to all UK businesses in both the public and private sectors, it is used today to buy a wide range of goods and services.





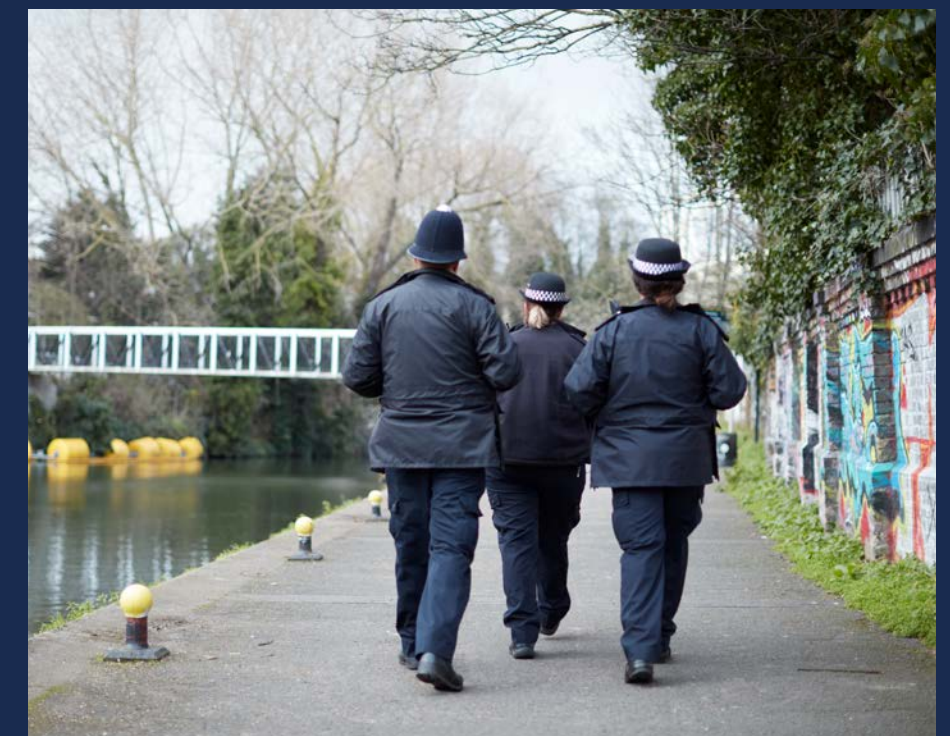
The Metropolitan Police Service (MPS) has been using CompeteFor for 12 years. As a competitive service, not only do small and medium enterprises (SMEs) have equal access to opportunities between £5,000 and £50,000, but procurers receive quotes quickly and efficiently.

In 2019/20, of the 139 contracts awarded by the MPS via CompeteFor, 64 of those businesses that chose to declare their status were SMEs. Of these, nine were owned by a person from a BAME background, and 11 were owned by a woman.

Moving forward, the MPS and its service provider will continue to use CompeteFor for procurement activities under £50,000. This work will contribute to ongoing efforts to encourage and support small and diverse businesses within the supply chain.



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# Reducing waste in the supply chain

Using circular procurement strategies and new business models, the MPS is creating innovative solutions for reducing waste. To explore and apply these solutions within relevant contracts, there has been strong engagement and collaboration between the MPS contract management team, MPS Environment and Sustainability team and key stakeholders within the supply chain.







One supply chain initiative reduces waste by ensuring unwanted police uniforms are sorted for reuse. Since 2019, three tonnes of boots and legacy stock have been donated to charity, with items unsuitable for reuse sent for recycling. Those that cannot be recycled, such as end-of-life uniforms, are diverted away from landfill. In addition, Kevlar, a heat-resistant, lightweight fiber found in protective vests worn by the police, can be repurposed for use in the car industry, for example to make brake pads. Since the initiative began, 22 tonnes of Kevlar from protective vests have been repurposed.

Single-use clothes provided for detainees are now laundered and reused, as part of a collaboration with a local London charity. To date, more than 1,000 items of clothing have been reused, including jumpers, t-shirts and tracksuit bottoms, and further ways of widening the scope of the project continue to be explored.

Another initiative involves relocating furniture through an online portal for MPS staff. The supplier first checks that the item is in good condition, adds it to the portal and then delivers it to the buyer. In 2019/20, more than 1,600 items were reused and an estimated £178,000 was saved as a result of people using the portal. For smaller items, such as stationery, a swap shop has been set up to avoid unnecessary procurement of new items. All office paper is made from 100 per cent recycled material, and other stationery items have been replaced with more sustainable options.

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# Building opportunities through construction

The MPS is committed to delivering social, economic and environmental outcomes through an extensive construction programme. Suppliers are required to meet sustainable design and construction requirements, as well as report on social value outcomes where relevant.



The MPS minimum requirement is that one skills and employment output is created for every £2m of construction spend. Also, at least half of these outputs must be linked to apprenticeships.

A number of projects have been completed over the last three years. Training and employment opportunities were created through the contract for the refurbishment of Marlowe House in Sidcup, a site on the MPS estate. The project was completed in September 2019 and has delivered new roles, including four job starts, two apprenticeship starts and four placement positions in a variety of functions. The project has also created social value across London, including:

- An enterprise day for girls at St Marylebone School in London. This aimed to increase gender diversity in construction as women currently make up just 13 per cent of the sector workforce in the UK
- A careers event held at HMP Pentonville that engaged 20 ex-offenders
- The project team worked with a local housing association where more than 40 people took part in mock interviews to boost their skills and prepare them for the future. The team also worked with children's charity Barnardo's on a Routes into Construction scheme event