

Public Procurement

Introduction

Northern Ireland Public Procurement Policy was established in May 2002 following a major review of public procurement in Northern Ireland. It applies to all Central Government Departments, their Agencies, Non-Departmental Public Bodies and Public Corporations and has as its primary objective the achievement of “Best Value for Money”. The policy goes on to identify 12 principles which, when satisfied to an acceptable level, result in the achievement of “Best Value for Money”. The principles are set out as Annex A.

The policy defines “Best Value for Money” as the optimum combination of whole life cost and quality (or fitness for purpose) to meet the customer’s requirement. So it doesn’t mean awarding contracts on the basis of the lowest prices. Almost always public contracts are awarded on the basis of a combination of quality and price which identifies the most economically advantageous tender. Best VFM also allows for the integration, individually or collectively as appropriate within the procurement process, of social, economic and environmental objectives, which are the three pillars of sustainable development. The EC Treaty, EU Public Procurement Directives and UK implementing legislation all recognise and allow for the integration of sustainable development considerations within the procurement process.

The development and overall governance of public procurement policy rests with the Procurement Board – a body chaired by the Minister for Finance and Personnel and made up of the Permanent Secretaries of the NI Departments, the Treasury Officer of Accounts, the Director of Central Procurement Directorate, two independent members and is attended by observers from the Northern Ireland Audit Office and the Strategic Investment Board.

The review recognised that procurement is a specialist activity – given the complexity of the European Treaty and Directives – and that it is important to ensure that it is done professionally. So the review recommended that public procurement is carried out

through either the Central Procurement Directorate (CPD) or one of the 7 other Centres of Procurement Expertise (CoPEs).

The other CoPEs are responsible for procurement in the following sectors – Health, Education, Roads, Water, Housing and Transport. So, for example, when it comes to building hospitals the DHSSPS has its own procurement experts in its own CoPE concentrating entirely on that specialist activity. CoPEs are required to employ procurement professionals and are subject to independent accreditation to validate their expertise. CPD acts for those Departments which do not have their own CoPE.

While each Department is accountable for its own budget and how that budget is spent CPD and CoPEs work with Departments to assist them to obtain Best Value for Money and deliver on their Programme for Government commitments through the application of public procurement policy and best practice in procurement.

A cross-cutting theme of the Programme for Government is sustainable development. The Executive has approved guidance, prepared jointly by CPD and the Equality Commission on the Integration of Equality of Opportunity and Sustainable Development into Public Procurement.

A key target in taking forward this integration is the Sustainable Procurement Action Plan for Northern Ireland which CPD has produced and under which CoPEs have been tasked with the delivery of individual Action Plans to reflect the specific nature of their areas of responsibility.

Procurement will also play an important role in the delivery of efficiencies over the current Budget period as value for money (vfm) gains obtained through effective procurement will provide additional resource to improve the provision of public services in Northern Ireland. There will also be an important role for procurement in relation to the delivery of the Investment Strategy and the £6bn infrastructure projects with its inherent influence on the Northern Ireland economy in this period of recession.

CPD and the other CoPEs between them establish contracts for a diverse range of goods, services and works on behalf of Departments and other public bodies, from desks and computers for our office staff to new schools, hospitals and other capital infrastructure projects for our citizens. The procurement expenditure is approximately £2 billion per year and thus represents a significant share of the local economy. While the variety of systems used throughout the CoPEs cannot give a definitive position on the value of contracts awarded to SMEs in Northern Ireland anecdotal evidence gleaned from procurement practitioners in CPD and other CoPEs would indicate that the vast majority of their contracts, estimated to be in the high 90's%, are awarded to SMEs in Northern Ireland.

Programme for Government 2008-2011

The Programme for Government 2008-2011 places a focus on two cross-cutting themes of equality of opportunity and sustainability in the delivery of the Executive's priorities. PSA11 has an objective "To support the wider Public Sector in taking account of sustainable development principles when procuring works, supplies and services.", and a key target "To improve access by SMEs and SEEs to opportunities for doing business with public sector organisations".

Working under the auspices of the Procurement Board, CPD and the Equality Commission for Northern Ireland (ECNI) have drafted guidance - aimed at policy makers and procurement professionals - on how to more effectively integrate equality and sustainable development (economic, social and environmental) considerations into the procurement process. This guidance, which was approved by the Executive, underpins and reinforces the work already being undertaken to promote access for SMEs and SEEs to public sector contracts and supports delivery of the two cross-cutting themes of equality of opportunity and sustainability.

Training to embed this guidance has been provided to all procurement staff and Sustainable Procurement Action Plans have been developed by CoPEs to deliver sustainable development priorities, including social, economic and environmental targets.

Outreach Programme

The Inter Departmental Business Register (IDBR) - Edition Ten (30 June 2008) shows that of the 72550 SMEs in Northern Ireland 7870 businesses had more than 10 employees and of this figure 1240 employed more than 50 people, the remaining 64680 businesses were classed micro employing less than 10 people and 50% of all businesses in Northern Ireland are registered as "Sole Proprietors".

All procurement falls into one of three categories; construction works, supplies or services. Examples of work carried out in relation to the encouragement of SMEs and SEEs in each category is set out below;

Construction Works and Services

Much of the public sector requirement for construction is procured from integrated teams of contractors, consultants and their supply chains. Construction CoPEs, led by CPD, recognise the importance of SMEs in this field and encourage SMEs to join together to form teams by facilitating bids from consortia.

To assist SMEs to obtain opportunities within supply chains the Government Construction Clients Group has agreed with the construction industry to include a contract requirement that main contractors publish the opportunities available within their supply chain on their website and/or where appropriate in the local press in relation to new contracts with effect from December 2008. Construction contracts also require prompt payment to contractors and sub-contractors alike.

Supplies and Services

CPD has been working with a number of government and cross-border bodies to increase awareness with local SMEs and SEEs of the opportunities to compete for public sector contracts for supplies and services.

Examples are as follows: -

1. The Tender Support Programme

The Tender Support Programme has been divided into ten manageable programmes over the last 18 months and has involved 107 SME's and Social Economy Businesses.

Approximately 20 of these SME's are from the ROI the rest from Northern Ireland. The programme is part-financed by the European Union through the Interreg IIIA Programme managed for the Special EU Programmes Body by the ICBAN Partnership and further supported by a variety of organisations including Enterprise Ireland and a number of local Councils.

2. The Go-2-Tender Programme

CPD has worked with *InterTradelreland* since 2005 on the Go-2-Tender Programme the aim of which is to create cross-border business opportunities for SMEs in the all island Public Procurement market through the provision of carefully targeted regional workshops to enhance the skills, expertise and efficiency of those SME businesses that wish to target the public sector. Specifically, the Programme seeks to provide participating companies with the basic knowledge and practical support required to target and win contracts in the all island public procurement market.

The objectives of the Programme are to: -

- Increase awareness among suppliers, particularly regarding cross-border contracts and to create cross-border opportunities for SMEs in the all island public procurement market.
- Provide knowledge to SMEs regarding the public sector market throughout the island.
- Provide development of the skills required to win public sector work in both jurisdictions.
- Provide experienced one to one support in the process of bidding for work.

Between 2005 and 2008 CPD presented at 30 workshop events, which were attended by over 400 SME suppliers. Many of these suppliers have gone on to successfully compete for public sector contracts both on the island of Ireland and across Europe. Recent research by *InterTradelreland* indicates that over the last two years the Go-2-Tender Programme had resulted in 234 companies being awarded public sector contracts to a value approaching £17 million.

CPD is currently assisting *InterTradelreland* with its "All Island Public Procurement Competitiveness Study" designed to produce initiatives that will enhance the effectiveness and efficiency of public procurement spend on the Island of Ireland.

The objectives of this ongoing Study are:

1. To gain a fuller understanding of the dynamics of the public procurement market on the island.
2. To make recommendations for mutually beneficial cooperative actions in the following areas:

The provision of supports to build SME capacity and capability.

The identification and removal of the barriers that prevent the operation of an open all-island public procurement market.

The use of public procurement to drive innovation.

The identification of ways to enhance local sustainable development.

CPD is also supporting the Department of Enterprise, Trade and Investment's work with the Social Economy Sector and the development of its draft Social Economy Enterprise Strategy. CPD will continue to provide support through interaction with the Social Economy Network, meet the buyer events and working closely with CoPEs and the Sector to contribute to the development of a successful social economy in Northern Ireland.

From a business perspective the Confederation of British Industry (CBI) Northern Ireland conducted a Procurement Survey in July 2008 among its members the findings of which were discussed at a workshop hosted by CPD and attended by Heads of Procurement (CoPEs), SME and CBI representatives. The workshop produced an agreed action plan to address the issues raised and arising from this is a jointly sponsored Procurement Conference to take place in Belfast in March the theme of which is "winning public procurement markets at home and away".

On the wider front the European Commission has recognised that SMEs are generally considered to be the backbone of the EU economy and in order to make the most of their potential for job creation, growth and innovation SMEs' access to public procurement markets should be facilitated. In pursuit of this the Commission has included in its "Small Business Act" for Europe at Principle V the recommendation that the EU and Member States should adapt public policy tools to SME needs. This has been further enhanced through the publication of a Code of Best Practice providing

guidance to Contracting Authorities on how they may apply the EC public procurement framework in a way that facilitates SMEs' participation in public procurement procedures. The areas addressed in the Code include:

- Overcoming difficulties relating to the size of contracts
- Ensuring access to relevant information
- Improving quality and understanding of the information provided
- Setting proportionate qualification levels and financial requirements
- Alleviating the administrative burden
- Putting emphasis on value for money rather than on price
- Giving sufficient time to draw up tenders
- Ensuring payments on time.

In parallel in preparation for the 2008 Pre-Budget Report the UK Government commissioned and published the Glover Report on action to reduce the barriers SMEs face when competing for public sector contracts. This Report makes twelve key recommendations which aim to build on the existing initiatives by further improving SME participation in public procurement by;

- Making opportunities as open and transparent as possible
- Making the procurement process equitable and as simple as possible
- Managing procurement strategically to encourage –
 - innovation;
 - procurer capability; and
 - ensuring a fair deal for SMEs that participate in a supply chain.

Guidance

In its leadership role within public procurement in Northern Ireland CPD has produced a comprehensive suite of Guidance Notes for both SME suppliers and procurement practitioners that addresses the majority of the recommendations contained in these initiatives. CPD is considering how best to address the remaining recommendations and will take the matter forward together with the outcome of the Committee's Inquiry.

The guidance for suppliers provides information for SMEs seeking to widen their customer base to include the Northern Ireland public sector. The companion guide for procurement practitioners examines the barriers SMEs might face in participating in public sector tender competitions and suggests measures that purchasers might take to reduce or eliminate these barriers. The guidance also addresses the achievement of best value for money through adherence to the 12 principles of procurement policy (Annex A) which ensures that public confidence is maintained in the procurement process and that mutual trust exists between contracting authorities and suppliers. This approach safeguards the role SMEs play in providing goods and services to government to enable it to provide effective public services.

CPD has also produced specific guidance aimed at Social Economy Enterprise's to help the sector to understand public procurement, how to prepare bids and address issues on the delivery of the contract.

Recommended actions for CoPEs contained within the guidance include, supporting 'meet the buyer' events and supplier workshops, offering debriefs to unsuccessful suppliers to assist them to compete more effectively for future opportunities and ensuring access to opportunities by SMEs and SEEs by advertising all contracts over £30,000.

Social Considerations

CPD and CoPEs have a key role to play in the drive towards the integration of social, economic and environmental considerations in the procurement process by assisting the Northern Ireland Public Sector to embed those sustainable development considerations into its spending and investment decisions.

Public sector procurement spend is expected to rise significantly in the coming years, largely as a result of the Investment Strategy for Northern Ireland which sets out a framework to deliver around £6bn over the period 2008 - 2011 and an overall total approaching £20bn in the period 2008 - 2018.

The leverage provided by this volume of spend provides significant opportunities to help deliver the Executive's overarching aim, set out in the Programme for Government, of building a peaceful, fair and prosperous society in Northern Ireland, with respect for the

rule of law and where everyone can enjoy a better quality of life now and in years to come.

The Programme for Government 2008 - 2011 and Investment Strategy 2008 - 2018 reinforce the importance of achieving sustainable outcomes. They also provide the high-level context in which contracting authorities can identify specific sustainable goals to achieve from public procurement.

CPD and the Equality Commission have produced a joint Guide designed to support public authorities as they integrate equality and sustainable development in their procurement practice.

The early chapters of the Guide are directed at policy makers and decision takers and address how Public Bodies should approach integration through compliance with the Statutory Duties and with obligations and commitments under the Northern Ireland Sustainable Development Strategy.

The remaining chapters are directed at Procurement Practitioners and provide advice and guidance on the integration of equality and sustainability and what steps can be taken at the various stages of the procurement process.

The Guide also has a range of case studies to help illustrate what is possible and has a summary flow chart as an aide memoire for policy makers and practitioners alike to determine what needs to be considered at the various stages of the procurement process.

Throughout the guidance the reader is reminded of the two cardinal rules, set out in the Procurement Directives and implementing UK legislation, which state that where sustainable development considerations are integrated into the procurement process they must be linked to the subject matter of the contract and/or to the performance of the contract. This effectively rules out of the tender evaluation process any consideration of a tenderer's general benefits to the community when such benefits are not directly connected with the specific contract being evaluated.

The Government Construction Clients Group (GCCG) and the construction industry, as represented by the Construction Industry Group for Northern Ireland (CIGNI), have jointly explored how sustainability issues could be incorporated into construction contracts. A Sustainability Task Group was established to develop proposals that could promote the economic, social and environmental elements of sustainable development through sustainable procurement in construction. The Group produced agreed contract requirements and further development through the CoPEs' Practitioner Group has extended the contract requirements to supplies and services contracts. A list of the contract requirements, which can be further refined to suit a particular contract, is attached as Annex B.

eSourcing

CPD and the CoPEs are also committed to making it easier for suppliers to access government opportunities and have a variety of websites and systems to accommodate suppliers interested in doing business with the public sector. CPD has however developed *e-SourcingNI* a platform which is free to SMEs and SEEs to register and gives access to business opportunities within the public sector. The system provides web-based technology allowing buyers and suppliers to manage all their interactions online, creating greater transparency, speed and efficiency throughout the tender process. In addition the system provides details of CPD's current tender opportunities and links to tender opportunities within the other NI Centres of Procurement Expertise.

The system has the ability to hold a supplier's corporate information (e.g annual accounts, insurance details, etc) thereby reducing the amount of information required from suppliers at the pre qualification stage in the procurement process. The Procurement Board has recommended that other CoPEs to use the *e-SourcingNI* platform thereby creating a single portal for all government procurement activity within Northern Ireland. A roll out programme has been established to achieve the single portal for Northern Ireland.

e-SourcingNI is part of a UK wide system commissioned by the Office of Government Commerce and available to public sector organisations throughout the UK. *e-SourcingNI* went live in May 2008 and at mid February 2009 the SMEs registered on the system

total 3707 of which 2118 are SMEs in Northern Ireland. Through this system registered SMEs in Northern Ireland have access to tender opportunities published by all UK public sector organisations using the system.

Procurement Principles

The administration of public procurement is governed by the following principles:-

- i. **Accountability:** effective mechanisms must be in place in order to enable Departmental Accounting Officers and their equivalents in other public bodies to discharge their personal responsibility on issues of procurement risk and expenditure.
- ii. **Competitive Supply:** procurement should be carried out by competition unless there are convincing reasons to the contrary.
- iii. **Consistency:** suppliers should, all other things being equal, be able to expect the same general procurement policy across the public sector.
- iv. **Effectiveness:** public bodies should meet the commercial, regulatory and socio-economic goals of government in a balanced manner appropriate to the procurement requirement.
- v. **Efficiency:** procurement processes should be carried out as cost effectively as possible.
- vi. **Fair-dealing:** suppliers should be treated fairly and without unfair discrimination, including protection of commercial confidentiality where required. Public bodies should not impose unnecessary burdens or constraints on suppliers or potential suppliers.
- vii. **Integration:** in line with the Executive's policy on joined-up government, procurement policy should pay due regard to the Executive's other economic and social policies, rather than cut across them.
- viii. **Integrity:** there should be no corruption or collusion with suppliers or others.
- ix. **Informed decision-making:** public bodies need to base decisions on accurate information and to monitor requirements to ensure that they are being met.
- x. **Legality:** public bodies must conform to European Community and other legal requirements.
- xi. **Responsiveness:** public bodies should endeavour to meet the aspirations, expectations and needs of the community served by the procurement.
- xii. **Transparency:** public bodies should ensure that there is openness and clarity on procurement policy and its delivery.

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**PROMOTING EQUALITY AND SUSTAINABLE DEVELOPMENT
THROUGH SUSTAINABLE PROCUREMENT**

General Requirements

It is anticipated that while the following requirements were developed for construction contracts, with minimal refinement /amendment a number of the requirements could also be incorporated within contracts for the provision of goods and services and can be further refined to suit any particular contract. Where the proposals might be applicable for goods or services contracts as well as construction then this is denoted by the following legend in the right hand column.

(G) – Goods

(W) – Works

(S) – Services

(CS) - Construction related services/consultancy

ECONOMIC			
1	Objective:	Mandatory exclusion from procurement competitions due to fraud, corruption & money laundering	
	Contract Requirement:	<ul style="list-style-type: none"> Pre-qualification questionnaire and tender documents to include a declaration from the Main Contractor that none of their directors have any convictions relating to any of the offences listed under Regulation 23(1) of the Public Contract Regulations 2006. 	G W S
2	Objective:	To encourage the establishment of local partners	
	Contract Requirement:	<ul style="list-style-type: none"> Government Construction Clients to publish Main Contractor and supply chain details on ISNI project database. Main contracts to include a requirement that Main Contractors publish the opportunities available within their supply chain on their website and or where appropriate in the local press. 	W G W S
3	Objective:	To encourage prompt payment to suppliers	
	Contract Requirement:	<ul style="list-style-type: none"> Main contracts to include a requirement that Government Construction Clients have access to contractors' accounts (as part of the open book process) to allow timeliness of payments to subcontractors to be verified. 	G W S

4	Objective:	To promote fair dealing	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include Government Construction Clients' right to approve subcontract terms and conditions for consistency with main contract terms, particularly in relation to fair dealing and open book accounting. • Main contracts to include a requirement that the Main Contractor complies with the Code of Practice for Government Construction Clients and their Supply Chains. 	<p>G W S</p> <p>W</p>
5	Objective:	To limit opportunities for criminal organisations to target construction procurement projects	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a Construction Contractor Monitor (CCM) enabling condition of contract. CCM would then be deployed on contracts where intelligence indicates cause for concern or by way of random audit to ensure contractors are meeting their requirements under the contract. 	W

SOCIAL			
1	Objective:	To encourage the economically inactive back into the work place	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors submit an employment plan setting out:- <ul style="list-style-type: none"> - General policy on recruitment, training and retention of employees; - Proposals for recruitment and retention of employees for project and monitoring system to be used to report to Government construction client. • Main contracts to include a requirement that Main Contractors recruit one long-term unemployed person, either directly or through the supply chain, for each £5m of project value. 	<p>G W</p> <p>G W S</p>
2	Objective:	To encourage training and skills development to build a sustainable industry	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include requirement that the Main Contractors recruit one apprentice, either directly or through the supply chain, for each £2m of project value. • Government Construction Client to work the Construction Industry Group NI and the Department for Employment and Learning (DEL) to monitor apprentice progress and retention. 	<p>W</p> <p>W</p>
3	Objective:	To promote equality in the workplace	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that: <ul style="list-style-type: none"> - Main Contractors comply with the application of fair employment, equality of treatment and anti-discrimination legislation; - Main Contractors shall use their best endeavours to ensure that in their employment policies and practices and in the delivery of the services required under the contract they have due regard to the need to promote equality of treatment and opportunity. 	G W S

4	Objective:	To promote Respect for People	
	Contract Requirement:	<ul style="list-style-type: none"> Main contracts to include a requirement that Main Contractors and their supply chains comply with the requirements of the <i>'Respect for People (RfP) – Code of Good Working Health and Safety Practices' incorporating the 'Code of Practice for Industrial Relations and Health and Safety'</i>. Compliance with this Code will include payment of operatives in accordance with the Working Rule Agreements. 	W
5	Objective:	To promote best practice in Health and safety	
	Contract Requirement:	<ul style="list-style-type: none"> Main contracts to include a requirement that: <ul style="list-style-type: none"> Main Contractors and their first tier subcontractors have or will obtain within a reasonable time period 3rd party accreditation of their documented health and safety management systems; all site operatives and supervisors have attained set minimum standards in health and safety training; and 'BuildHealth' to be a possible future requirement. Main contracts to include a requirement to enable Government Construction Clients to discharge their monitoring duties under the CDM Regulations 2007 by assessing main contractors and their supply chains via office audits and site inspections. 	W W W W
6	Objective:	To incorporate 'Fair trade' products within construction projects	
	Contract Requirement:	<ul style="list-style-type: none"> Main contracts to include a requirement that Main Contractors and their supply chain provide and maintain corporate Fair Trade policies. Main contracts to include a requirement that Main Contractors and their supply chains embrace procurement of Fair Trade goods and services within construction projects in accordance with CPD Procurement Guidance note 02/06. 	G W S G W S
7	Objective:	To promote development of Essential Skills	
		<ul style="list-style-type: none"> Main contracts to include a requirement that Main Contractors and their supply chain provide opportunities for all employees to develop essential skills through, for example, the promotion of the DEL Essentials Skills Programme. 	G W S

ENVIRONMENTAL			
1	Objective:	To ensure compliance with the Northern Ireland Miscellaneous Provisions Act 2006	
	Contract Requirement:	<ul style="list-style-type: none"> • Government Construction Clients to co-operate with other Government departments in discharging their statutory duty to act in a manner which they consider best contributes to sustainable development. This includes:- <ul style="list-style-type: none"> - taking account of any DOE strategy or guidance on sustainable development including Departmental guidance. - Compliance with the 'Policy Framework for Construction Procurement' incorporating the 'Achieving Excellence in Construction' initiative, the Government Constructions Clients Group - Sustainability Action Plan and all guidance produced by the Procurement Practitioners Group - Sustainable Construction Task Group. 	G W S W C S
2	Objective:	To promote Design Quality	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors and their supply chains:- <ul style="list-style-type: none"> - Develop designs that are consistent with Government policy on Architecture and the Built Environment for Northern Ireland; and - fully participate with other project stakeholders in design review process and workshops (eg Design Quality Indicator workshops) which seek to establish and enhance design quality. 	W C S W C S
3	Objective:	To promote Environmental Management Systems	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors have, or will attain within a reasonable time period, 3rd party accreditation of their Environmental Management System with appropriate scope to cover the services to be provided under the contract. 	G W S
4	Objective:	To minimise and manage waste	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors and their supply chain prepare and submit a Site Waste Management Plan for consideration by the Government Construction Client prior to commencement of works. 	W
5	Objective:	To promote recycling and reuse of construction materials	

	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include requirement that: <ul style="list-style-type: none"> - at least 10% of the material value of the project be derived from recycled/reuse content; and - Main Contractors report on the recycled/reuse content achieved using suitable standard industry tools. 	G W CS G W
6	Objective:	To promote environmental assessment	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors and their supply chains achieve a CEEQUAL or BREEAM rating of “Excellent” and “Very Good” ,or equivalent, for new build and refurbishment projects, respectively. 	W CS
7	Objective:	To promote the reduction in energy and water consumption and carbon emissions.	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include overarching design requirements for energy, water and low carbon design. 	G W CS
8	Objective:	To promote the use of legal & sustainable timber	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors and their supply chain source timber from legal sources and provide an audit trail for chain of custody. 	G W CS
9	Objective:	To promote the Considerate Constructors Scheme	
	Contract Requirement:	<ul style="list-style-type: none"> • Main contracts to include a requirement that Main Contractors register projects with the Considerate Constructors Scheme. 	W