

SUSTAINABLE PROCUREMENT GUIDE

February 2011

1.1 Sustainability Objectives

The Council's sustainability objectives and targets can be found in various Council documents, as of July 2010 this includes:-

- Bracknell Forest Local Area Agreement
- Bracknell Forest Sustainable Community Strategy; "Living Together, Working Together"
- Procurement Strategy 2009-2011
- Climate Change Action Plan

1.1 The Procurement Hierarchy

1.1.1 Rethink Need

Eliminate waste at source. Sometimes the way we do things requires a complete rethink. For example:

- Ensure products are definitely needed.
- Have all products and alternatives been considered? Does your choice provide the right benefits and timings at the right costs? Are the risks and uncertainties acceptable?
- Do lease arrangements make provision for the owner and tenant to share in the savings either achieves, so that both have an incentive to achieve them?
- Is it feasible to join other departments in a consortium and use the extra buying power to promote environmental alternatives and establish good deals with suppliers?

1.1.2 Reduce

Use less. Reducing unnecessary purchasing is the best way to integrate sustainability into procurement:

- Ensure products are fit for the purpose to avoid costly and wasteful mistakes
- Ensure products are durable and covered by a long warranty
- Ensure packaging is the minimum necessary for protection
- Avoid disposable products designed for single use.

1.1.3 Re-use

By the Council or by the supplier/contractor;

- Find out if there is redundant equipment in other departments which could be put to use
- Specify goods which are repairable and easily upgraded
- Specify goods which come with clear and comprehensive maintenance, repair and operating instructions and which are supported with guaranteed stocks of easily replaceable parts
- Give preference to suppliers that operate take back schemes for end of life equipment and packaging

1.1.4 Recycling

- Specify products made from recovered or recyclable materials
- Purchase products on which the materials are identified for ease of recycling
- Wherever possible avoid products made from mixed materials as these are more difficult to recycle

1.1.5 Energy Recovery

The following are waste treatment processes which can provide energy recovery:

- Anaerobic digestion with energy recovery
- Gasification/pyrolysis with energy recovery
- Un-segregated incineration with energy recovery
- Incineration of pre-sorted wastes with energy recovery, typically at small scale
- Landfill with landfill gas flaring and/or energy recovery

1.1.6 End of Life

Negotiate end-of-life management options with suppliers/contractors.

Disposal is the least preferred option. Under the EU Landfill Directive, by 2010 we will have to reduce the amount of biodegradable municipal waste diverted to landfill to 75 per cent of that produced in 1995; by 2013 this is reduced to 50 per cent and by 2020 to 35 per cent.

1.2 Sustainability Standards

Standards have continued to be developed to help make sustainable purchasing decisions; for example, the European Ecolabel scheme and Government Buying Standards.

The **Ecolabel** covers an increasing number of product groups, taking in major areas of manufacturing and also tourist accommodation services. As of September 2010, products covered include cleaning, clothing, DIY, electronic equipment, furniture, gardening, paper and some services.



Further Information can be found on the Ecolabel website:
<http://ec.europa.eu/environment/ecolabel/>

The **Government Buying Standards** are owned by defra and the standards themselves are developed by a Cross-Government Stakeholder Group.

The standards were originally called “Quick Wins” and are a set of sustainable specifications for a range of commonly-purchased products, such as IT equipment, white goods, paper (including tissue), etc. The products assessed were chosen for their environmental / financial impact, scope for environmental improvement and political or example-setting function.

The Government Buying Standards are comprised of both a set of mandatory minimum standards at the market average level and best practice specifications. These best practice specifications were a new feature for 2008 and are more stretching than the mandatory minimum. They are voluntary for those procurers that wish to purchase the “best in class” products in certain areas. These are likely to become the minimum over different time periods depending on the product or product group.

In November 2008, the Council’s Corporate Management Team agreed to adopt the “Quick Wins” minimum standards as Council policy and “best practice” standards as an aspirational goal, where feasible. Deviations from the minimum standards will only be permitted in exceptional circumstances; the reasons to be detailed in the Contract Award Report or case file.

All members of staff responsible for procurement should familiarise themselves with the Government Buying Standards to ensure compliance.

See the (defra) website.

<http://www.defra.gov.uk/sustainable/government/advice/public/buying/index.htm>

Social Labels also exist and have similar benefits to eco-labels. Their focus is on social or socio-economic issues, including child labour.



The GoodWeave label - no child labour used in the making of rugs.



The FAIRTRADE Certification Mark is a registered trademark of Fairtrade Labelling Organizations International (FLO). It certifies that products meet the social, economic and environmental standards set by Fairtrade. The Mark certifies products not companies. It does not cover the companies or organisations selling the products.

1.3 Sustainable products/services are NOT more expensive

The Council has a duty to ensure that a balance is found between the cost of purchasing goods and services and the costs to ratepayers. Due to growth in markets, the costs of sustainable products are falling. However the specification of more sustainable products may occasionally result in a higher initial purchase cost. However this cost can be justified if it results in long term savings over the lifetime of the product or helps the Council to meet its wider targets and objectives e.g. carbon reduction.

Research has revealed the potential for net benefits to be delivered through sustainable procurement, as is the case of video conferencing for court appearances, for example. The procurement project replaced the transportation of prisoners to court for remand and other non-sentencing hearings by video links and produced benefits which exceed the costs of the video conferencing. Discounting over 7 years, the life of the video conferencing contract, produces a net profit value of £645,776 at a 3.5% discount rate.

1.4 2010/11 Risk Analysis

A joint Procurement / Environment exercise was completed in early 2010 to identify the product/services categories which have the highest sustainability risk. The analysis was completed against “ProClass” sub-categories and the top 10 categories identified were:

ProClass Category	Expenditure	Risk
Public Transport	£ 4.0m	20.0
Works - Construction, Repair and Maintenance	£ 27.6m	19.6
Utilities	£ 3.6m	18.5
Highway Equipment and Materials	£ 7.5m	17.6
Social Community Care Supplies & Services	£ 29.9m	16.7
Environmental Services	£ 7.5m	16.1
Education	£ 8.1m	15.7
Housing Management - Supporting People	£ 1.9m	15.0
Catering	£ 1.8m	14.9
Information Communication Technology	£ 4.9m	14.5

These categories will be reviewed annually.

1.5 Procurement Plans

In accordance with the Contract Standing Orders, a Procurement Plan should be completed and approved for all procurements with an estimated total contract value above £100k for supplies and services, or above £400k for works. The Procurement Plan includes a section on Sustainability which should be completed using the guidance in the Procurement Manual and this Guide.

Particular attention should be given to those procurements which fall into the Top 10 risk categories listed above.

1.6 Sustainability Elements

When completing your Procurement Plan you should consider the possible impacts the goods/services may have on the following elements:

Social

- Cohesion
- Crime & safety
- Diversity
- Education (all ages)
- Ethical Trade
- Health

Example:

services which help to bring local people together
services which directly or indirectly reduce local crime or perception of crime
services which consider differences between people
Providing work experience or apprenticeships for local people
Clothing industry, food supply
services which directly or indirectly improve health

Environment:

- Biodiversity & nature
- Carbon or methane emissions
- Energy
- Hazardous substances
- Materials
- Transport & travel
- Waste to landfill
- Water
- Other emissions (e.g. noise)
- Other natural resources

Example:

New buildings which impact local plants or animals
 Landfill sites, boilers, vehicles
 Electricity used to manufacture or operate
 Use of cleaning chemicals, asbestos, lead
 Use of timber, precious metals
 Distribution, travel of consultants
 Any waste produced which cannot be recycled
 Water used in manufacturing or operation
 Radio signals, radiation
 Wind, soils, animal products

Economy

- Employment
- Small & Medium sized enterprises
- New businesses
- Training & apprenticeships
- Third Sector

Example:

of people who live within the Borough or Berkshire
 use of organisations with 250 staff or less
 within the Borough or Berkshire
 within the Borough or Berkshire
 use of charities and other voluntary organisations

1.7 Life Cycle Costing (LCC)

Life cycle costing (or whole life cost or life cycle assessment) is primarily used for physical goods, such as the purchase of vehicles, IT equipment and capital projects including new buildings. The calculations used to estimate whole life costs will vary between products/services being purchased.

Whole life costs fall into three broad categories –

1. Acquisition Costs

- a. Spending to save – (e.g. purchasing more durable or energy efficient products which may initially be more expensive, but results in long term savings)
- b. Training – (e.g. if the product is not user friendly it may entail time, money and effort being expended in training staff to operate it.)
- c. Specifying refurbished products (e.g. not generally insisting on new items when refurbished parts or products could be used)

2. Operating Costs

- a. Direct running costs (e.g. energy, water and other resources used over the lifetime of the product or service)
- b. Consumables (e.g. bulbs, paper, ink cartridges, etc)
- c. Indirect costs (e.g. less energy efficient IT equipment will produce more heat, causing plant in air conditioned buildings to work harder to remove it, so adding to the electricity bill)
- d. Administration costs (e.g. overheads from purchases that require special or hazardous handling and disposal such as certain pesticides and cleaning products).

3. End of Life Costs

- a. Recyclability – (e.g. purchasers can create markets for their own waste such as paper, toner cartridges etc by buying products containing recycled materials)
- b. Cost of disposal – (e.g. it may be worth paying a premium to a supplier giving an undertaking to remove the product or a hazardous substance at the end of its useful life.)

The higher initial price of the greener product is usually more than compensated by the much lower usage and disposal costs.

To get an accurate picture of costs for the contracting authority, it is also necessary to take account of the life-span of the product – the longer a product lasts the less frequently it needs to be replaced, which may well lead to savings.

If you need support in calculating the Net Present Value (or Pay Back Period) please contact CS Finance Services

Further guidance on Life Cycle Costing can be found on the OGC website –

http://www.ogc.gov.uk/implementing_plans_introduction_life_cycle_costing_.asp

1.8 LCC in Construction

In construction projects, running costs may constitute up to 85% of total costs. On same scale, design costs are likely to be 0.3% to 0.5% of lifetime costs. It is through the design process that the largest impact can be made on the 85% figure so LCC should be a standard procedure for construction work.

Typical benefits can include:

- Greater transparency of future costs
- Improved awareness of total costs
- Evaluation of competing options
- Better forecasting
- Ability to plan for future expenditure

There is an ISO standard, BS ISO 15686 Part 5, covering Life-cycle costing. ISO 15686-5:2008 gives guidelines for performing life cycle cost (LCC) analyses of buildings and constructed assets and their parts. Life cycle cost is defined as the 'cost of an asset, or its parts throughout its life cycle, while fulfilling the performance requirements' (BS ISO 15686-5, 3.1.1.7).

In addition, life cycle costing is 'methodology for the systematic economic evaluation of life cycle costs over a period of analysis, as defined in the agreed scope' 'Note: life cycle costing can address a period of analysis which covers the entire life cycle, or selected stage(s) or periods of interest therein'. (BS ISO 15686-5, 3.1.1.8).

1.9 Example sustainability questions

See Appendix 2

1.10 Contract conditions and social clauses

The term 'social clauses' refers to special conditions relating to the performance of a contract that address social issues.

For example, in a works procurement for the construction of a new community centre, a local authority included a contract clause that

10% of the person-weeks required to complete all of the works is to be delivered by new entrants that have an apprenticeship, trainee or employment contract with the contractor or a sub-contractor and are engaged in a training programme that is accepted by the employer.

In this example, 10% is acceptably proportionate; 50% would not be. Costs and benefits need to be weighed up case by case.

Further examples for different goods and services can be found in Appendix 3 following.

Appendix 1: Questions & Answers

Q1 *How do I build sustainability into the procurement process?*

A1

1. Consider if we really need the goods/services or could they be provided in another way?
2. If yes, and the contract is above £100k (or £400k for Works) complete an Procurement Plan – see Q2 below
3. Talk to your current supplier about
 - a. What is appropriate to measure
 - b. Current levels
4. Include in the Specification any minimum requirements and/or sustainability standards
5. Consider contract conditions that could be included
6. Consider quality questions to include into the PQQ and/or ITT and include in your evaluation
7. Consider using Life Cycle Costing as part of the evaluation
8. Make it clear in the advertisement that sustainability issues will be evaluated
9. Detail your evaluation criteria in the ITT documents

Q2 *When do I need to do a Procurement Plan?*

A2

A Procurement Plan must be completed for those procurements where the estimated total contract value is on or above

- *£100k for supplies and services, or*
- *£400k for works.*

Q3 *Why do I need to do a Procurement Plan?*

A3

The Procurement Plan is intended to help officers consider the various impacts and risks of a Procurement project - including sustainability impacts - at the start of the procurement cycle.

Q4 *What categories are affected?*

A4

Sustainability should be considered in detail in the Procurement Plan for the top 10 categories, which are:

Public Transport
Works - Construction, Repair and Maintenance
Utilities
Highway Equipment and Materials
Social Community Care Supplies & Services
Environmental Services
Education
Housing Management - Supporting People
Catering
Information Communication Technology

Q5 What do I do with the PQQ/ITT responses?

A5 In most cases, the department officer is in the best position to evaluate the responses based on their experience and by comparison against current levels and/or standards required. Additional help can be provided by the teams noted below; possibly as being a member of the project team.

Q6 Who can help me?

A6 The Climate Change Action Team can provide guidance on available standards and developing your specification. In addition they can advise on Carbon Costs for Life Cycle Costing.

Legal Services can advise on the inclusion of suitable contract conditions.

The Corporate Procurement Team can provide advice and guidance on the procurement process and some generic guidance on sustainability.

Q7 Are there any useful websites?

EU guidance on Green Public Procurement (GPP)

http://ec.europa.eu/environment/gpp/index_en.htm

Ecolabel website:

<http://ec.europa.eu/environment/ecolabel/>

defra website:

<http://www.defra.gov.uk/sustainable/government/advice/public/buying/index.htm>

The Sustainable Procurement Cupboard includes case studies, tools, primary documents, and other content to help address sustainable procurement.

<http://www.procurementcupboard.org/>

Guidance on Life Cycle Costing can be found on the OGC website –

http://www.ogc.gov.uk/implementing_plans_introduction_life_cycle_costing.asp

Further information on SROI can be found on

www.thesroinetwork.org

Appendix 2: Examples of Sustainability Questions

1. The bidder must demonstrate its capacity to carry out the service in an environmentally sound manner. This must include evidence of the regular training of staff on health, safety and environmental aspects of cleaning activities, together with specific environmental management measures which are routinely applied by the bidder in cleaning contracts.

Verification: An environmental management system (such as EMAS, or ISO 14001) if covering and attesting environmental management capacities as laid down in the selection criteria, shall be recognised as evidence of compliance, as will other evidence of equivalent environmental management measures.

2. Has your company had any notices or prosecution served on you with respect to environmental legislation? Relevant bodies include Environment Agency, local authorities, and pre-1996 National Rivers Authority and HM Inspectorate of Pollution. (You need not disclose details of spent convictions.)

Yes / No

If the answer is yes, please enclose details:

3. What steps have you subsequently taken to ensure that you comply with environmental legislation? Please enclose examples of procedures and/or staff training records.
4. Please tell us what you are doing to improve the sustainability impact of your products / services and what the sustainability outcomes of the products / services you are providing could be.
5. Are documented plans in place to effectively manage and minimise consumption of physical resources critical to the goods, works or services to which this profile relates?

If yes, please provide details of critical physical resources and significant measures or initiatives in place to minimize consumption and associated risks.

6. Is a system in place for assuring that labour standards are maintained in line with those set out in the Ethical Trading Initiative Base Code for:
 - a) staff directly engaged by your organisation for the delivery of goods, works and services to which this profile relates (including direct employees and staff employed through or by a third party who are working under the instruction of your organisation)?
 - b) people employed by organisations within the supply chain(s) from which your organisation will source goods, works and services to which this profile applies?

If yes to a) or b): please provide a summary of the assurance measures

Appendix 3: Examples of Contract Conditions

Employees and Skills Training:

- *In furtherance of this contract the contractor will be required to utilize employment practices that include opportunity for local labour and local trainees. In addition the contractor shall maintain an employee training programme that provides awareness of climate change impact and the continuing need to reduce carbon emissions.*

Furniture: Check for or add in the following -

- *Wood and wood based materials from legal sources such as FSC.*
- *Plastic parts to be labelled according to ISO 11469.*
- *Substances not permitted in Surface coating of wood, plastic and/or metal parts.*
- *Adhesives and glues, limit of VOC content to 10% by weight.*
- *As the market is not fully developed yet in this field the successful suppliers MUST provide furniture that meets or nearly meets these specifications alongside models that only satisfy BS EN 1729 and the other standards required.*
- *Waste, packaging, recycling and disposal issues should be dealt with by the new standard conditions as set in (Annex A) below.*

Product conditions:

- *Timber and wood derived Products shall be sourced from sustainable sources and labelled Forestry Stewardship Council (FSC) or Equivalent'*
- *Annex A:
Packaging shall be recyclable, and consist of elements that can easily be recycled in the UK. Any packaging not required by (X) shall be removed for recycling by the contractor.*
- *The contractor shall avoid multi materials, mixed plastics, and use water based glues and inks.*
- *No products shall be supplied, the manufacture of which contravene the primary and fundamental conventions of The International Labour Organisation.*
- *Transport: Vehicles bought and used for the purposes of fulfilling the obligations of this contract shall meet the emission requirements of the most recent Euro standard.*

Energy:

- *Equipment procured and used when carrying out this contract shall be highly energy efficient.*

(For example white goods, bulbs – A+; IT equipment Green Star 4.0 or better)

Vehicles / Transport:

- *Vehicles, machinery and equipment procured and used for this contract to meet Euro 5 emissions standard and for vans and cars have CO₂ emissions near or below 120g/km.*

Water Use and Water Efficiency:

- *The contractor shall ensure that water is used efficiently in all circumstances and shall use such appliances that minimize water use in the pursuance of this contract.*

Construction / Maintenance:

- *In carrying out this contract, contractors and suppliers shall, wherever possible, chose materials and products that satisfy the criteria of an eco label such as Euro Flower, Blue Angel, Nordic Swan or similar.*
- *Wood used shall be sourced from sustainable sources and certified as FSC or to an equivalent standard.*
- *Best endeavours must be made to recycle all site waste and redundant materials through an approved recycling contractor and processed at a waste processing plant.*
- *Copies of the controlled waste transfer notes for all collected waste and the processing plants report of the type and volume of waste collected, the percentage recycled and amount going to landfill must be supplied.*

Chemicals:

- *Whenever possible the contractor should ensure that cleaning products are bio-degradable. Natural microbes and enzymes should be used in place of traditional acids, bleaches, caustic and solvent based cleaning agents in buildings in order to break down any organic soiling*

Appendix 4: Examples of Life Cycle Costing Models

1. The Chartered Institute of Purchasing and Supply have developed an LCC model as follows:

Pre acquisition costs

For example:

specification and design
preparation and issuing ITT
cost of letting contract

Acquisition costs

For example:

Purchase price
delivery charge
installation
commissioning
Training

Operating Costs

For example:

Labour
Materials
consumables

Maintenance costs

For example:

spare parts
specialist labour
downtime

End of life costs

For example:

decommissioning
removal for sale or safe disposal

Totals

Discount Rate

Total Net Present Value

2. An example of LCC for **vehicle** purchases might include:-

Basic bid price +
Fuel/ energy use
Maintenance / spares
Storage
Training
Licensing
Insurance
Call out charges
Warranties
Manuals
Future upgrades
Compatibility/ integration cost
Finance costs (interest, inflation etc)
- Less residual value
+ Disposal cost
£ Total Cost

3. Buying Solutions have published Total Cost of Ownership (TCO) calculators for **PCs & Laptops and Printing Devices**, which can be found on the following page:-

<http://www.buyingsolutions.gov.uk/categories/ICT/Hardware/tcocalculator/>

The TCO Calculators and accompanying Guidance Notes are a method of considering whole life costs, covering direct and in-direct costs relating to Acquisition, Operation and Disposal.

They can be used as a tool when making purchase decisions and / or setting budgets, as they raise awareness of the full costs of purchases, accounting for expenses that might otherwise be overlooked.

Appendix 5 - Sustainability Impact Opportunities

Opportunities to Consider	Minimum Recommendations	Pushing Boundaries
<p>Is there an eco-label, product or supplier declaration associated with this product?</p> <p>e.g. EU Flower, FSC (timber), Energy Star, organic food</p>	<p>Use eco-label product standard or equivalent as an alternative or variant in the contract and evaluate as an option.</p>	<p>Check market availability of product to this standard, if there is a reasonable choice; specify this product standard or equivalent in the contract.</p>
<p>Can you do anything to improve the transportation impacts associated with the delivery of this product?</p>	<p>Require supplier to produce a logistics plan minimising delivery frequencies.</p> <p>Ensure specification includes minimum acceptable delivery times.</p> <p>Require evidence of supplier's vehicle maintenance regimes, driver training etc.</p> <p>If you have enough influence, specify best mode of transport e.g. rail, alternate fuels etc.</p>	<p>Require supplier to carbon off set all travel.</p>
<p>Will the product require on-going maintenance, use of large amounts of spare parts and/or consumable items?</p>	<p>Integrate maintenance schedule and cost into award decision.</p> <p>Evaluate maintenance plan of supplier, optimise frequency.</p> <p>Enquire with supplier about repairable or refillable consumables rather than using new ones.</p> <p>Require them to use recycled consumable items where possible, and ensure that all items are recyclable.</p>	<p>Enquire about whether the consumables can be re-used, recycled or scrapped for income.</p> <p>Enquire about the packaging applied to consumable items and check delivery arrangements (e.g. option of supplier take-back of packaging, use of re-usable crates etc.)</p>
<p>Will the product (or the volume of products) use significant amounts of utilities or fuel e.g. petrol, diesel, water, gas, electric etc. during its life?</p> <p>e.g. pumps, generators, white goods, IT equipment etc.</p>	<p>Specify "Government Buying Standards" where relevant http://www.defra.gov.uk/sustainable/government/advice/public/buying/index.htm</p> <p>Require supplier to identify fuel or utility use in operation and cost into award decision.</p> <p>Ask supplier to provide offers to improve fuel or utility efficiency.</p>	<p>Examine options for purchase of renewable energy to reduce impacts.</p> <p>Carbon off set fuel or energy used.</p> <p>Examine option to use alternative fuels e.g. bio-mass etc.</p>

Opportunities to Consider	Minimum Recommendations	Pushing Boundaries
<p>Will there be packaging and/or a product to dispose of at the end of its life?</p>	<p>Ask supplier if packaging has recycled content or is recyclable.</p> <p>Ask about packaging re-use or take back.</p> <p>Ask supplier whether waste product will be hazardous or non-hazardous at point of disposal and cost into award decision.</p> <p>Ask if the supplier has a take back scheme and evaluate.</p> <p>For WEEE items require suppliers to take back at end of life, free of charge. http://www.environment-agency.gov.uk/business/topics/waste/32084.aspx</p>	<p>Require the supplier to take back all packaging and product at the end of life and cost into award decision.</p>
<p>Does the product contain or use chemicals, oils or hazardous substances?</p> <p>e.g. cleaning agents, paints, coatings, oils, lubricants, pesticides, horticultural applications etc.</p>	<p>Specify "Government Buying Standards" where relevant http://www.defra.gov.uk/sustainable/government/advice/public/buying/index.htm</p> <p>Ensure suppliers are aware of all legislation governing chemical use, storage, management and disposal e.g. COSHH http://www.hse.gov.uk/coshh/basics.htm</p> <p>Use of environmentally preferable chemical products if they exist (e.g. low-VOC paints, biodegradable cleaning products).</p> <p>Use Environmentally Considerate Lubricants (ECLs) where feasible.</p> <p>Consider organic option, e.g. food.</p>	
<p>Does this product contain non-renewable material? i.e. material that does not regenerate in 50 years e.g. rock, hardwood, chemicals, oil etc.</p>	<p>Ask suppliers for any alternate products with less non-renewable use.</p> <p>Ask suppliers about product innovation.</p> <p>Ask suppliers about products made from recycled material or contain recycled material.</p>	<p>Specify recycled content.</p>

Opportunities to Consider	Minimum Recommendations	Pushing Boundaries
<p>Is it likely that this product, or its key components, originate in the developing world?</p> <p>e.g. Clothing, electronics, hardwood timber, rubber, oil, metals etc.</p>	<p>Decide as a team the Council's willingness to push the boundary on this agenda.</p> <p>NB: relevance of production processes is unclear in relation to EU procurement rules.</p>	<p>Enquire about supplier's sourcing and employment policies in relation to overseas workers.</p> <p>Ask supplier how they ensure compliance with local legal requirements.</p> <p>Require that supplier is complying with the Ethical Trading Initiative (ETI) Base Code. http://www.ethicaltrade.org/eti-base-code</p> <p>Consider ethical supply chain audit.</p>
<p>Are there key sustainability impacts in the manufacture of this product?</p> <p>e.g. CO₂ emissions, child labour, forced labour, water pollution, soil contamination etc.</p>	<p>Where relevant and legislation allows, specify production processes where they help to specify the performance characteristics of a product, e.g. organically grown food, 'green' electricity, sustainable timber.</p> <p>Decide as a team the Council's willingness to push the boundary on this agenda, particular in relation to social issues.</p> <p>NB: relevance of social issues linked to production processes is unclear in relation to EU procurement rules.</p>	<p>If available, specify fairly traded goods.</p> <p>Require Environmental Management System (EMS) for production process and/or ISO14001 or Eco-Management and Audit Scheme (EMAS).</p> <p>Work towards the Ethical Trading Initiative (ETI) Base Code http://www.ethicaltrade.org/eti-base-code</p>
<p>Is there the potential for supplier's employees to be exploited?</p> <p>e.g. low pay, antisocial hours, migrant workers, language issues etc.</p>	<p>Decide as a team the Council's willingness to push the boundary on this agenda.</p> <p>NB: relevance of social issues linked to production processes is unclear in relation to EU procurement rules.</p>	<p>Check recruitment policy and practices.</p> <p>Ask the supplier how they comply with legislative requirements e.g. minimum wage, rest breaks, equality of opportunity etc.</p> <p>Enquire whether overtime is voluntary, and whether it is paid at a higher rate.</p> <p>Ask about length of employees' working week.</p> <p>If migrant workers are employed, ask about language issues and working permit or visa.</p> <p>Check if employees are employed direct or through agents. If through agents, check whether employees still receive minimum wage.</p>

Opportunities to Consider	Minimum Recommendations	Pushing Boundaries
<p>Are there opportunities for this product to be supplied by SMEs, BMEs, supported enterprises or the “third sector”?</p> <p>i.e. voluntary & community teams, charities, social enterprises, mutuals and cooperatives.</p>	<p>Ensure SMEs, third sector etc. are aware of organisational objectives and are informed about the tendering process. Consider flagging opportunities as being “Suitable for SMEs”.</p> <p>Ensure contract is written in such a way that SMEs etc. are encouraged or able to supply, e.g. use standard PQQ, contract split into regional lots, opportunities for sub-contractor alliances with prime contractors.</p> <p>Consider the option of reserving contract for organisations providing supported employment opportunities to disabled people (known in the UK as ‘supported factories and businesses’).</p>	
<p>Could there be the potential for job losses by awarding this contract?</p> <p>e.g. loss of business for existing supplier.</p>	<p>Contact the Borough Solicitor regarding the possible impacts of Transfer of Undertakings (Protection of Employment) Regulations – known as TUPE. See also Procurement Manual.</p>	<p>Examine if other opportunities exist for the affected supplier.</p>
<p>Is there a public relations risk or pressure group interest in this product or contract?</p> <p>e.g. unhealthy school dinners, timber.</p>	<p>Determine risks in this document.</p> <p>Discuss with the Council’s Communications and Marketing team.</p> <p>Agree communication strategy.</p> <p>Pre-warn management as appropriate.</p>	<p>Identify pressure groups.</p> <p>Agree the Council’s position statement on their issue.</p>
<p>Is there any existing or forthcoming sustainability related legislation that may affect this product?</p> <p>e.g. race, age discrimination, working time directive, WEEE.</p>	<p>Ask the supplier what sustainability legislation they think applies.</p>	<p>Identify legislation internally and check against suppliers claims.</p> <p>Ensure supplier is in good position to respond to forthcoming legislation.</p>
<p>Are any of the goods listed in the Government Buying Standards products Specification?</p> <p>http://www.defra.gov.uk/sustainable/government/advice/public/buying/index.htm</p>	<p>Adopt Mandatory guidance.</p>	<p>Adopt Best Practice guidance.</p>

Opportunities to Consider	Minimum Recommendations	Pushing Boundaries
<p>Is it likely that this product, or its key components, originate in the developing world?</p> <p>e.g. Clothing, electronics, hardwood timber, rubber, oil, metals etc.</p>	<p>Decide as a team the Council's willingness to push the boundary on this agenda.</p> <p>NB: relevance of production processes is unclear in relation to EU procurement rules.</p>	<p>Enquire about supplier's sourcing and employment policies in relation to overseas workers.</p> <p>Ask supplier how they ensure compliance with local legal requirements.</p> <p>Require that supplier is complying with the Ethical Trading Initiative (ETI) Base Code http://www.ethicaltrade.org/eti-base-code</p> <p>Consider ethical supply chain audit.</p>

Adapted from Environment Agency document