



Leicester  
City Council

**WARDS AFFECTED**  
All

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**  
**OSMB**  
**Cabinet**

**12<sup>th</sup> February 2009**  
**16<sup>th</sup> February 2009**

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**Sustainable Procurement Policy**

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**Report of the Director of Regeneration and Culture**

**1. PURPOSE OF REPORT**

- 1.1 Cabinet is asked to approve the new Sustainable Procurement Policy and to approve the risk-based approach to implementation.

**2. SUMMARY**

- 2.1 A sustainable procurement policy (Appendix 1) has been developed contributing to the aim of One Leicester to become 'Britain's sustainable city'. The policy offers a simplification of existing procurement policy bringing together policies on environmental, ethical and community issues.

**3. RECOMMENDATIONS (OR OPTIONS)**

Overview and Scrutiny Management Board is asked to:

- 3.1 Note and comment on the paper.
- 3.2 Agree to scrutinise further reports which monitor the effectiveness of applying the policy to "high-risk" procurement activities.

Cabinet members are asked to:

- 3.3 Approve the Sustainable Procurement Policy for the Council.
- 3.4 Approve the risk based approach to delivering the policy.
- 3.5 Agree to monitor the policy through the proposed gateways and annual reports to Cabinet of "high risk" procurement activities.

**4 REPORT**

**The need for a new policy**

- 4.1 Sustainable procurement is about integrating the principles of social, environmental and economic sustainability into procurement projects and ensuring supplies, services and works are sustainable.

- 4.2 The Council has a long track record of considering the environmental aspects of procurement, having adopted trail-blazing policies on paper recycling and peat in the early 1990's. Further policies and guidance were added over the years and were collated into the "Guide to Environment Friendly Purchasing" (which has been used as a bench-mark by other local authorities). Some of these policies strayed into ethical and social issues, such as fair trade, animal welfare and genetically modified food, without an overhaul of the scope of the policy. The "Guide to Environment Friendly Purchasing" has become less relevant as issues have developed and progressed since it was produced, the new sustainable procurement policy attempts to address this weakness by bringing the policy up to date and looking at wider sustainability issues.
- 4.3 Adopting a sustainable procurement policy will place Leicester City Council at the cutting edge of local authorities. Ensuring that Leicester City Council's procurement decisions are more sustainable will help in the *One Leicester* ambition to 'transform Leicester into Britain's sustainable city' and will show clear leadership to other organisations in the city and reinforce our commitment to sustainability. One of the six values in One Leicester is 'being sustainable in everything we do' with the commitment to 'prioritise those activities that take into account the social, economic and environmental needs of the people of Leicester'. The sustainable procurement policy will help to deliver on this ambition and is based around the same social, economic and environmental themes.
- 4.4 The Audit Commission has stated that it intends to assess sustainable procurement within the Comprehensive Area Assessment (CAA) 'use of resources' judgement. The Government's Sustainable Procurement Task Force has developed a tool, known as the Flexible Framework, which offers a risk based method to guide local authorities in the actions required to carry out sustainable procurement. One of the key themes of the Flexible Framework is *Policy, Strategy and Communication* and in order to achieve even the most basic level of the Flexible Framework, a local authority is expected to have a sustainable procurement policy in place.
- 4.5 Currently the Council has an Environmental Purchasing Policy (Appendix 2) however, this policy no longer reflects current environmental issues and some references are outdated. In addition many of the clauses are superseded by the Council's more overarching Environmental Policy under EMAS and there is confusion about the status of the two documents.
- 4.6 The new Sustainable Procurement policy will simplify the current system and bring all policies relating to sustainability together in one document. Such simplification will make it easier for both Council staff and suppliers/contractors to understand the Council's position on sustainable procurement. The environmental aspects of the policy will be delivered through EMAS.
- 4.7 The policy statements will continue to be supported by guidance along the lines of the existing "Environment Friendly Purchasing Guide" which will be accessible on the intranet.

### **The new parts of the policy**

- 4.8 Most of the statements and commitments made in the Sustainable Procurement Policy reflect existing policy, but there are some new sections.
- 4.9 *Environmental - protecting the environment*  
The issues under this heading reflect the council's priorities under EMAS, and have actions linked to the EMAS action programme. Some of the previous detail relating to specific products such as timber and peat will now be found in associated guidance rather than in the policy statement.
- 4.10 *Social - ensuring high ethical standards*  
The commitments to Fair Trade; not to buy genetically modified foodstuffs and animal welfare are existing policies. The remaining two commitments under the 'ethical' heading – not working with contractors/suppliers who do not adhere to the International Labour Organisation (ILO) conventions and not engaging with those involved in illegal drugs, arms, tobacco, slavery or prostitution trades – are new commitments. The new commitments reflect a general increased awareness around issues of supply chain labour and the conditions or circumstances under which people may be forced to work; such concerns have been regularly highlighted through media exposés of companies using child labour etc, particularly in the textile industry. These commitments also reflect good corporate governance; such standards are adopted by many public, private and third sector organisations demonstrating best practice in corporate social responsibility. Using the risk based approach, detailed below, those procurement activities most likely to be affected by these commitments (for example, textiles and construction materials) will be highlighted as risks and contractors/suppliers will be asked to provide assurances that their practices and supply chains meet the Council's required standards - the question is asked in some but not all PQQs. By adopting such standards Leicester City Council will be showing clear commitment to corporate social responsibility and supply chain management issues.
- 4.11 *Economic - supporting the local economy and community*  
The commitments made in this section again reflect good practice in sustainable procurement. These commitments are already contained throughout *One Leicester* as well as in the Corporate Procurement Strategy. By placing these commitments in the Sustainable Procurement Policy the issues are brought to the forefront and presented as an integral part of sustainable procurement reinforcing the Council's commitment both to this agenda and to the community as a whole. This section also reinforces the commitments made under the 'Investing in skills and enterprise' section of *One Leicester* reinforcing the Council's commitment to developing Leicester's economy. The proposed risk based approach to sustainable procurement will again highlight those procurements where we are best placed to deliver community benefits, contribute to the local economy or where community issues should be given more attention. The financial benefits of investing with local suppliers has been demonstrated in a number of studies, for example, in Northumberland it was found that every £1 spent with a local supplier is worth £1.76 to the local economy but only 36 pence if spent outside the area.<sup>1</sup>

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<sup>1</sup> <http://www.duport.co.uk/guides/growing%20your%20business/local%20authority%20contracts.htm>

### **Implementing the policy**

- 4.12 We propose to completely overhaul the existing EMAS approach to environmental management of procurement as well as widening it to cover more sustainability issues. The approach has mainly focused on the Pre-Qualification Questionnaire (PQQ) which is used to evaluate potential suppliers either for the select list or as part of the evaluation of tenders/quotations. Companies were asked a blanket set of environmental questions which were easy to assess e.g. does the company have an environmental policy? The problem with the approach was that the standard questions were not relevant, or not appropriate for many organisations especially small businesses. In addition they focused attention on checking company paperwork, rather than reducing the environmental or sustainability impact of the procurement activity. As the scope of the new policy has expanded it is simply not practical or appropriate to ask PQQ questions to cover all aspects of the policy.
- 4.13 The single Corporate PQQ has recently been replaced with category specific PQQs, based on 16 activity based categories with each category now having a set of questions which are specifically tailored to that procurement activity. By using this approach the questions asked in the PQQ will be more relevant for each category and will focus on the specific risks highlighted in each area.
- 4.14 A dual approach will be taken to implement the new Sustainable procurement policy. One half of this approach will be through working with category managers. The proposal is to recruit category managers/officers for each of the categories, which still have to be confirmed. The Sustainable Procurement officer will work individually with each of these category managers to provide them with information about sustainability issues that relate specifically to those category areas so that the category managers are able themselves to identify high risk procurements or projects and take action to try and improve the sustainability of these procurements as and when contracts come up for renewal and if necessary gain additional information and support from the Sustainable Procurement officer.
- 4.15 The other half of the approach will involve identifying specific high-risk procurement activity. Using the methodology set out in Appendix 4 procurement activity will be 'ranked' based on sustainability risk, spend, influence and scope to do more. Those procurements identified as being at the highest risk will be addressed as soon as the opportunity arises by the Sustainable Procurement officer working with category managers and other officers to try and address some of the sustainability issues and make the procurement more sustainable. This approach is likely to identify some large spend projects as the highest risk due to the expenditure involved and therefore the possibility of making a larger beneficial impact – examples of what some of the high risk areas might be are set out in Appendix 5.
- 4.16 The proposed approach reflects the risk based approach suggested in the Flexible Framework and will help us to deliver many of the requirements set out in the Framework. In this way we will be ensuring our procurement activities become more sustainable whilst also meeting the requirements of the CAA.

### **Monitoring the policy**

- 4.17 The sustainable procurement officer will monitor the implementation of this policy, highlighting any successes as well as identifying any difficulties and barriers

experienced in trying to implement the policy so solutions can be developed.

- 4.18 The Delivering Excellence team are currently developing a proposal to manage major projects using a Prince 2 based assessment and project management system alongside a series of 'gateway' checks to monitor progress through the life of a project. The 'gateway' assessments will provide opportunities throughout the project to assess its sustainability and suggest corrective action if necessary; in this way adherence to the sustainable procurement policy can be monitored. This intention needs to be developed further with the Delivering Excellence Team.
- 4.19 Based on the monitoring work carried out by the sustainable procurement officer and category managers, it is proposed that members receive an annual report to Cabinet which sets out key achievements and benefits delivered against the Sustainable Procurement Policy and highlights where any difficulties have been encountered and suggestions for resolving these matters.

## **5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **Financial Implications**

- 5.1 The financial implications of the sustainable procurement policy are difficult to quantify due to the wide ranging nature of the policy and the variety of procurement activities this would be applied to. In pure financial terms the question is whether the likely increased initial capital costs of the more sustainable alternatives are offset by sufficient savings in running costs and disposal costs over the life of the asset - maintenance and refurbishment costs<sup>2</sup> of a building for example are up to 80% of the building's whole-life cost.
- 5.2 The authority has an obligation to deliver 'value for money' (defined as the optimum combination of whole life cost and quality) and the sustainable procurement policy does not override this obligation. As such careful consideration will need to be made in relation to each procurement decision as to how best deliver improved sustainability whilst at the same time providing value for money.

*Martin Judson, Head of Finance (Ext. 29 7390)*

### **5.3 Legal Implications**

The Sustainable Procurement Policy will apply, in part, to procurement above the EU threshold (and fully subject to EU procurement law) and sub-threshold procurement that is, nevertheless, subject to the basic obligations of the EU Treaty: (1) relevance of the Council's requirements to the subject matter of the contract; (2) non-discrimination (direct or indirect); (3) proportionality; and (4) transparency. This policy will also be subject to the Equalities Act 2006 and, in particular, the positive duty on the Council to promote equality of opportunity.

- 5.4 It is recommended that an Equalities Impact Assessment is undertaken prior to adoption of this policy.
- 5.5 More detailed advice has been provided to the Report's Author.

*Gregory Surtees, Senior Solicitor (Ext.29 6453)*

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<sup>2</sup> [http://www.hdg.org.uk/220\\_Whole-Life\\_Cost.php](http://www.hdg.org.uk/220_Whole-Life_Cost.php)

**6. OTHER IMPLICATIONS**

OTHER IMPLICATIONS	YES/NO	Paragraph references within the report
Equal Opportunities	<b>NO</b>	
Policy	<b>YES</b>	<b>All</b>
Sustainable and Environmental	<b>YES</b>	<b>All</b>
Crime and Disorder	<b>NO</b>	
Human Rights Act	<b>NO</b>	
Elderly/People on Low Income	<b>NO</b>	

**7. CONSULTATIONS**

Corporate Procurement  
 Corporate Procurement Group  
 Energy Services – Nick Morris  
 Area Parks Manager – Steve Palethorpe  
 City Catering – Annie Vesty  
 City Cleansing – Bev Packwood  
 Property Services – Maurice Brice  
 Regeneration – Simon Ighofose  
 Delivering Excellence Team

**8. REPORT AUTHOR**

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<b>Key Decision</b>	Yes
<b>Reason</b>	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
<b>Appeared in Forward Plan</b>	Yes
<b>Executive or Council Decision</b>	Executive (Cabinet)

## Sustainable Procurement Policy

The UK Government and wider public sector buys between £125 and £150 billion worth of goods and services each year of which it is estimated that Local Government spends more than £40 billion each year. The scale of local government procurement gives Leicester City Council a real opportunity to influence markets and make a difference through the procurement decisions we make.

*One Leicester* sets out a strategy to see Leicester become 'Britain's sustainable city' over the next 25 years. Sustainable procurement will be fundamental to achieving this objective and by considering the environmental, social and economic impact of our procurement decisions we can have a real influence on issues affecting Leicester and the wider environment.

The Council is committed to the following policy:

### **Environmental – protecting the environment**

- We will align our procurement decisions with our Environmental Policy to seek to:
  - Reduce our impact on climate change through the procurement of goods and services with a lower carbon impact;
  - Protect and enhance open spaces and the natural environment;
  - Minimise our use of energy, water and other natural resources;
  - Minimise waste and prevent or minimise pollution;
  - Specify goods that, wherever possible, have a minimal environmental impact in the extraction or sourcing of materials, manufacture, use and disposal.

### **Social – ensuring high ethical standards**

- We will not knowingly work with contractors and suppliers whose activities do not comply with the conventions of the International Labour Organisation.
- We intend, where possible, to purchase fair trade products and will continue to promote Leicester as a Fairtrade City.
- We will not knowingly engage with suppliers who support, encourage or facilitate the trade in illegal drugs, arms, tobacco, slavery or prostitution.
- We will not knowingly buy foodstuffs that are genetically modified or contain genetically modified ingredients.
- We will consider animal welfare when making purchasing decisions and ensure purchasing precludes any future animal testing by suppliers and therefore contributes to the end of animal testing.

### **Economic – supporting the local economy and community**

- We will encourage local businesses to take advantage of opportunities in the city – this will include improving their access to public sector procurement opportunities.
- We will continue to engage with businesses such as local small and medium sized enterprises (SMEs), the third sector (voluntary and community groups, social enterprises,

charities and cooperatives), ethnic and minority owned businesses, sheltered businesses and women owned businesses to encourage a wider and more diverse base of suppliers and to promote equality of opportunity.

- We will seek to incorporate provisions into our contracts, where appropriate, to offer training and employment opportunities for members of the local community.
- We will explore the opportunities for delivering specific community benefits through our procurement activities and seek to understand the impact our procurement activities have on local communities.
- We will consider the cultural and religious requirements of the local community when making procurement decisions.



## Existing Environmental Purchasing Policy

*The existing Environmental Purchasing Policy was written in the 1990s, pre-dating the EMAS system, the policy has also been overtaken by the Environmental Policy which incorporated clauses 5-8. Many of the below issues in recent years have been overtaken by new legislation for example, the 'Red List' and 'Black List' have been replaced with a new system.*

The City Council is committed to the following policy:

1. We intend, wherever possible, to make continual, measurable progress in our environmental performance and to reduce our environmental impact, whilst maintaining the city's economic viability.
2. Ban the use (by the Council or its contractors) of certain specified environmentally damaging products where an alternative product or method is available. These products are:
  - Ozone depleting chemicals
  - Tropical hardwood which is not independently certified as coming from a well managed forest
  - Pesticides on the UK 'Red List' and EC 'Black List'
  - Peat for soil amelioration purposes
3. Reduce the purchasing of new products by cutting down on waste and repairing or re-using existing products.
4. Specify products which are made from recycled materials; can be recycled or re-used; can be operated in an energy efficient manner; and cause minimal damage to the environment in their production, distribution, use and disposal, so long as the requirements of value for money and quality are met.
5. We will work with our contractors and suppliers to help them improve their environmental performance and ensure that, when working for the Council, they adopt equivalent environmental standards.
6. We will aim to provide environmental training for all employees of the City Council. We will also provide environmental training to councilors.
7. We will ensure that all City Council operations and activities carried out on behalf of the council, comply with or exceed all statutory environmental requirements.
8. We will established and maintain detailed policies and guidelines for products with a significant environmental impact.

## Sustainable Procurement Task Force – Flexible Framework

The Flexible Framework was developed by the Sustainable Procurement Task Force as a structure against which organisations could set goals and measure their progress on sustainable procurement.

<i>Flexible Framework</i>	<b>Foundation</b>	<b>Embed</b>	<b>Practice</b>	<b>Enhance</b>	<b>Lead</b>
	Level 1	Level 2	Level 3	Level 4	Level 5
<b>People</b>	Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.	Achievements are publicized and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.
<b>Policy, Strategy &amp; Communications</b>	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO.	Review and enhance the sustainable procurement strategy, in particular recognizing the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.	Strategy is reviewed regularly, externally scrutinized and directly linked to organisations' EMS. The Sustainable Procurement strategy recognized by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
<b>Procurement Process</b>	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritization.	All contracts are assessed for general sustainability risks and management actions identified. Risks	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key

	include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	place. A life-cycle approach to cost/impact assessment is applied.	Performance Indicators agreed with key suppliers. Progress is rewarded or penalized based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.
<b>Engaging Suppliers</b>	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	Targeted supplier engagement programme in place, promoting continual sustainability improvement, two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme.	Suppliers recognized as essential to delivery of organisations' sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognize they must continually improve their sustainability profile to keep the clients business.
<b>Measurements &amp; Results</b>	Key sustainability impacts of procurement activity have been identified.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives.	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced.	Measures used to drive organizational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidence. Independent audit reports available in the public domain.

## **Methodology for implementation of Sustainable Procurement Policy**

*Based on prioritisation methodology developed by the Sustainable Procurement Task Force*

The below methodology seeks to identify those procurements that have the highest sustainability impact within Leicester City Council. Projects will be ranked, as set out below, and those projects identified as having the highest sustainability impact will be addressed first with the sustainable procurement officer working with project officers to try and improve the sustainability performance of that procurement. Procurements will then be addressed in turn working from the highest impact to the lowest.

### **Step 1: Expenditure analysis**

An expenditure analysis will be undertaken to identify the largest areas of Council expenditure based on categories of good/services/works rather than based on departmental spends. This process should identify those categories of procurement where spend is highest and therefore we have greater potential to make improvements to sustainability.

### **Step 2: Preliminary prioritisation and consultation**

Based on the above analysis any procurement area that have a high level of annual procurement expenditure as well as those that may have a low procurement expenditure but which have a high environmental and/or socio-economic impact will be taken forward to the next stage of the prioritisation process.

### **Step 3: Secondary prioritisation**

The above preliminary list of priorities will then be assessed via three different matrix assessments.

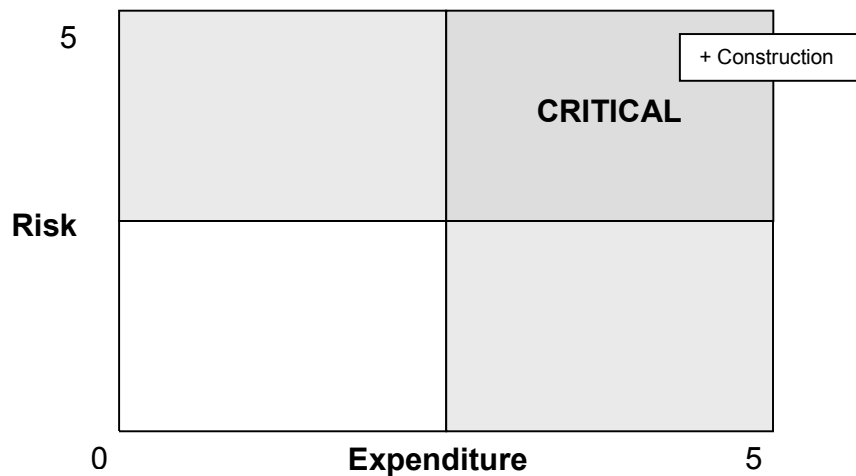
#### *Matrix 1: Expenditure against sustainability risk*

Expenditure will be scored out of 5, with 5 being high expenditure and 0 being low expenditure. The top 20% of spend areas will receive a 5, the next 20% a 4 and so on.

Sustainability risk will be based on the key points set out in the sustainable procurement policy awarding 5 points for those with a high sustainability impact and 0 points for those with a low sustainability impact. Points will be awarded giving consideration to environmental, ethical and local considerations as set out in the sustainable procurement policy.

These two scores will be used to plot a matrix (an example of which is provided below), those areas that fall into the 'critical' box will be addressed first as set out in Step 4 below.

As an example, construction would be likely to fall into the 'critical' area as this is an area of high spend and also has a high sustainability risk.

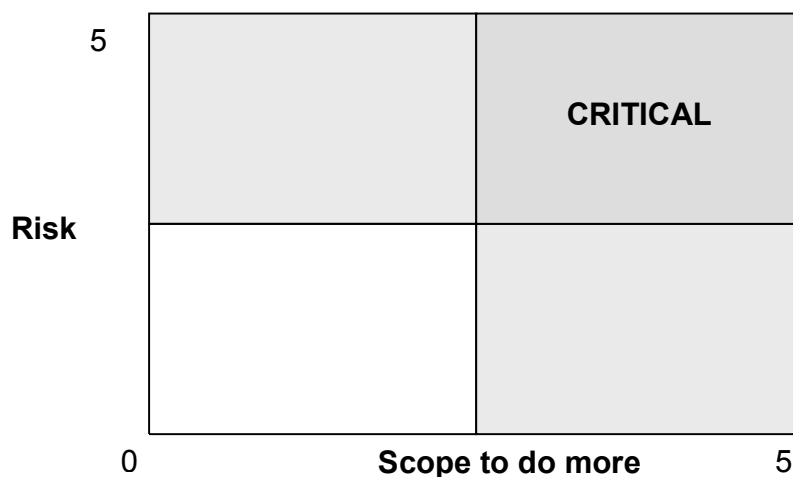


*Matrix 2: Sustainability risk against scope to do more*

Sustainability risk will be plotted based on the assessment made for matrix 1.

Scope to do more will be scored out of 5, with 5 for areas where there is a lot scope to do more and 0 where there is little scope to do more.

These two scores will be used to plot a matrix (example provided below), those areas that fall into the 'critical' box will be addressed first as set out in Step 4 below.



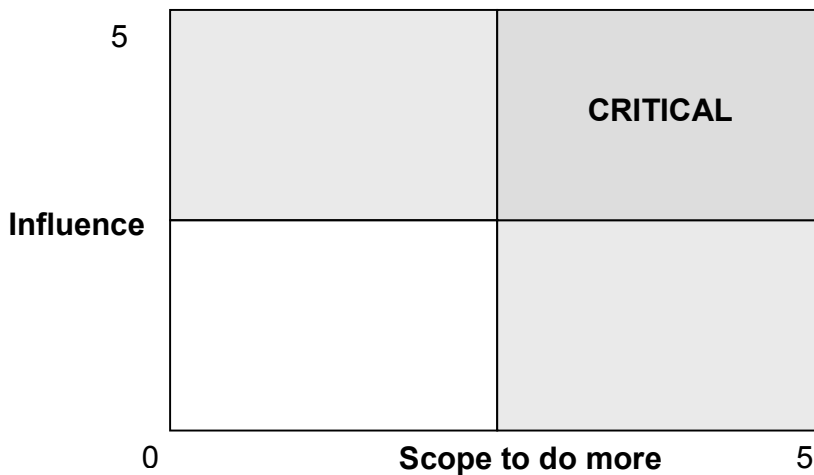
*Matrix 3: Scope to do more against influence*

Scope to do more will be plotted based on the assessment made for matrix 2.

Influence will be scored out of 5, with 5 representing areas where we have a large influence and 0 representing areas where we have little influence. The assessment of influence will be based on factors such as how big a share of the sector does our spend represent; how much of a supplier's turnover we represent; if maintaining good relations with the public sector reflects well in the eyes of the clients; willingness of sector to respond to public sector requirements etc. Influence should also consider how a project will be viewed both by

employees of the Council and by the public as those projects with a higher public/media profile will be able to have a bigger influence in terms of demonstrating the Council's commitment to sustainability issues.

These two scores will be used to plot a matrix (example provided below), those areas that fall into the 'critical' box will be addressed first as set out in Step 4 below.



#### **Step 4: Prioritise action**

Having plotted each of the above three matrices as detailed, the priorities for action will have been identified.

Those areas that, when plotted, fall into the critical spend areas will be given first priority for action. These areas will be closely managed working with the category manager as well as individual projects or procurements to increase the sustainability of these areas. The sustainable procurement officer will assist in identifying potential for improving sustainability and work with procurers to find ways to make changes necessary.

Those areas given a secondary priority will be addressed next and so on as time and resources allow.

#### **Step 5: Market engagement strategy**

Based on the matrix plotting scope against influence a strategy will be developed for engaging with the market-place. Again those areas which are identified as having the greatest scope and influence will be addressed first, working with suppliers to establish our requirements and encourage and challenge them to do more to meet these expectations.

On an annual basis the methodology will be reworked to ensure it is up to date and reflects any changes that may have taken place over the course of the previous year.

**Breakdown of Sustainable Procurement Policy and potential high risk areas**

	<b>Aspect of Sustainable Procurement Policy</b>	<b>New, amended or existing policy?</b>	<b>Examples of high risk procurement areas</b>
<b>Protecting the environment</b>	Reduce our impact on climate change through the procurement of goods and services with a lower carbon impact	New	Construction ICT contracts Energy Transport/vehicles
	Minimise our use of energy, water and other natural resources	Existing EMAS commitment	Property management Construction Cleaning services ICT contracts Paper/printing/publishing
	Minimise waste and avoiding pollution	Existing EMAS commitment	Paper/printing/publishing Transport/vehicles Construction/refurbishment works
	Protect and enhance open spaces and the natural environment	Existing EMAS commitment	Horticultural activities
<b>Ensuring high ethical standards</b>	We will not knowingly work with contractors and suppliers whose activities do not comply with the conventions of the International Labour Organisation	New	Uniforms/textiles Sports equipment Construction materials
	We intend, where possible, to purchase fair trade products and will continue to promote Leicester as a Fairtrade City	Existing commitment	Catering Vending machines Uniforms Sports balls

	We will not knowingly engage with suppliers who support, encourage or facilitate the trade in illegal drugs, arms, tobacco, slavery or prostitution	New	Uniforms/textiles Sports equipment Construction materials
	We will not knowingly buy foodstuffs that are genetically modified or contain genetically modified ingredients	Existing commitment	Catering
	We will consider animal welfare when making purchasing decisions and ensure purchasing precludes any future animal testing by suppliers and therefore contributes to the end of animal testing	Existing commitment	Cleaning materials
<b>Supporting our community</b>	We will continue to engage with local small and medium sized enterprises, the third sector, ethnic and minority owned businesses and women owned businesses to encourage a wider and more diverse base of suppliers	Existing commitment	
	We will seek to incorporate provisions into our contracts, where appropriate, to offer training and employment opportunities for members of the local community	New	Construction
	We will explore the opportunities for delivering specific community benefits through our procurement activities and seek to understand the impact our procurement activities have on local communities	New	New buildings/facilities
	We will consider the cultural and religious needs of the local community when making procurement decisions	New	Catering