



LEAP REPORT 1.

REVIEW OF THE APPLICATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS IN LOCAL AUTHORITY PROCUREMENT ACTIVITIES

LEAP TASK 1.

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Executive Summary

Background:

This is the final report on Task 1 of the LEAP project. It relates a survey of local authorities with an operating and verified environmental management system. The survey explored

- The coverage of the EMS within the local authority ,
- Whether procurement is managed as a strategic corporate function or as a departmental function within EMAS
- Environmental objectives and targets related to the procurement of goods and services, contract management and supply chain performance
- Environmental management procedures in place for procurement
- plans for integration or further integration of EMAS and purchasing
- Barriers encountered in trying to integrate environmental management and procurement.

The Survey:

Following a pilot survey a number of contacts were made across Europe to identify local authorities with EMS in operation. Questionnaires were then sent out to a number of contacts across Europe covering a total of 130 local authorities. Following a number of reminders and telephone contacts a total of 40 authorities responded.

The survey aimed primarily at EMAS authorities, but some ISO14001 and all known ecoBUDGET authorities were included to increase the information base. A total of 29 authorities with EMAS responded, while there were 9 with ISO 14001 in place, 7 with ecoBUDGET and 6 with other systems. In some authorities there was a mixture of systems.

Stage of EMS development:

Only few of the respondents had a fully registered system in place that covered all the functions of the local authority (15%), while a further 23 (58%) had some functions / sites registered. In a further 6 authorities implementation of EMS was progressing or planned. The most pertinent replies obviously draw from the experience of the authorities that have a fully operating system or some functions / sites registered.

Of all the respondents some 15 (37.5%) saw EMS (eventually) cover the entire organisation, whilst 23 (58%) only dealt with some functions or sites.

23 different types of services were covered by the respondents with City Hall, Environmental Services, Building Services and Schools mentioned repeatedly. In total the experience covered by the respondents represents a wealth of experience which could be drawn upon by other organisations wishing to embark on EMS within their organisations.

EMS and Procurement:

The majority of respondents (88%) suggested that the procurement function was mentioned in EMS, although in a number of cases it was deemed to be limited (23%). The procurement functions referred to by respondents ranged from product specific (toners, cartridges, street trees) to entire services such as sewage treatment, parks or nature reserve grounds maintenance.

Just under half of the respondents had a central unit with procurement management responsibility while a similar number had decentralised, but supported procurement management responsibility. The element of central control or strength of guidance is often an indicator of the ability of an organisation to change or adapt their procurement processes and to avoid issues such as contract leakage from call off contracts.

A quarter of respondents incorporated environmental considerations into all of their specifications of goods, but less than a fifth did the same with all their service specifications. However most authorities (95%) had some environmental considerations factored into goods, with the corresponding figure for services being 73%. There is clearly considerable scope for improving specifications all round.

It is noteworthy that when asked about particular focus of procurement, respondents highlighted categories, which in themselves are not particularly significant in terms of their environmental impact. The three most frequently mentioned responses were cleaning products/services, paper and office consumables. Categories with much higher environmental impact (as identified in the Relief project) such as energy, food and construction materials were each only mentioned 2 or 3 times. We have no indication why such products were chosen, but we suspect it was not on the basis of a rational assessment of the relative environmental impacts of the products for which more sustainable specifications / alternatives are sought. Improved EMS procedures might assist to focus more effectively on areas of significant environmental impact.

The policy base:

73% of respondents had an environmental policy, objectives or targets related to procurement of goods and services. A lesser number (40%) had references in environmental policy, objectives or targets to the management of contracts awarded. This figure reduced slightly further (38%) in relation to the management of the supply chain. Only 23%, finally, had performance targets for the environmental improvement of the supply chain. Some authorities indicated that policy development had begun so these figures will improve over time. However the response suggests that there is considerable room for improvement especially in relation to supply chain management – a key EMS requirement.

70% of respondents have a management guide or document available which sets out procurement procedures. 48% have available environmental management procedures for procurement

A number of policy and procedural documents have been provided and these will be analysed separately and used for the project.

Management procedure:

Asked for a list of 3 environmental management procedures they wished to see introduced respondents offered a whole range of pertinent procedures. These ranged from strategic to very specific suggestions including:

- Management framework for Council approval of specifications;
- Generic procedures that allow all environmental impacts to be identified quickly;
- Amalgamation of various management systems in operation;
- Procedures for controlling and managing environmental data;
- A risk based approach for selecting contractors and suppliers;
- Procedures for systematically improving specifications;
- Procedures for integrating environmental concerns in all aspects of tendering and contract management processes including contract monitoring;

The points raised will be used as a first template for EMS procedures covering all parts of the procurement process and will be included into Task 3, tool 2.

Future plans for integrating EMS and procurement:

A number of aspirations and plans have been expressed by the respondents. These range from management issues that need to be resolved, plans for roll out of EMS, integration of systems, improved technical support for more environmentally sustainable procurement and improved performance through higher expectations on units that carry out procurement. Matters raised included:

Management issues: include more commitment from the top;

Integration of systems: ISO9002 with ISO14001; expanding considerations to socially responsible procurement;

Improved technical support: Better lists of products to avoid and look out for; criteria development;

Overall improved performance: Environmental Diploma required for all units to include issues regarding procurement; better training and information

Barriers and Problems encountered:

The most frequently cited problems related to the integration of EMS and procurement were in descending order:

- Lack of resources, e.g. staff or money for upfront investments (68%)
- Lack of knowledge of environmental specifications for products (58%)
- Lack of knowledge of environmental specifications or suppliers for services (50%)
- Lack of support from within the organisation (43%)

Less emphasis was given to

- Lack of political commitment (35%)
- Concerns about quality of 'green' products (35%)
- Too much time dedicated to implementation (33%)
- Interpretation of legal procurement framework (33%)

The answers highlight a key problem of implementation and the need for recognition that the changes entailed in moving towards a more environmentally sustainable procurement process is not without resource implications and that these need to be carefully planned for, perhaps by being extremely focussed in terms of which areas (products or services) are tackled and in which order. The answers also suggest that there is much to be said for working jointly across local authority boundaries to share the work on a number of the information issues which are currently causing resource problems at a local level.

Extended questionnaire on products covered:

These questions were taken from the European Commission Survey on the "State of Play in Green Purchasing", which was conducted by ICLEI in early 2003. The questions seek to identify the environmental criteria that are currently being included into the calls for tender for each of 10 different product or service groups.

Product group – Copying Paper: The most frequent environmental performance criteria cited was 100% recycled paper (38%), followed by bleached chlorine free (18%) and contains 50% or more post consumer waste (15%). Just over 50% responded to this question

Product Group – Personal Computers: The by far most frequent response requires that PC turns to stand – by mode (33%), next most frequent being the requirement for energy-efficient flat screen monitors (20%). Only 43% of respondents replied to this question.

Product Group - Canteen Food: This product group had the lowest response rate, in spite of the established significant environmental impacts of food procurement. The highest response (and the only one that merited more than two replies) relates to the requirement for GMO free food products.

Product Group – Electricity: Again a surprisingly low response with 13% choosing the criteria 'more than 5% of electricity is from renewable sources' and 8% requiring 100% renewable energy. This is the area identified in the RELIEF project as having the most environmental significance for local authority purchasing.

Product Group – Vehicles: The most frequent responses relate to the requirement that vehicles are fuel efficient (28%) and meet Euro IV standards (23%). 9 respondents (23%) in total indicate that they are opting for or other type of low emission vehicles and fuels.

Cleaning Services: Most of the responses state that they require toxic and unnecessary substances to be excluded from use (43%)

Product Group – Buildings: Relatively few answers provided, most frequent being requirement for grey water or water efficiency (15%) and requiring higher insulation standards than legal requirements (13%). This is again an area which has very substantial environmental impacts and which leaves room for major improvements.

Horticultural Services: 25% require that street maintenance is carried out without pesticides and 28% require the same for parks maintenance.

Product Group – Timber products: Most frequent requirement is that timber comes from certified sustainable forestry (20%), 15% exclude certain timber origins while 13% require that timber products come from legally logged forests.

Product Group – Office Furniture: Key criteria here are a requirement that products are durable (33%) and repairable (30%). Fewer volatile substances for surface sealing was mentioned by 18% while only 10% ask where timber originates from.

In conclusion: These questions can be seen as a test of the reality of environmentally sustainable specification drafting and the response level to the questions for the individual groups (ranging from 18% to 53%) suggests that there is a huge potential for benchmarking specifications and improving them in line with best European practice. The LEAP project will develop this further task 3.



1.0 INTRODUCTION

Local Environmental Management Systems and Procurement (LEAP) is a 3 year project financially supported by the EU LIFE-Environment Fund. The project is lead by Leicester City Council (UK) together with the following partners.

Barcelona Provincial Council (Spain)

Global to Local Ltd (UK)

City of Göteborg District Administration Torslanda (Sweden)

Guildford Borough Council (UK)

Improvement and Development Agency for Local Government – IDEa (UK)

London Borough of Lewisham (UK)

London Borough of Southwark (UK)

London Borough of Sutton (UK)

Municipality of Almada (Greece)

Municipality of Holargos (Greece)

Municipality of Amaroussion (Greece)

Municipality of Kalithea –Rhodes (Greece)

Project for Ecologically Sustainable Procurement in Sweden –EKU. (Sweden)

Sandwell Metropolitan Council (UK)

ICLEI - Local Governments for Sustainability, provide expert advice as sub-contractors to the project.

The objectives of the LEAP project. The objectives of LEAP are: 1. To develop tools for local authorities to systematically, effectively and efficiently deal with green procurement as part of an EMS. 2. Applying the tools to test joint procurement approaches to overcome market barriers in Europe for 'green' purchasing. This in turn will lead to delivering policy objectives highlighted in EU 6th EAP.

LEAP consists of 10 tasks that build on other projects that have dealt with EMAS in municipalities (such as LACE, PIE, Euro EMAS, GALA) and projects related to managing procurement impacts of public authorities (Relief). Task 1 involved a survey of local authorities with a verified environmental management system in place to identify.

- a) The coverage of the EMS within the local authority (whole council or selected service areas or sites)
- b) Whether procurement is managed as a strategic corporate function or as a departmental function within EMAS
- c) Environmental objectives and targets related to the procurement of goods and services, contract management and supply chain performance
- d) Environmental management procedures in place for procurement
- e) plans for integration or further integration of EMAS and purchasing
- f) Barriers encountered in trying to integrate environmental management and procurement.

This report describes the methodology used to undertake the survey, presents the results of the survey and a commentary on the results.

2.0 METHODOLOGY

An outline questionnaire was drafted by Global to Local and ICLEI detailed the final version. The questionnaire was designed to be sent out to municipalities across Europe that have a verifiable Environmental Management System in place or are in the process of developing a system. Verifiable Environmental Management Systems were not defined just as the Eco-management and Audit Scheme (EMAS) but also included.

- ISO14001
- ecoBUDGET
- Other locally recognised Environmental Management Systems.

The questionnaire was sent out as a pre-survey to 8 local authorities (2 Austrian, 3 German, 3 Spanish) in order to test the structure and content of the questionnaire and the response of the local authorities. The questionnaire was well received and only a number of minor changes were made. A copy of the questionnaire is provided in Appendix A of this report.

The following organisations and individuals (Table 1) were then contacted to gather data on local authorities with verified Environmental Management Systems.

Table 1. Organisations and Individuals contacted for information on EMS verified local authorities

Action/Contact Person	Results of Action/Communication
Jorge Diaz del Castillo DG Environment, European Commission	Provided listing of 124 EMAS registered local authorities
Michael Grill EMAS Help Desk Co-ordinator	Sent list of national competent bodies (who should have most up to date information on registrations)
Zsofia Szi-Ferenc EC. Undertaking EMAS survey	Confirmed EMAS helpdesk listing is most recent.
Herman Hùwels German Competent Body	Provided contact details for a number of the German registered local authorities
Sarah Emilsson (cc: Martin Jung wirth) Doctorate research	Explained that Swedish local authorities do not tend to register under EMAS or ISO 14001. Conducted a postal survey

Action/Contact Person	Results of Action/Communication
	of all Swedish local authorities and sent her two published papers.
Kay Crittenden United Kingdom Accreditation Services (UKAS), Information Desk Manager	UKAS does not have an ISO14001 listing, only a list of accredited certification bodies. Referred to the Quality Assurance Office, managed by the Stationary Office (UK)
Quality Assessment (QA) Register The Stationary Office (TSO), UK	Referred to Companies House and to British Standards (phone numbers provided).
British Standards (BSI)	Referred to BSI website. Searched for "clients directory" and ISO14001 under Scheme/Standard. No e-mails or phone numbers provided
Gisela Helberling ISO Help Desk	Explained that ISO does not carry out certification. Referred me to Mr. Reinhard Peglau , responsible for EMAS and ISO14001 in Germany
Reinhard Peglau Federal Environmental Agency, Berlin	Sent a listing (without e-mails and rarely with phone numbers) of names of worldwide local authorities registered under EMAS and ISO 14001. recommended sending an e-mail to the ISO Member Bodies in each country.
ISO Member Bodies 15 EU countries	The Finnish MB referred to the Blue Book web page and suggested search for "julkinen hallinto" out of 4 local authorities found, only one had an e-mail address and tel. #. The Italian MB referred to the SINCERT website. There were approx. 38 local authorities listed but no e-mails or telephone numbers. SINCERT also provided a list of ISO14001 certifiers for local authorities (total of 4). The Austrian MB referred to a web site – no luck as the option for searching for contacts by type was under construction. The Dutch MB referred me to the SCCM web site where 15 local authorities were found but no contact information. The Luxembourg MB specified that no local authorities are ISO14001 certified.
EMAS ISO 14001 database	No e-mails or phone numbers supplied

The questionnaire, together with an introductory letter (in the body of the e-mail) was then sent out to those local authorities identified through the above actions as follows:

LEAP survey sent to 110 EMAS local authority contacts

LEAP survey sent to 11 ecoBudget and ISO14001 contacts.

In addition the survey was sent to 9 of the LEAP partner local authorities

A copy of the introductory e-mail is shown in Appendix B of this report.

Response rates were very slow and so reminders were sent to the 130 local authorities on 2 occasions. This was further supported by Global to Local and other partners telephoning a number of local authorities to try and elicit a response.

The results of the survey are shown in Section 3.0 of this report.

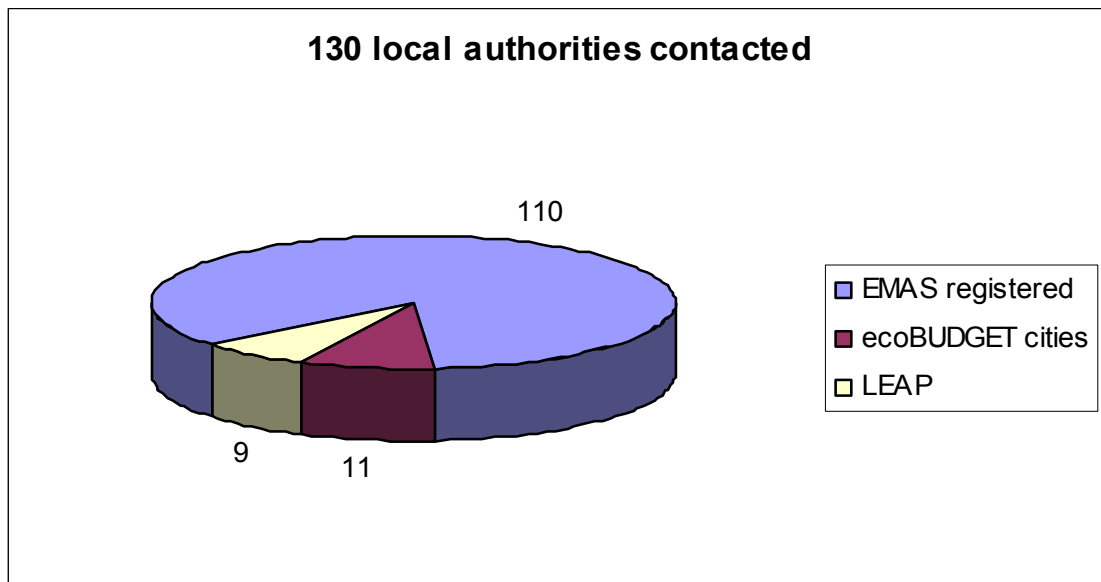
3.0 QUESTIONNAIRE RESULTS

3.1 Questionnaire Response Overview.

The following information provides a summary overview of the local authority response to the questionnaire.

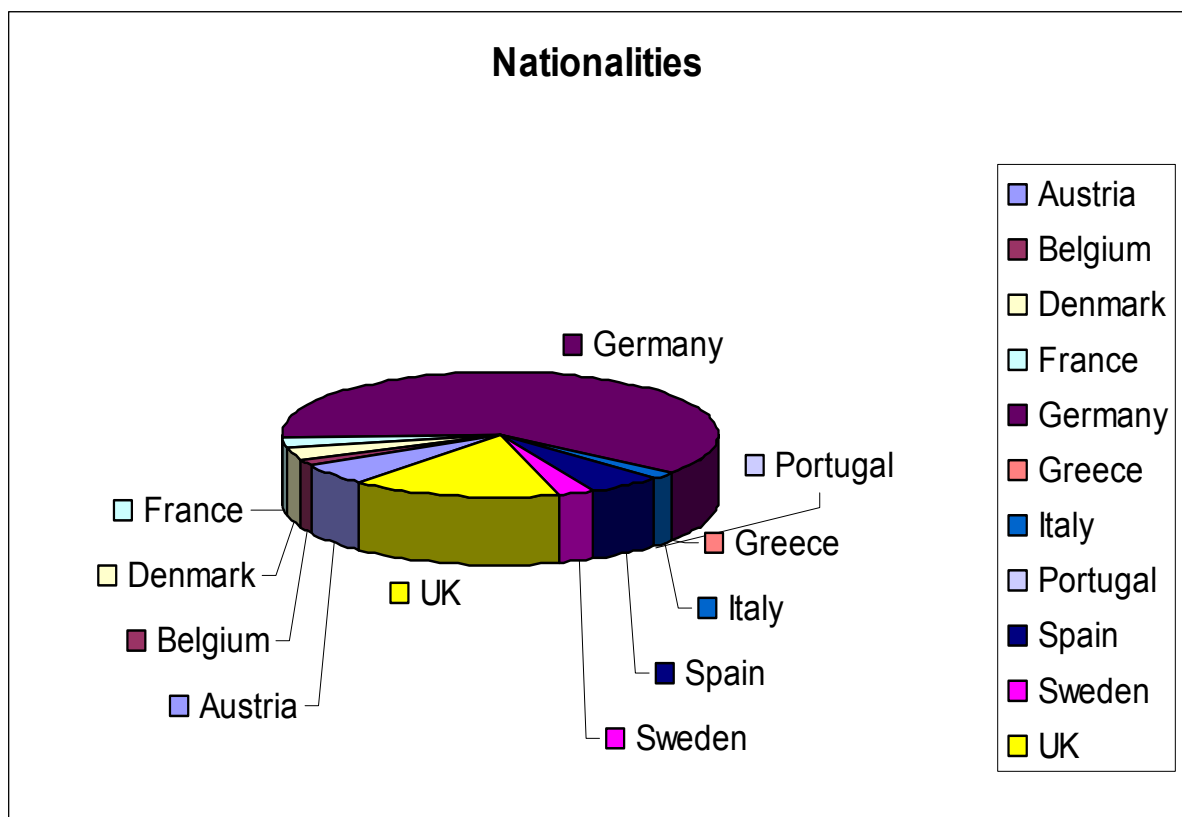
3.1.1 Type of EMS

Type of EMS	Number of Local Authorities
EMAS Registered	110
ecoBudget Cities and ISO14001	11
LEAP local authority partners	9
Total number contacted	130



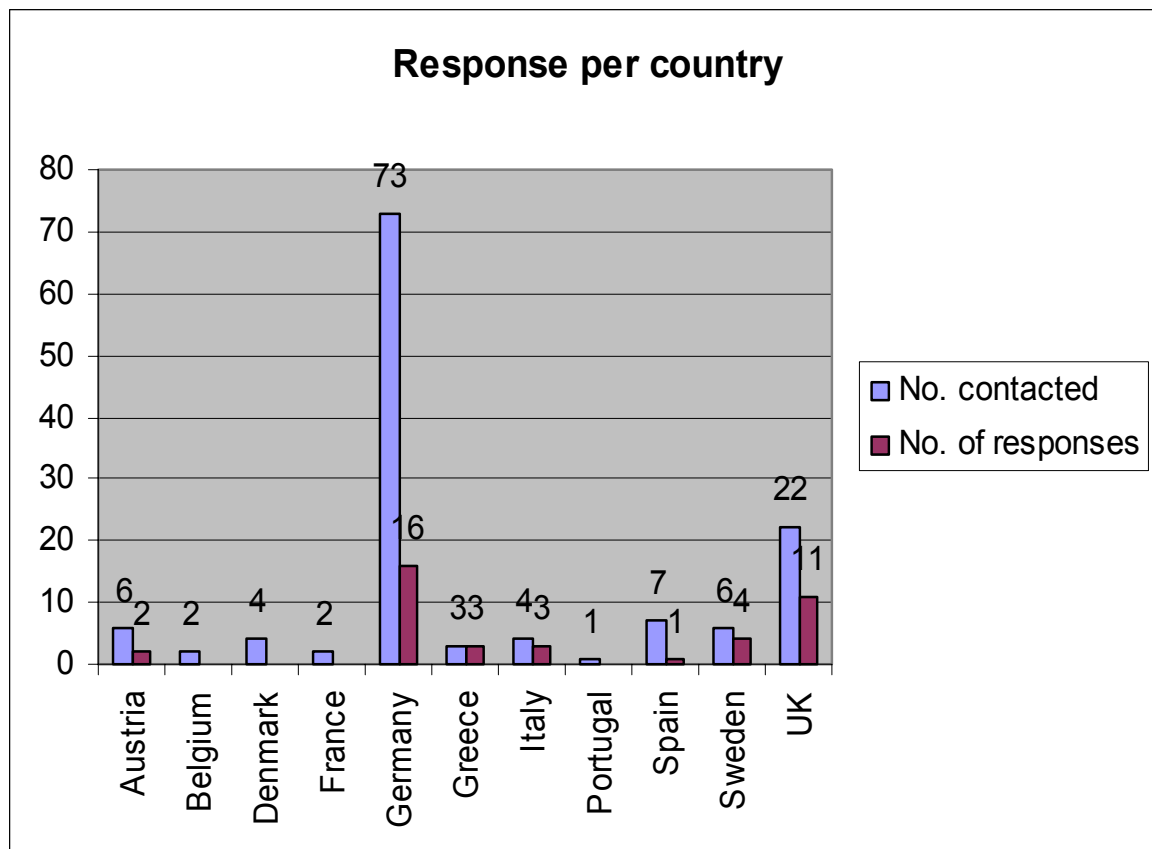
3.1.2 Country of Respondents

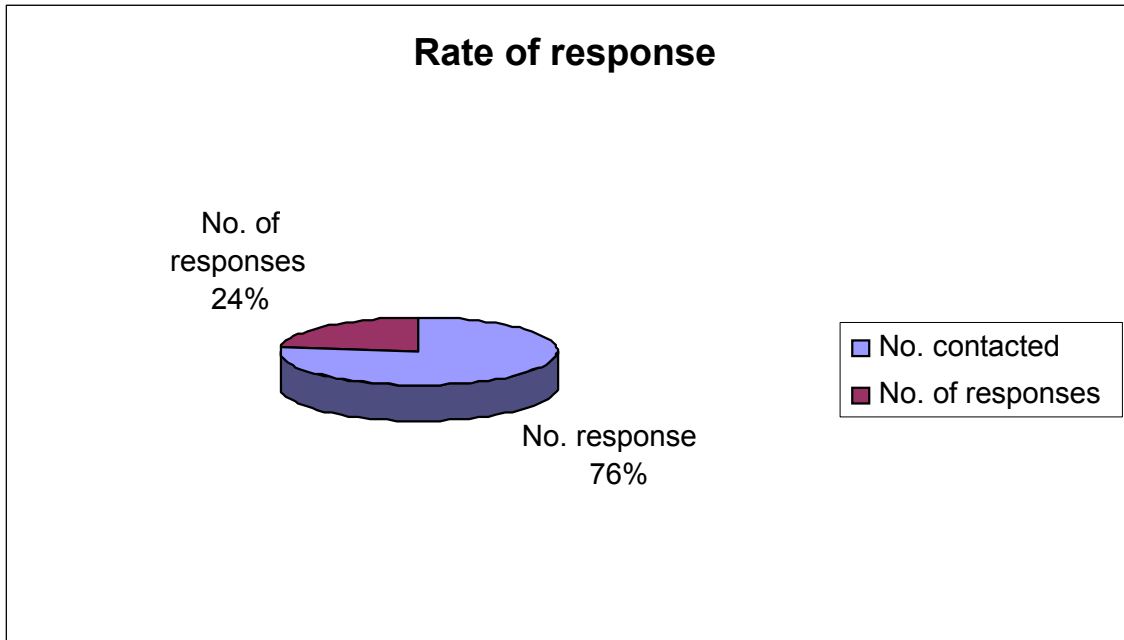
Nationalities	EMAS registered	ecoBUDGET cities	LEAP Partners
Austria	6		
Belgium	2		
Denmark	4		
France	2		
Germany	68	5	
Greece		2	1
Italy	2	2	
Portugal			1
Spain	6		
Sweden	3	1	1
UK	17	1	6
Total	110	11	9



3.1.3 Cities Contacted and Rate of Response

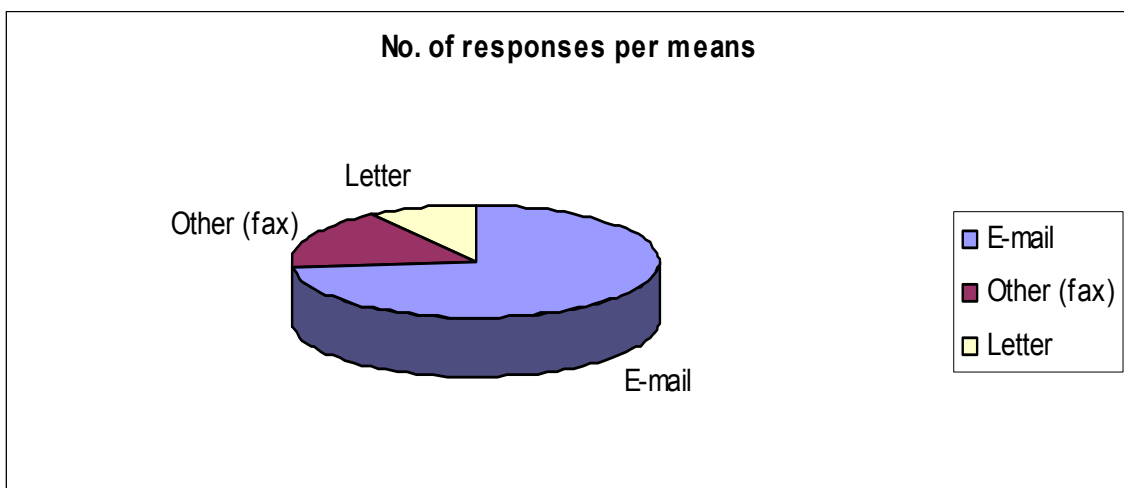
Nationalities	Number contacted	No. of responses
Austria	6	2
Belgium	2	
Denmark	4	
France	2	
Germany	73	16
Greece	3	3
Italy	4	3
Portugal	1	
Spain	7	1
Sweden	6	4
UK	22	11
Total	130	40





3.1.4 Survey Response Rate

Means of Contact	No. of responses
E-mail	30
Other (fax)	6
Letter	4

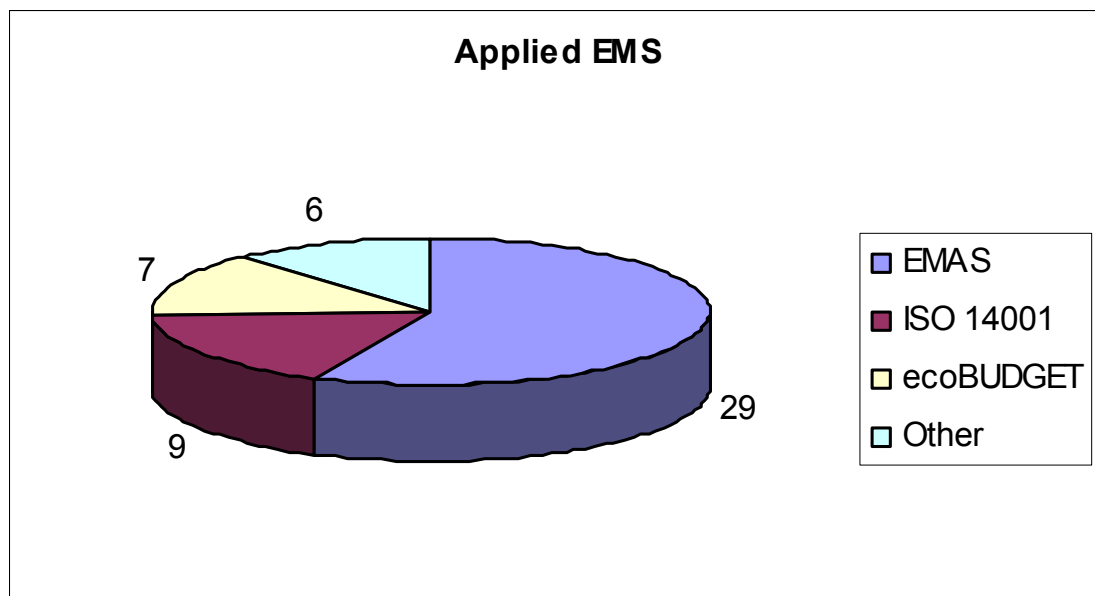


3.2 Question B – Background to use of Environmental Management Systems in Local Authorities

3.2.1 Type of EMS Used

Type of Environmental Management System	
EMAS	29
ISO 14001	9
ecoBUDGET	7
Other	6
<i>City of Göteborg EMS, Environment Diploma</i>	2
<i>CLEAR</i>	1
<i>Hanover eco-audit (no validation)</i>	1
<i>Eco-Profit</i>	1
<i>None</i>	1
Total*	51

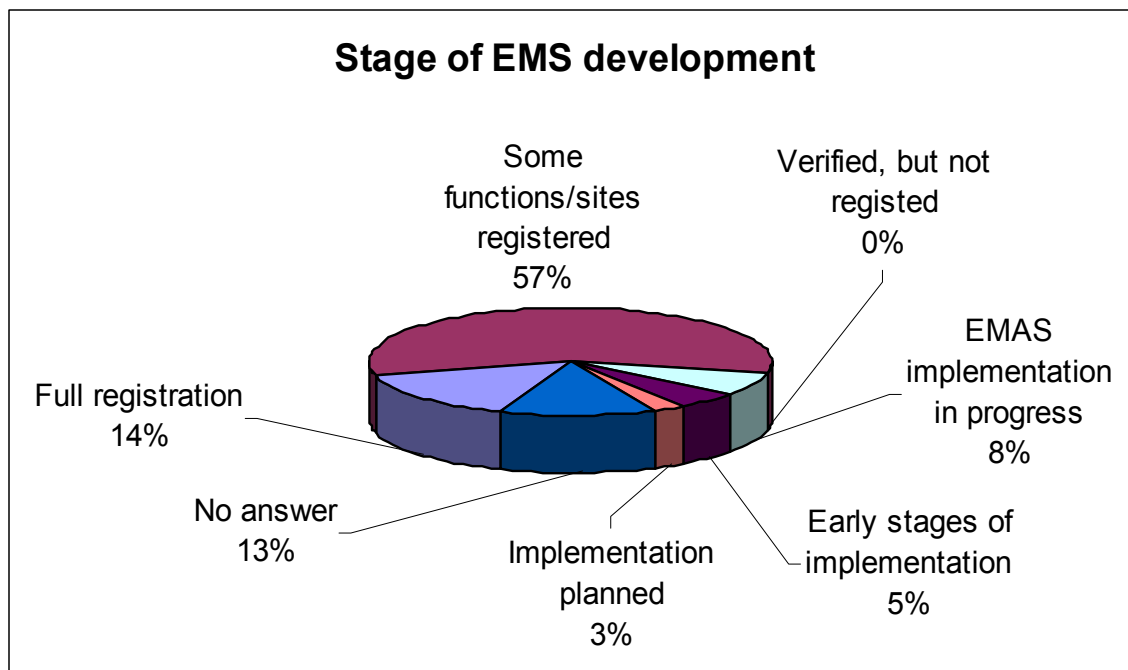
The total in this case is 51, although there were only 40 respondents. It is therefore assumed that a number of the respondents had a number of different environmental management systems in place. For example, EMAS and ISO14001 or ecoBudget and Environment Diploma



3.2.2 Stage of EMS Development

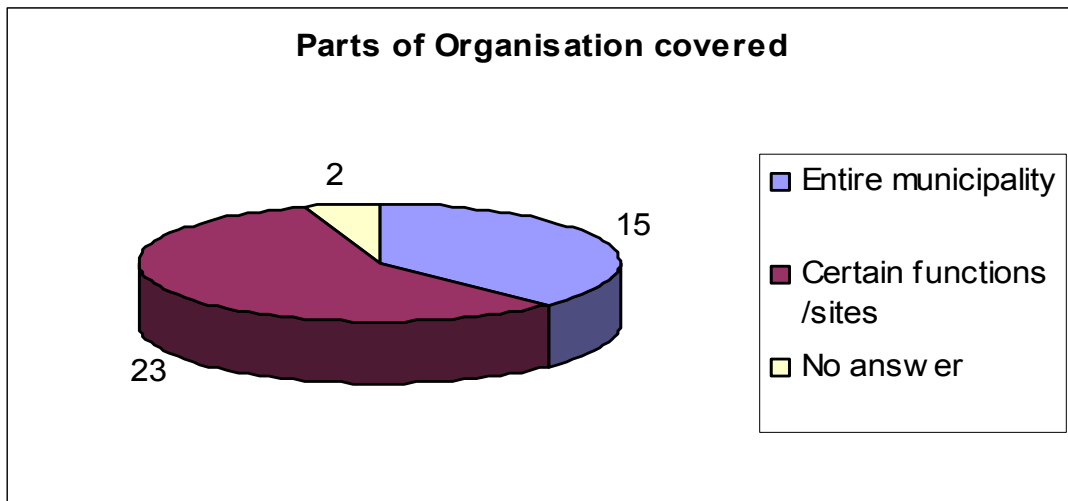
Stage of Development

Full registration	6
Some functions/sites registered	23
Verified, but not registered	0
EMAS implementation in progress	3
Early stages of implementation	2
Implementation planned	1
No answer	5
Total	40

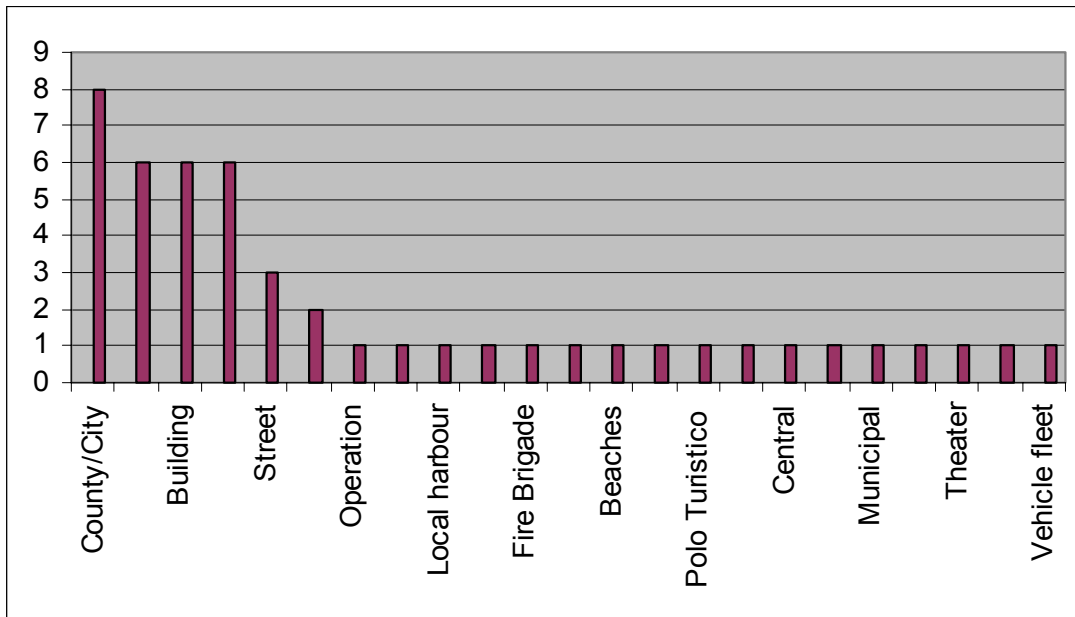


3.2.3 Parts of local Authority Covered by EMS

Coverage	Number
Entire municipality	15
Certain functions /sites	23
No answer	2
Total	40



Functions / sites mentioned by respondent	Number of Respondents mentioning function or site
County/City Hall	8
Environmental Services	6
Building services	6
School	6
Street Environment Services	3
Waste department	2
Operation Division	1
Financial Department	1
Local harbour	1
Sewage treatment	1
Fire Brigade	1
Print Services	1
Beaches	1
Residence department	1
Polo Turistico	1
Hospital	1
Central lavatory	1
Cemetery	1
Municipal Transport Company	1
Neighbourhood services	1
Theatre	1
Horticultural services	1
Vehicle fleet	1



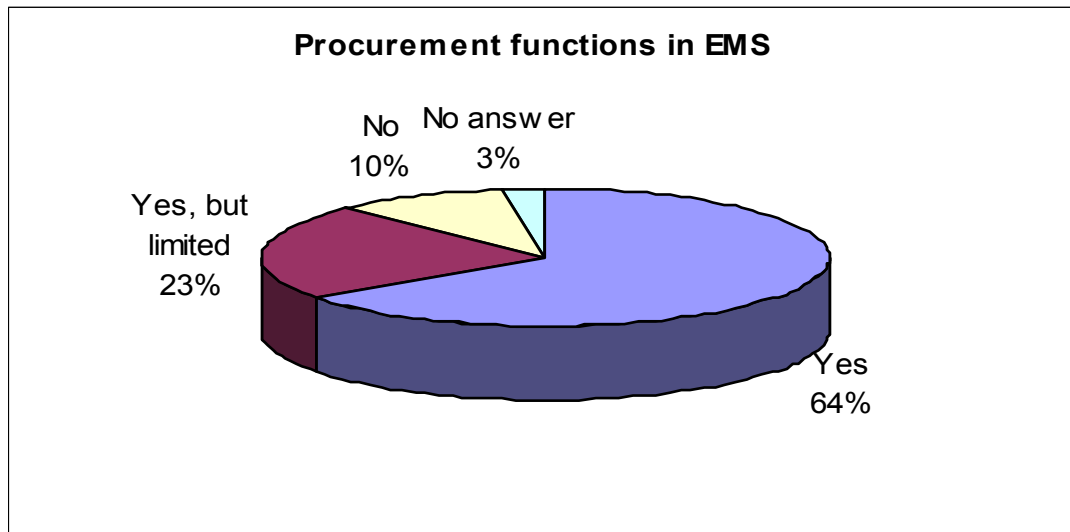
3.2.4 Procurement Function mentioned in EMS

Procurement Function Mentioned

Yes	26
Yes, but limited	9
No	4
No answer	1
Total	40

The following procurement functions were mentioned by respondents

- Toners & Cartridges
- Procurement
- Local harbour
- Sewage treatment
- Open space regeneration schemes
- Parks, street trees, nature reserve grounds maintenance and management

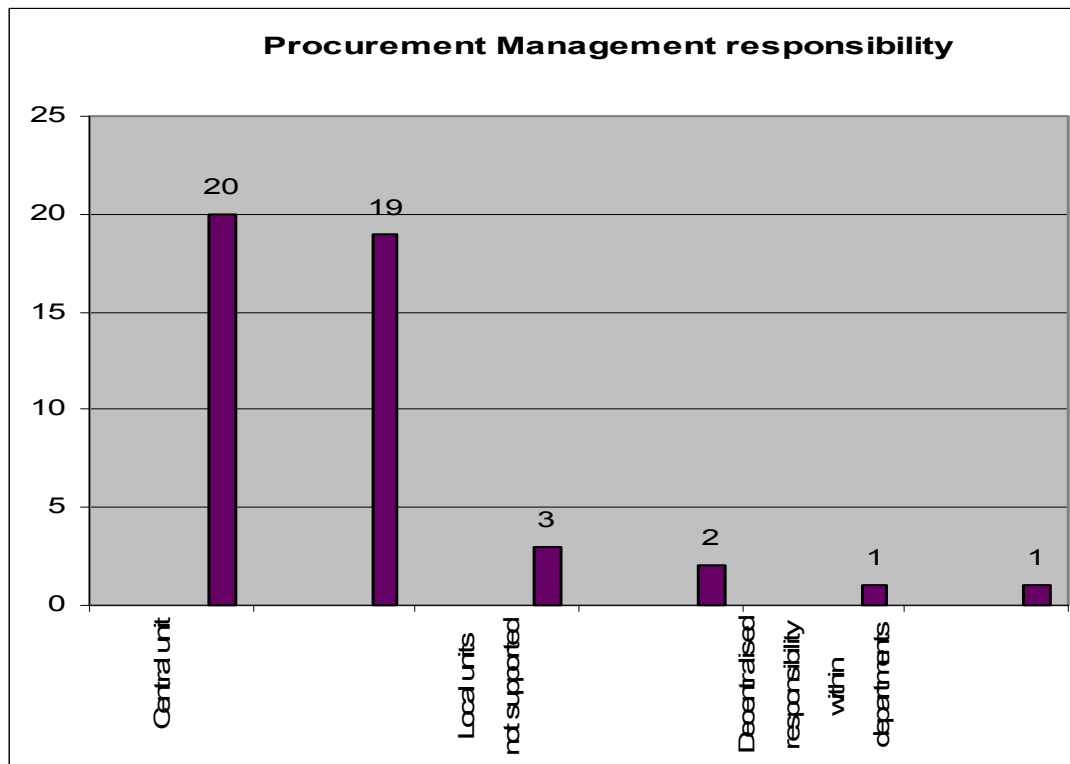


3.3 Question C –Background to how Procurement Functions are Mentioned

3.3.1 Procurement Management Responsibility

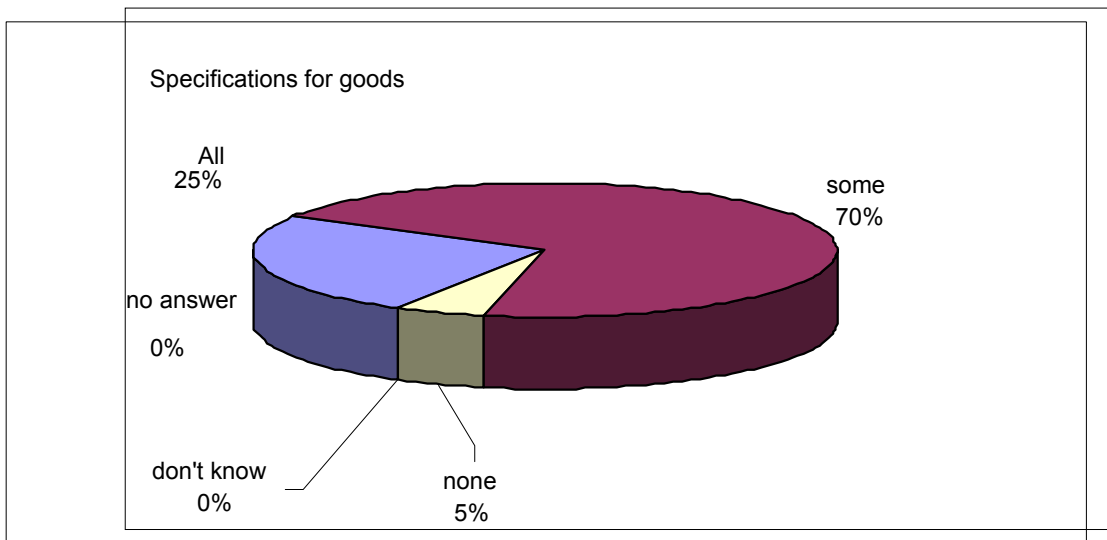
Responsibility	Numbers of local authorities
Central unit	20
Decentralised but supported	19
Local units not supported	3
Self-responsibility of municipal companies	2
Decentralised responsibility within departments	1
Corporate Procurement Unit	1
Total*	46

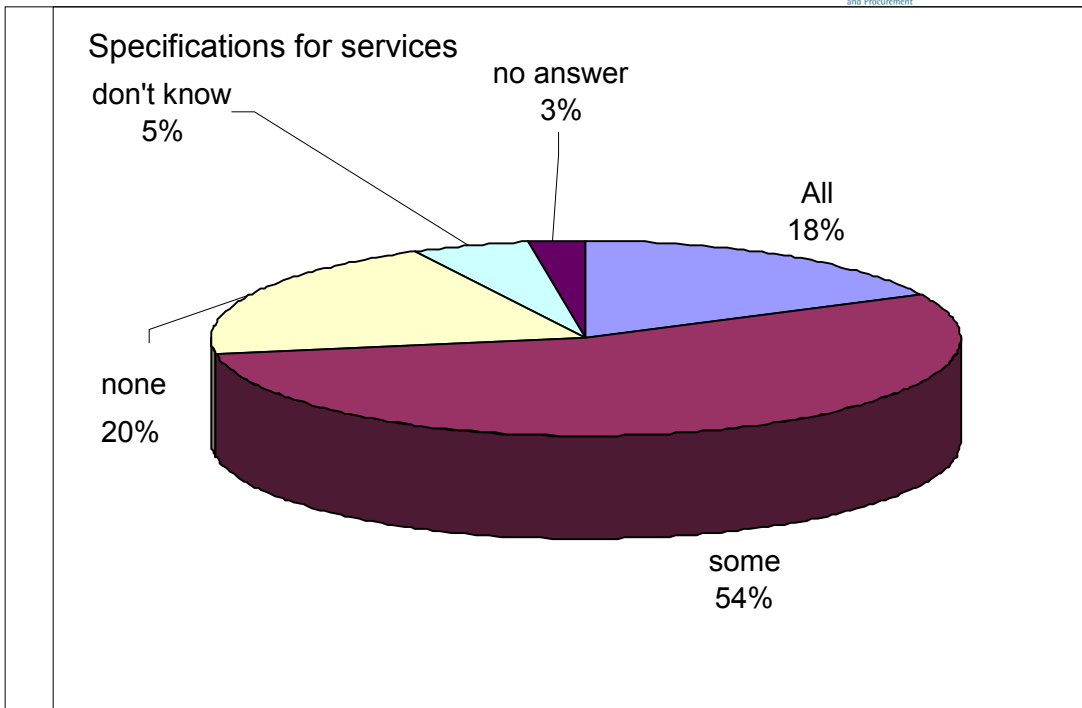
*The total of 46 suggests that in a number of the local authorities, there was a lack of clarity as to where the procurement function was located or that the procurement function was provided by a number of the responsibility categories described in the questionnaire.



3.3.2 Environmental Considerations Factored into Procurement Relevant to EMS Units/Sites

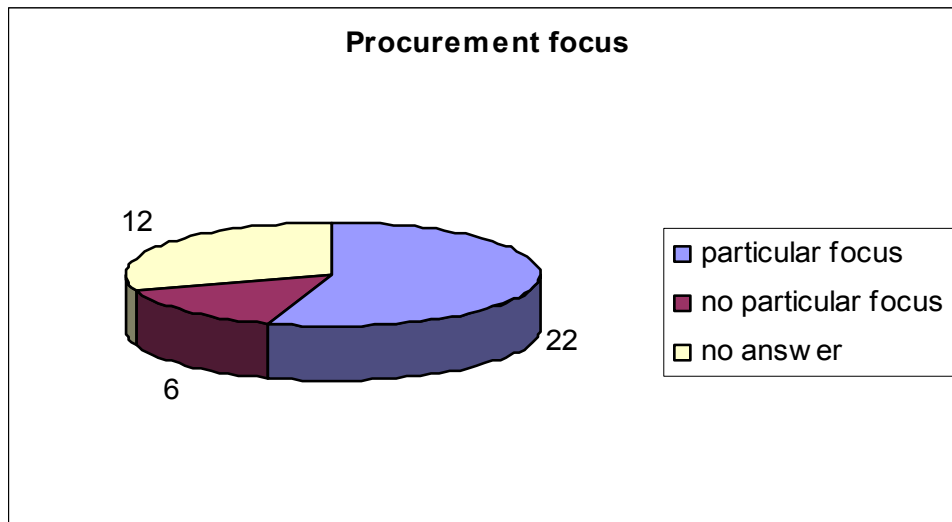
Environmental Considerations factored into Specification	All	some	none	don't know	no answer	total
Specifications for goods	10	28	2			40
Specifications for services	7	22	8	2	1	40



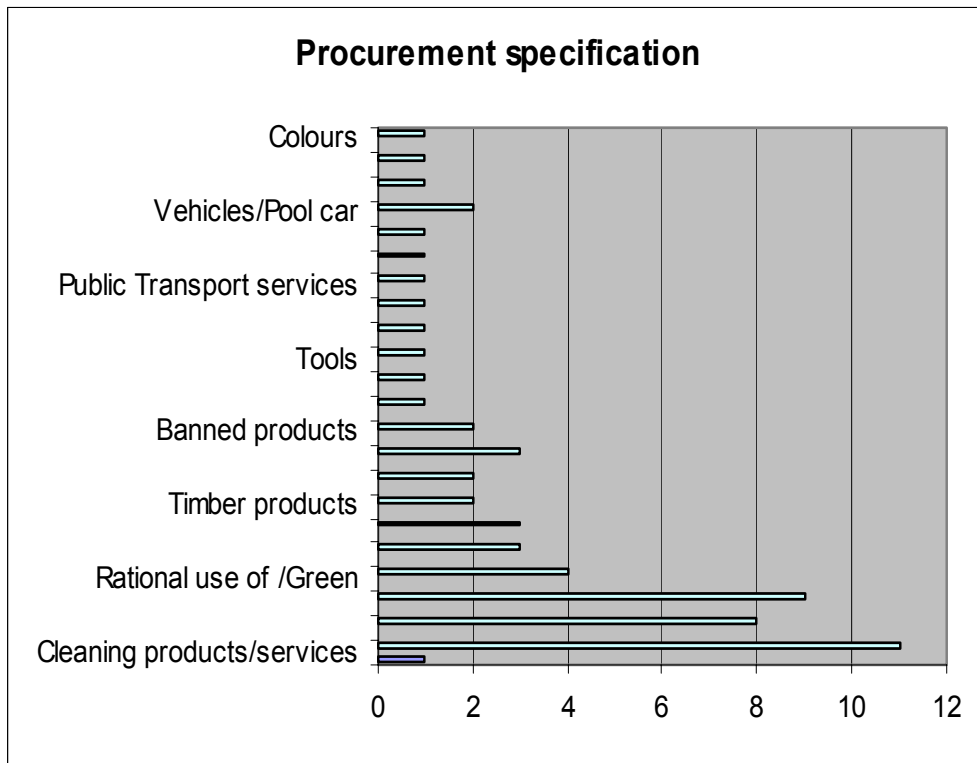


3.3.3 Particular Focus on Procurement

Procurement Focus	Number of Local Authorities
particular focus	22
no particular focus	6
no answer	12
Total	40



Specifications	Number of Local authorities
Cleaning products/services	11
Paper	8
Office consumables	9
Rational use of /Green energy	4
Food, Milk	3
Building products and services	3
Timber products	2
Vehicle fuels	2
PC equipment	3
Banned products	2
Fish	1
Pesticides, herbicides and peat	1
Tools	1
Spare parts	1
Uniforms-clothes-shoes	1
Public Transport services	1
Fair Trade products	1
cables	1
Vehicles/Pool car contracts	2
Tenders, projects	1
Office furniture	1
Paint	1



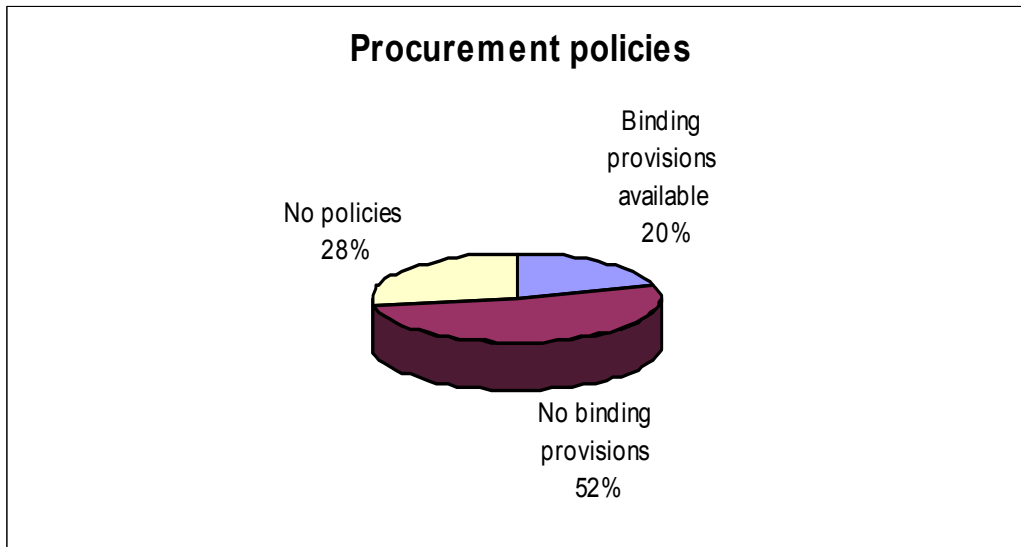
3.3.4 Green or other Sustainability Principles in Procurement

Sustainability Principles Number of local Authorities

Binding provisions available	8
No binding provisions	21
No policies	11
Total	40

If No –Has development begun?

Yes	3
No	0
Not clear	1
No answer	26
Total	30

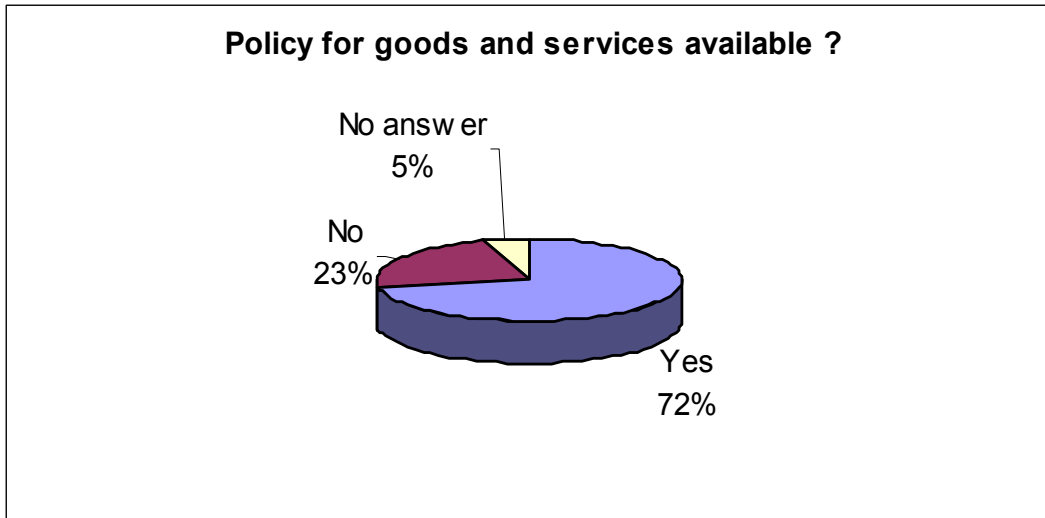


3.4 Question 4 – Environmental Policy and Practice in Relation to Procurement

3.4.1 Availability of environmental policy, objectives or targets related to the procurement of goods and services

Availability	Number of Local Authorities
Yes	29
No	9
No answer	2
Total	40

If No –Has development begun?	
Yes	2
No	1
No answer	8
Total	11



3.4.2 Availability of environmental policy, objectives or targets related to the management of contracts awarded

Policy Available	Number of Local Authorities
Yes	16
No	21
No answer	3
Total	40

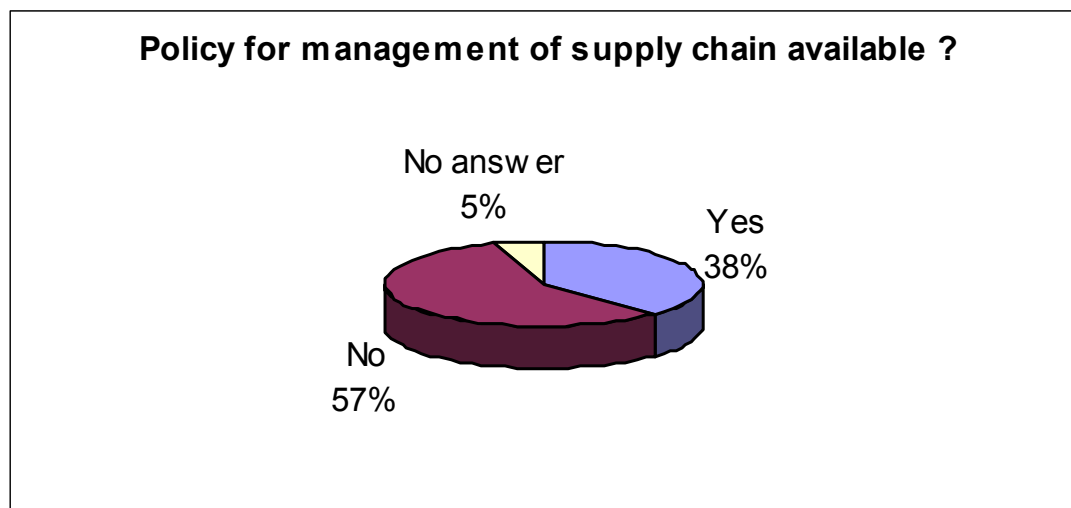
If No -Has Policy Development Started?	Number of Local Authorities
Yes	5
No	3
No answer	13
Total	21



3.4.3 Availability of environmental policy, objectives or targets related to the management of supply chain

Environmental Policy available	Number of Local Authorities
Yes	15
No	23
No answer	2
Total	40

If No –Has policy development Begun?	Number of Local Authorities
Yes	3
No	0
No answer	22
Total	25

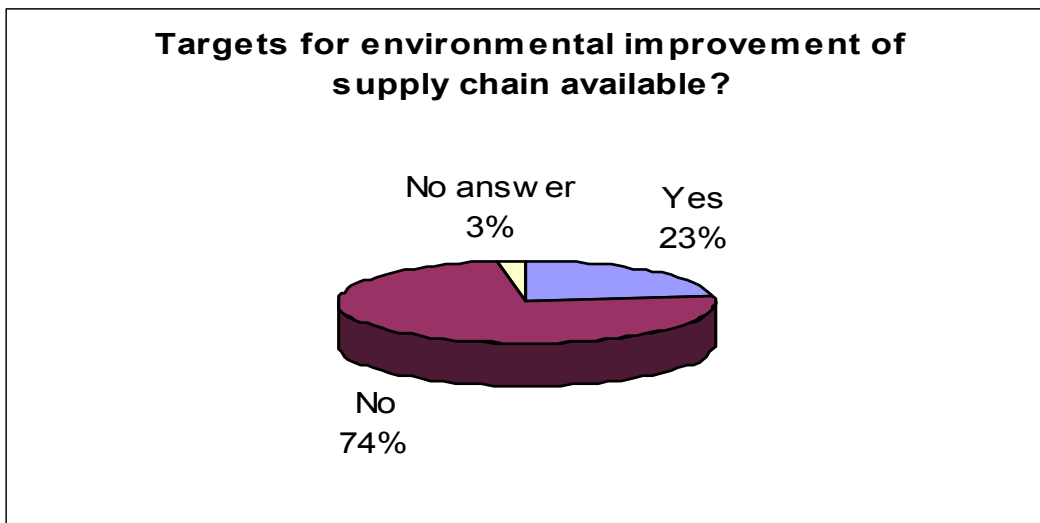


3.4.4 Availability of performance targets for the environmental improvement of supply chain

Performance Targets Available	Number of Local Authorities
Yes	9
No	30
No answer	1
Total	40

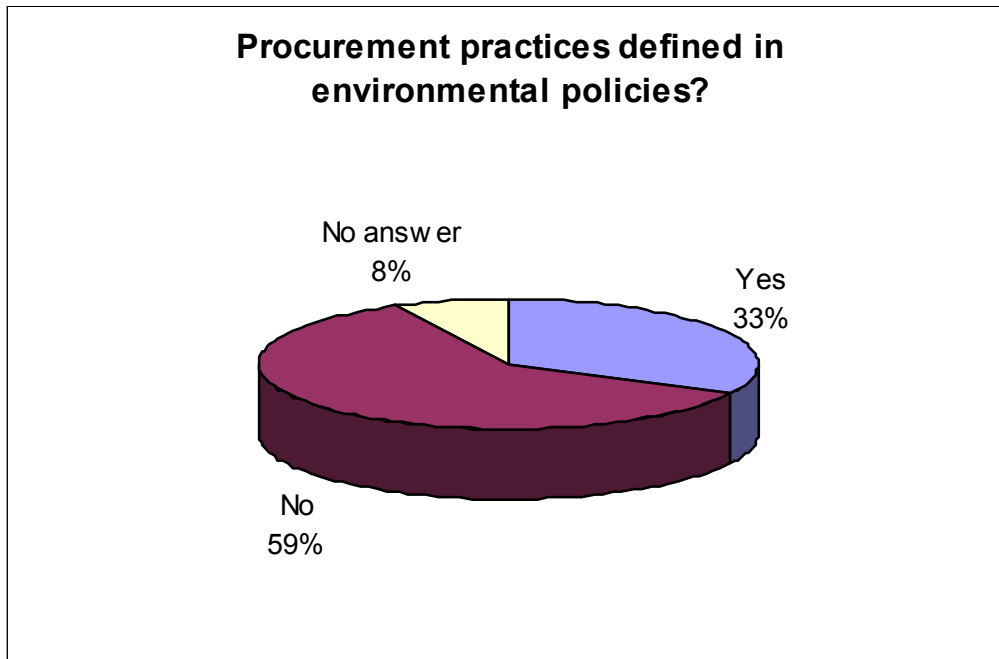
If No –Are Performance Targets being Developed?

Yes	1
No	3
No answer	27
Total	31



3.4.5 Do you have any other procurement practices which are defined by your environmental policy, objectives or targets?

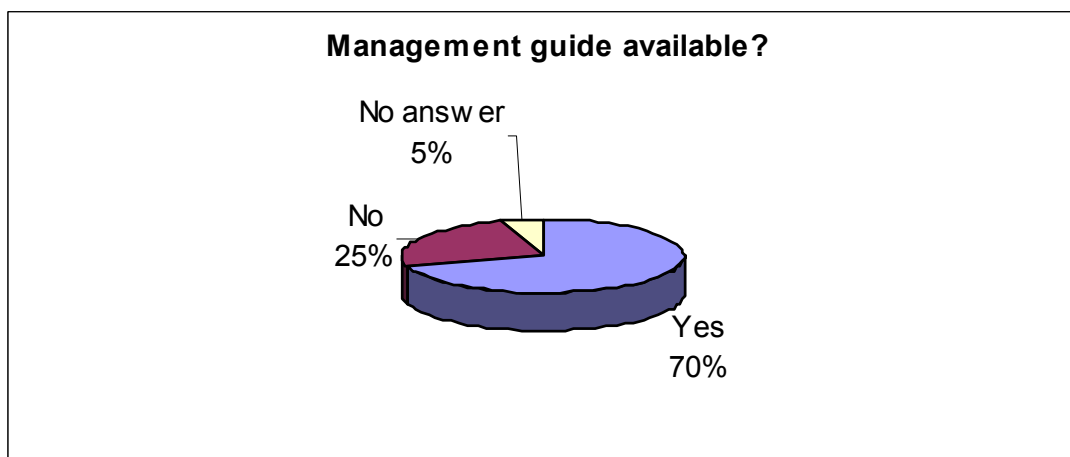
Other Procurement Practices Defined by Environmental Policy	Number of Local Authorities
Yes	13
No	24
No answer	3
Total	40



3.5 Question 5. - Environmental management procedures in place for procurement

3.5.1 Availability of management guide or document which sets out procurement procedures

Procurement Procedures in Place	Number of Local Authorities
Yes	28
No	10
No answer	2
Total	40

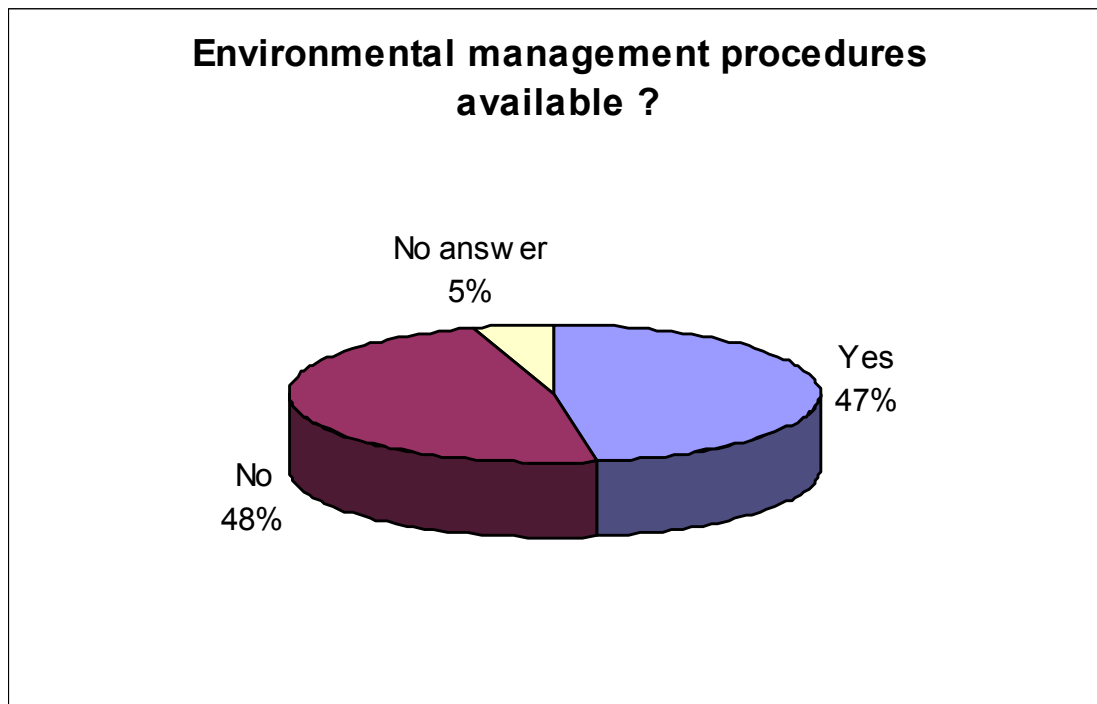


3.5.2 Availability of environmental management procedures for procurement

Environmental Management Procedures for Procurement	Number of Local Authorities
Yes	19
No	19
No answer	2
Total	40

If No Procedure in Place- Has development of procedure been started?

Yes	1
No	1
No answer	



3.5.3 Wish list of environmental management procedures for procurement

Answer	21
No answer	19
Total	40

Issues mentioned	
1	Identifying specifications for selected products
2	Municipal Council approval of the specifications
3	Municipal Council approval of the new budget, which will allow the substitution of purchases by green products
4	Assessment criteria proportionate to environmental opportunity and financial value
5	Apply to existing environmental and social labels and certifications
6	Include transport issue
7	Exercise control of external companies
8	Unification of operational safety and environmental management
9	Control and management of environmental data as part of internal audit
10	Procedures that complimented the construction procurement process and contractual arrangements in CDM – rather than being at odds with current best practice as is currently the situation
11	A procedure that could be applied to a range of procurement decisions to ensure that environmental issues are assessed in a comparable and equal way
12	A procedure which allowed financial flexibility in applying env factors.
13	That a product is made out of recyclable materials, emissions for air pollution and noise control
14	A risk based process for analysing the potential impact of the suppliers/ contractor on the environment so that the council could specify what we would expect depending on their environmental risk.
15	Environmental procurement procedures geared to specific issues e.g. GHG reduction.
16	Whole Life Costing
17	Sustainable Design of Products
18	EMAS development/or other environmental accreditation scheme for suppliers/contractors
19	training pack for contract managers in developing environmental specifications (in line with significance analysis) and contract monitoring and management to ensure specifications are complied with.
20	Simple tools for looking at wide array of issues (energy, waste, water, chemicals) within purchasing to enable one purchasing policy, not several.
21	Supply chain improvements – we have not done much in this

Issues mentioned	
	area, tools / procedures useful. We work with immediate contractors but not so much further down the supply chain.
22	Procedure for drawing up contract specification clauses
23	Procedure for bid evaluation
24	Client contract management procedures
25	Environmental criteria, analysis and evaluation of products
26	Evaluation of supplier
27	Evaluation of products
28	Procurement manual, ban list, recycling concept
29	Wood & timber
30	IT equipment
31	Buildings
32	Online-database of dangerous substances
33	Training of procurement officers
34	Improved communication within organisation
35	Procurement checklist "vehicles" & "IT"
36	Procurement checklist energy saving construction and communication technology
37	competent procurement internet portal

3.6 Question 6. Future plans for integrating EMS and Procurement

3.6.1 Plans for integration of EMS into procurement processes or vice versa

Answer	21
No answer	19
No plans	4
Total	40

Plans Mentioned	
1	Broader dissemination of EMAS registration
2	We have ISO 9002:2000 integrated with ISO 14001
3	own procurement policy based on the City's policy
4	Our local district board has decided that all our units must get an Environmental Diploma.
5	To get that Diploma you must address issues regarding procurement. For instance, you must provide a list of all your chemical products.
6	Strengthening of information, obligation and binding training session
7	More specific lists of products to avoid and look out for.
8	More commitment from the top to these issues
9	Development of criteria for green procurement
10	The plan is to integrate ecoBUDGET into procurement processes in the

Plans Mentioned	
	next cycle 2004-2005
11	First stages of looking at various options and discussion with procurement department. e.g environmental supply chain projects, risk based analysis etc
12	Continue to promote environmental good practice and procurement into the projects, extending policies from current remit of office management.
13	Environment City Team coordinate EMAS and are part of the Sustainable Development Division in the Development Department
14	Leeds City Council gained EMAS status for the whole council in May 2002. Twice yearly Leeds City Council is audited by outside auditors and we have to prove continued environmental performance including the Council's procurement procedures
15	The Procurement Strategy with the development of the Sustainable Procurement Strategy - Socially Responsible Procurement will mean that there will be a need to review the Councils environmental strategies and policies (including work around EMAS and ISO 14001) and develop a range of clear procurement objectives which will contribute to the Council's environmental objectives.
16	The LEAP project will help us to integrate our procurement and EMS processes
17	Improving work on contracts to ensure operational control. Development of comprehensive sustainable procurement strategy. Cost is an overriding factor.
18	Once EMAS registration is achieved for Green Scene services it is planned to implement EMAS in the corporate procurement function.
19	EMS Registration for the corporate strategic procurement unit
20	Implementation of guide
21	Local procurement standards
22	City Buy are going for EMAS registration

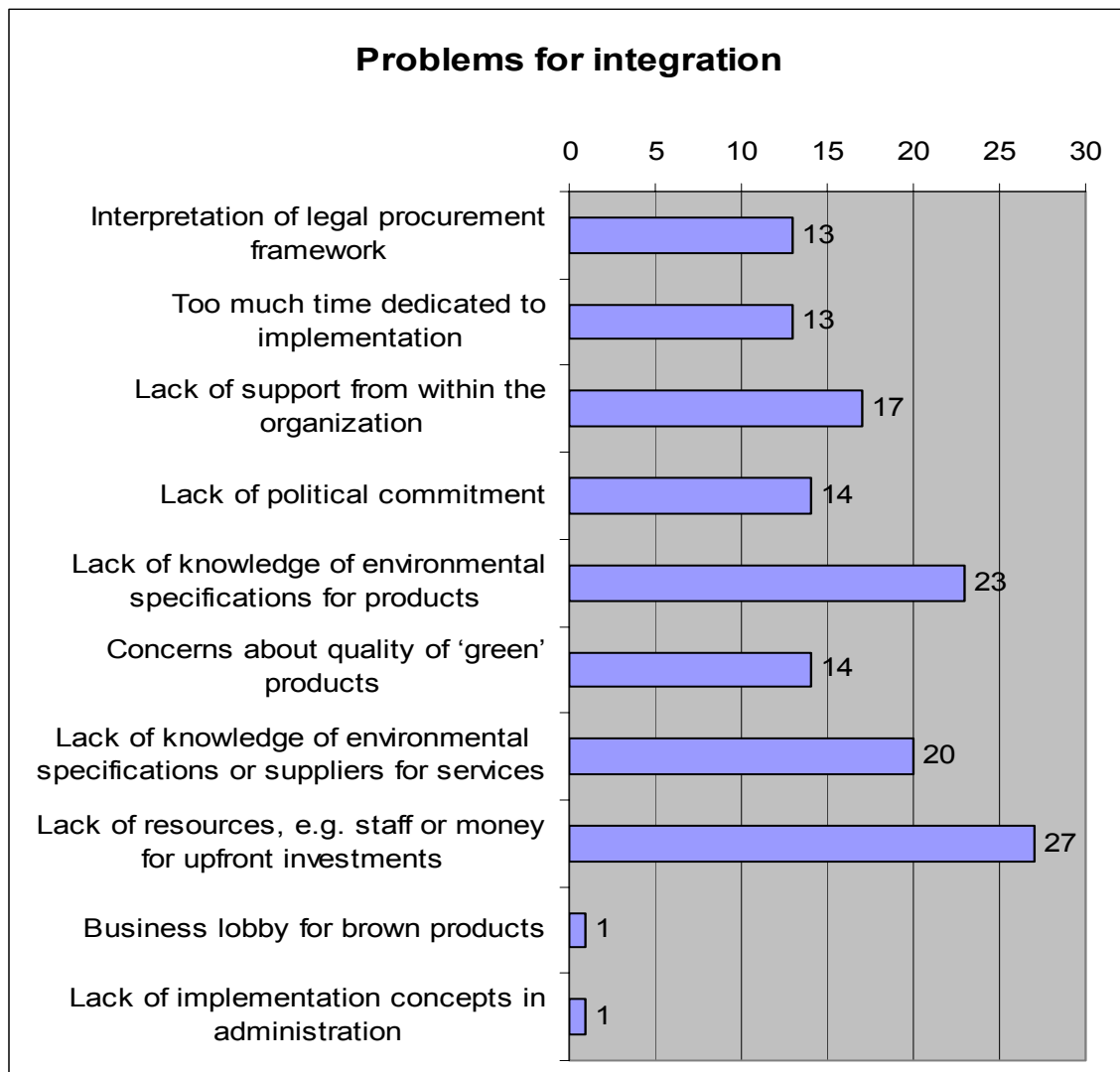
3.7 The barriers when integrating environmental management and procurement

3.7.1 Problems for integration of EMS and procurement

Answer	39
No answer	1
Total	40

Problems with Integration of Environmental Management and Procurement	Number of LA's identifying the problem
Interpretation of legal procurement framework	13
Too much time dedicated to implementation	13
Lack of support from within the organization	17

Problems with Integration of Environmental Management and Procurement	Number of LA's identifying the problem
Lack of political commitment	14
Lack of knowledge of environmental specifications for products	23
Concerns about quality of 'green' products	14
Lack of knowledge of environmental specifications or suppliers for services	20
Lack of resources, e.g. staff or money for upfront investments	27
Business lobby for brown products	1
Lack of implementation concepts in administration	1



3.8 Annex: Extended questionnaire on products covered

These questions were taken from the European Commission Survey on the "State of Play in Green Purchasing", which was conducted by ICLEI in early 2003. The questions seek to identify the environmental criteria that are currently being included into the calls for tender for each of 10 different product or service groups.

3.8.1 Product group – Copying Paper

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Contains recycled fibres	3
B - Is 100% recycled paper	15
C - Contains 50% or more of post-consumer waste	6
D - Is non-bleached	3
E - Is bleached chlorine-free	7
F - Is from 25 to 50% recycled paper	1
G - Recycling paper made of white paper	1
H - From sustainably managed forests	1
Answer	21
No answer	19
Total	40

3.8.2 Personal Computers

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require that PC turns in stand-by mode	13
B - Require that PC uses less than 5Watts whilst in stand-by mode	4
C - Require that monitors be energy-efficient flat-screen monitors	8
D - Require that PC components can be upgraded for a number of years	4
E - Require that supplier assume take-back responsibility for all parts	5
F - Require metal instead of plastic housing	1

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
G - Device are being leased, not purchased	1
H - Flat screens where possible, computers refurbished and resold / recycled	1
Answer	17
No answer	23
Total	40

3.8.3 Canteen Food

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require that fish products come from a sustainable fishery	0
B - Require that food or food products are free of genetically modified organisms (GMO)	5
C - Require that food or food products take account of what is in season	1
D - Require food is from organic agriculture	1
Answer	7
No answer	33
Total	40

3.8.4 Electricity

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - More than 5% of electricity is from renewable resources	5
B - Require that electricity be produced from highly efficient power generators (e.g. combined heat and power)	0
C - Require that electricity purchased comes from additional renewable supply capacity	1
D - Require that electricity is nuclear free	1
E - Require 100% green energy	3
Answer	8
No answer	32
Total	40

3.8.5 Vehicles

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require that vehicles are fuelled by natural gas (CNG or LPG)	3
B - Require that vehicles are fuelled by bio diesel	2
C - Require that vehicles are fuelled by methanol	1
D - Require that vehicles be fuel efficient	11
E - Require that vehicles meet the Euro IV emission standard	9
F - Require that the vehicles meet the Euro V emission standard	2
G - All new vehicles are fuelled by natural gas	1
H - ban on leaded petrol	1
I - Purchase EURO 3 spec Lean burn diesel engine vehicles	0
L - Require ultra low sulphur diesel to be used in all council vehicles	1
M - Have electric vehicles in the Council fleet	1
N - Aiming to move to 100% non petrol / diesel in fleet by 2010	1
O - Require that the vehicles meet the minimum standard Euro II	1
Please provide an estimation of the percentage use in calls for tender of the single most used criterion	
Answer	20
No answer	20
Total	40

3.8.6 Cleaning Services

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require that micro-fibre cloths be used	5
B - Specify that cleaning be done according to the demand (i.e. only when necessary)	9
C - Require that toxic substances be excluded from use	17
D - Require that unnecessary substances be excluded from use	17
E - Environmentally preferable products used	1

Answer	20
No answer	20
Total	40

3.8.7 Buildings

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require higher insulation standards than legal standards	5
B - Require that materials used are from renewable resources	2
C - Require that building be designed to maximise use of solar energy or similar energy improvement measures	4
D - Require use of grey water or water efficiency measures	6
E - Green material	2
F - Require timber from sustainably managed forests and use recycled plastic, environmental paints to a high level.	1
G - Aim for higher insulation standards than legal standards	1
H - Buildings rented	1
Answer	14
No answer	26
Total	40

3.8.8 Horticultural Services

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require that street maintenance is carried out without pesticides	10
B - Require that park maintenance is carried out without pesticides	11
C - where not possible to avoid use of these ensure COSHH is followed	
Answer	13
No answer	27
Total	40

3.8.9 Timber Products

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Require that timber products come from legally logged forests	5
B - Require that timber products come from certified sustainable forestry	8
C - Exclude certain timber origins	6
D - Interdiction of tropical timber	2
E - Municipal forest FSC certified	1
Answer	15
No answer	25
Total	40

3.8.10 Office Furniture

Environmental Performance Criteria Being Applied	Number of Local Authorities Applying Criteria
A - Ask where the timber originated from	4
B - Require that fewer volatile substances for surface sealing are used	7
C - Require that the product(s) be durable	13
D - Require that the product(s) be repairable	12
E - buy second hand or refurbished furniture	1
Answer	16
No answer	24
Total	40

APPENDIX A

LOCAL AUTHORITY EMS AND PROCUREMENT QUESTIONNAIRE



The LEAP Project – Environmental Management Systems and Procurement – A Local Authority Questionnaire

Introduction

The **Local Authority EMS and Procurement (LEAP)** project is a 3-year EU LIFE funded project that started this autumn. The objectives of the project are:

1. To develop tools for local authorities to systematically, effectively and efficiently deal with green procurement as part of an EMS.
2. Applying the tools to test joint procurement approaches to overcome market barriers in Europe for 'green' purchasing.

Project Partners

The project is being lead by Leicester City Council (UK)
It involves the following partners:

Barcelona Provincial Council (Spain)
Global to Local (UK)
Guildford Borough Council (UK)
Improvement and Development Agency (IDeA) (UK)
Municipality of Almada (Portugal)
Municipality of Amaroussion (Greece)
Municipal Enterprise of Holargos (Greece)
Municipality of Kalithea (Greece)
London Borough of Lewisham (UK)
London Borough of Southwark (UK)
London Borough of Sutton (UK)
Sandwell Metropolitan Borough Council (UK)
SPS Stockholm (Sweden)
Torslanda – Göteborg (Sweden)
ICLEI – Local Governments for Sustainability

If you wish to find out more about the LEAP project you can contact Alison Lea, the Project Co-ordinator at Leicester City Council, at Tel.: +44 (0)116 252-8139; Fax: +44 (0)116 255-6385; E-mail: leaaa001@leicester.gov.uk

Purpose of the Questionnaire

It is critical that the LEAP project builds on existing good practice related to improving environmental management of local authority procurement activities. The first task of the project is therefore a questionnaire review of existing verifiable Environmental Management Systems used by local authorities in the procurement of goods, to identify current levels of integration, approaches and limitations.

The questionnaire is being sent out to municipalities across Europe that have a verifiable Environmental Management System in place or are in the process of developing a system. Verifiable Environmental Management Systems include:

- EMAS (the Eco-Management and Audit Scheme)
- ISO14001
- ecoBUDGET
- Other locally recognised Environmental Management Systems

Benefits of Participating in this Questionnaire

Tackling the environmental impacts of public sector procurement activities is one of the biggest environmental challenges facing municipalities across Europe. The responses to this questionnaire should provide a lot of valuable information for any municipality wanting to find out how others are already dealing with the issues.

The results of the questionnaire will be made available to all the municipalities who respond, as well as to those who are part of the LEAP project.

Privacy Statement

It is expected that the questionnaire responses will contain the considered views of relevant managers from each organisation. Information provided for this questionnaire will be used only for the purpose of the questionnaire report and the LEAP project. No directly attributable information will be presented in the report.

Questionnaire on the Application of Environmental Management Procedures to Public Sector Procurement

A: Contact Information

Name of local authority / municipality:

Address:
Telephone:
Fax:
E-Mail:
Contact name and title:

B: Background to your use of an Environmental Management System

B1: Which Environmental Management System (EMS) is your local authority / municipal organisation implementing?

- EMAS
- ISO 14001
- ecoBUDGET
- Other: (please specify)_____

If EMAS or/and ISO14001, please answer B2. If ecoBUDGET or other, please skip to B3

B2: Please indicate at which stage you are in terms of developing EMAS/ISO 14001 for your local authority / municipal organisation:

- Full registration for all functions / sites
- Registration for some functions / sites
- Verified but not registered yet for any function / site
- EMAS implementation in progress, some procedures operating
- At early stages of implementation
- Not yet implementing an EMS – But have plans to implement in the next 3 years

B3: Please state which parts of your authority / organisation are, or will be, covered by an EMS

- The entire local authority / municipality
- Only the following functions:_____
- Only the following sites:_____

B4: Do those parts of your organisation that are or will be registered under EMS have any procurement functions¹? Tick any as follows:

Yes:

Yes - but limited: (state which units / sites _____)

No

C: Background to how your procurement functions are managed

C1: Please tell us how procurement is managed in your local authority / municipality

A central unit that deals with most procurement contracts and other, local units predominately being supplied through these contracts;

A central unit that determines the policy and framework with local units making their own decisions within the framework given;

Local units only with no central support and monitoring;

Any other: please describe: _____

C2: Are environmental considerations factored into the procurement relevant to EMS units/sites:

Specifications for goods take into account environmental issues

All Some None

Specifications for services take into account environmental issues

All Some None

Please give examples of this for specific products, if possible.

We have completed the questionnaire of the EU Survey on the State of Play of Green Procurement for ICLEI in 2003

Please find details in the annex.

C3: Are you focussing on particular goods. Please specify:

C4: Has your local authority got a procurement policy detailing green or other sustainability principles?

Yes, this policy includes binding provisions to purchasers

Yes, but there are no binding provisions, which could be monitored and sanctioned.

If yes – could you please append an electronic copy, if possible.

¹ Procurement functions meaning the right to establish contracts on the supply of products, works or services worth more than EUR 5,000 or a substantial input in the design of call for tenders (e.g. on environmental criteria applied).

No

If No - Are you beginning to develop a policy? Can you provide information on what you are doing?

D: Your environmental policy and practice in relation to your procurement

D1: Have you got any environmental policy, objectives or targets related to the procurement of goods and services?

Yes

If yes – please append an electronic copy, if possible.

No

If No – Are you beginning to develop environmental policies, objectives or targets related to the procurement of goods and services? Can you provide information on what you are doing?

D2: Have you got any environmental policy, objectives or targets related to the management of your contracts, once awarded?

Yes

If yes –please append an electronic copy, if possible.

No

If No – Are you beginning to develop environmental policies, objectives or targets related to the management of contracts, once awarded? Can you provide information on what you are doing?

D3: Do you have you any environmental policy, objectives or targets related to the management of your supply chain?

Yes

If yes – could you please append an electronic copy.

No

If No – Are you beginning to develop environmental policies, objectives or targets related to the management of your supply chain? Can you provide information on what you are doing?

D4: Do you have any performance targets for the environmental improvement of your supply chain?

Yes

If yes – could you please append an electronic copy and an indication as to how performance against the targets is measured.

No

If No – Are you beginning to develop performance targets related to the environmental improvement of your supply chain? Can you provide information on what you are doing?

D5: Do you have any other procurement practices which are defined by your environmental policy, objectives or targets?

Yes

If yes –please append an electronic copy or relevant description.

No

E: Environmental management procedures in place for procurement

E1: Do you have a management guide or document which sets out your procurement procedures?

Yes

No

E2: Do you have you any environmental management procedures in place for procurement? (such as Environmental analysis, Model for prioritising products, Guidelines/tool for implementing environmental criteria, etc)

Yes

If yes –please append an electronic copy or relevant description.

No

If No- are you in the process of developing any environmental management procedures related to procurement? Can you provide information on what you are doing?

E3: If you could request the development of 3 environmental management procedures for procurement, what would they be? (Please provide details below)

F: Your future plans for integrating EMS and procurement

F1: Please describe below what, if any, plans you have to further integrate your EMS into your procurement processes or vice versa:

G: The barriers you are encountering when integrating environmental management and procurement

G1: Please indicate below which of the following causes you or your organization problems (select all that apply):

Interpretation of legal procurement framework, especially EU directives and the "Interpretative communication by the European Commission" (Com (2001) 274);

Too much time dedicated to implementation

Lack of support from within the organization

Lack of political commitment

Lack of knowledge of environmental specifications for products

Concerns about quality of 'green' products

Lack of knowledge of environmental specifications or suppliers for services

Lack of resources, e.g. staff or money for upfront investments

Any other: Please state



G2: Which of the following options might help to start or develop green procurement activities in your organisation? (Please select all that apply):

- Access to written information (e.g. manual, procurement guidelines)
- An exchange of current green procurement practices with pioneer cities
- Training workshops
- Advice from an external consultant
- Access to an online database of environmental criteria
- Other: _____

Would you like to receive further information on:

- The LEAP project
- ecoBUDGET –an Environmental Management System for Local Governments
- BIG-Net – the “Buy it Green”-Network of Sustainable Procurement Professionals in Europe
- Procura⁺ Sustainable Procurement Campaign
- Future European project opportunities in the following area: _____

Thank you for completing the questionnaire. We will be happy to keep you informed both of the final results of this questionnaire and the progress of the project in general. Please indicate below if you do NOT want us to keep you informed via our newsletter.

I do not want to receive electronic newsletters

Please return to: sustainability.management@iclei-europe.org

Annex: Extended questionnaire on products covered

These questions were taken from the European Commission Survey on the "State of Play in Green Purchasing", which was conducted by ICLEI in early 2003. If you have answered these questions already, you do not need to repeat the exercise. If not, please go through the 10 different products and service groups listed below and the corresponding environmental criteria provided. Please mark the environmental criteria that are currently being included into the calls for tender for each group. If your institution includes other criteria, please identify them in the space provided.

Copying Paper		
	A - Contains recycled fibres	E - Is bleached chlorine-free
	B - Is 100% recycled paper	F -
	C - Contains 50% or more of post-consumer waste	G -
	D - Is non-bleached	H -

Personal Computers (PC)		
	A - Require that PC turns in stand-by mode	E - Require that supplier assume take-back responsibility for all parts
	B - Require that PC uses less than 5Watts whilst in stand-by mode	F -
	C - Require that monitors be energy-efficient flat-screen monitors	G -
	D - Require that PC components can be upgraded for a number of years	H -

Canteen food or catering services		
	A - Require that fish products come from a sustainable fishery	D - Require food is from organic agriculture
	B - Require that food or food products are free of genetically modified organisms (GMO)	E -
	C - Require that food or food products take account of what is in season	F -

Electricity		
	A - More than 5% of electricity is from renewable resources	D - Require that electricity is nuclear free
	B - Require that electricity be produced from highly efficient power generators (e.g. combined heat and power)	E -
	C - Require that electricity purchased comes from additional renewable supply capacity	F -

Vehicles		
	A - Require that vehicles are fuelled by natural gas (CNG or LPG)	E - Require that vehicles meet the Euro IV emission standard
	B - Require that vehicles are fuelled by biodiesel	F - Require that the vehicles meet the Euro V emission standard
	C - Require that vehicles are fuelled by methanol	G -
	D - Require that vehicles be fuel efficient	H -
Please provide an estimation of the percentage use in calls for tender of the single most used criterion		

Cleaning services		
	A - Require that micro-fibre cloths be used	D - Require that unnecessary substances be excluded from use
	B - Specify that cleaning be done according to the demand (i.e. only when necessary)	E -
	C - Require that toxic substances be excluded from use	F -

Buildings		
	A - Require higher insulation standards than legal standards	D - Require use of grey water or water efficiency measures
	B - Require that materials used are from renewable resources	E -
	C - Require that building be designed to maximise use of solar energy or similar energy improvement measures	F -

Horticultural services		
	A - Require that street maintenance is carried out without pesticides	C -
	B - Require that park maintenance is carried out without pesticides	D -

Timber products		
	A - Require that timber products come from legally logged forests	D -
	B - Require that timber products come from certified sustainable forestry	E -
	C - Exclude certain timber origins	F -

Office furniture			
	A - Ask where the timber originated from		D - Require that the product(s) be repairable
	B - Require that fewer volatile substances for surface sealing are used		E -
	C - Require that the product(s) be durable		F -

APPENDIX B

INTRODUCTORY LETTER



THE LEAP PROJECT

Dear Colleague,

We are leading an EU LIFE funded project to look at how local authorities can use Environmental Management Systems to effectively deal with green procurement. The 3-year project started in October 2003, and involves 15 local authorities and other relevant organisations. It is critical for the LEAP project to build upon existing good practices related to improving the environmental management of local authority procurement activities. The project's first task, therefore, consists of a questionnaire **review of existing verifiable Environmental Management Systems (EMS) used by local authorities in the procurement of goods, in order to identify current levels of integration, approaches and limitations.**

The questionnaire is being sent out to municipalities across Europe that have a verifiable Environmental Management System in place or are in the process of developing a system. We would greatly appreciate it if you could complete the attached questionnaire and return it to sustainability.management@iclei-europe.org by **Tuesday January 20, 2004**. The questionnaire should take approximately 15 minutes to complete.

The responses to this questionnaire should provide valuable information for any municipality wanting find out how others are already dealing with the issues. The results of the questionnaire will be made available to all the municipalities who respond, as well as to those which are part of the LEAP network.

Privacy Statement

It is expected that the questionnaire responses will contain the considered views of relevant managers from each organisation. Information provided for this questionnaire will be used only for the purpose of the questionnaire report and the LEAP project. No directly attributable information will be presented in the report.

The attached questionnaire further explains the project and its partners. If you wish to obtain more information on the LEAP project, please do not hesitate to contact me at ICLEI

Tel.: +49-761-36892-0

Fax: +49-761-36892-59

E-mail: sustainability.management@iclei-europe.org

or the project coordinator at Leicester City Council:

Alison Lea

LEAP Project Co-ordinator

Leicester City Council



Tel.: +44 (0) 116 252-8139

Fax: +44 (0) 116 255-6385

E-mail: leaaa001@leicester.gov.uk

I would like to thank you, in anticipation, for completing the questionnaire, and look forward to receiving your responses.

Kind regards,