

	Foundation	Embed	Practice	Enhance	Lead
	Level 1	Level 2	Level 3	Level 4	Level 5
PEOPLE	Sustainable procurement champion identified. (PE1a) ✓	All procurement staff have received basic training in sustainable procurement principles. (PE2a) ✓	Targeted refresher training on latest sustainable procurement principles. (PE3a) ✓	Sustainable procurement included in competencies and selection criteria. (PE4a)	Achievements are publicised and used to attract procurement professionals.
	Jonathan Jones Assistant Director of Finance and Jane Colbourne have been identified as Sustainable Procurement Champions	The whole procurement team has received advanced sustainable procurement training	Refresher training arranged for the 15 th September 2016	Competency framework includes sustainable procurement. Specific questions for selection at interview process to be added. Insurance Manager role is the first to include this and will be included from now on.	Sharing good practice at regional and national sector events. Press release detailing FF L4 success? Can liaise with the Communications Team. Achievement of FF level 4 has been included on the Website Website updated.
	Key procurement staff have received basic training in sustainable procurement principles. (PE1b) ✓	Key staff have received advanced training on sustainable procurement principles. (PE2b) ✓	Performance objectives and appraisal include sustainable procurement factors. (PE3b) ✓	Sustainable procurement is included as part of employee induction programme. (PE4b)	Internal and external awards are received for achievements.
	The whole procurement team has received advanced sustainable procurement training	The whole procurement team has received advanced sustainable procurement training	Core sustainability objective included as part of the PDR process for all procurement staff. Team meetings have ethical procurement as part of its agenda.	Finance Office induction slides and PDR documents now included as part of the evidence. All procurement staff would deliver ethical procurement via templates and procedures.	Applications to be completed during 2016/17 GEM BUAFTA's STG Award
	Sustainable procurement is included as part of a key employee induction programme. (PE1c)		Simple incentive programme in place. (PE3c) ✓		Focus is on benefits achieved
	Is currently part of induction All staff who join the procurement team are introduced to Sustainable Procurement via procedures and templates, also Finance Office induction scheme		Institutional rewards scheme utilised. Celebration and recognition through internal communication mechanisms with Sustainability team and others, annual staff award scheme, GEM awards and BUAFTA recognition awards.		Annual reporting to focus on benefits and improvements over the course of the year and on an ongoing basis. Reporting can be carried out via the annual VFM report and STG quarterly and good practice case studies.
					Good practice shared with other organisations.
					Sharing good practice at regional and national sector events. Speaking events NEUPC M6 Group West Midlands Group

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POLICY, STRATEGY & COMMUNICATIONS	Agree overarching sustainability objectives. (PSC1a) ✓	Review and enhance sustainable procurement policy, in particular consider supplier engagement. (PSC2a) ✓	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. (PSC3a) ✓	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. (PSC4a) ✓	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisation's EMS
	Institutional objectives have been developed by the Estates team and are well established within the institution. These objectives have been carried forward into the Procurement Strategy	Sustainability is considered as central to the procurement process and is contained within the wider procurement policy and overarching procurement strategy. This is supported by the Sustainable Procurement Overview document which details <i>all</i> aspects of activity.	Sustainability is considered as central to the procurement process and is contained within the wider procurement policy. This is supported by the Sustainable Procurement Overview document which details <i>all</i> aspects of activity. Strategy, induction and PDR, procedures and templates.	Sustainability is considered as central to the procurement process and is contained within the wider procurement policy. This is supported by the Sustainable Procurement Overview document which details all aspects of activity including annual review. This will also form part of the Procurement Maturity Assessment process.	Strategy can be reviewed by the Procurement Strategy Forum (Directors Group) and the University's Sustainability Task Group
	Simple sustainable procurement policy in place endorsed by CEO. (PSC1b) ✓	Ensure it is part of a wider Sustainable Development strategy. (PSC2b) ✓	Strategy endorsed by CEO. (PSC3b) ✓	Try to link strategy to EMS and include in overall corporate strategy. (PSC4b) ✓	The Sustainable Procurement strategy recognised by political leaders is communicated widely.
	Sustainability part of Procurement Strategy and we have a stand-alone Ethical Procurement Policy	Environmental Sustainability Strategy currently under review and sustainable procurement will feature with the support and input of both teams.	All policy and Strategy documents detailing sustainable procurement have high level sign-off. Head of Procurement is an Assistant Director of Finance and initiative is supported by the Director of Finance. This initiative also forms part of the agenda for the University's Sustainability Task Group, led by the Director of Estates.	Environmental Sustainability Strategy currently under review and sustainable procurement will feature with the support and input of both teams. Also part of the Theme 4 activity and feeds into the Sustainability Task Group.	Website refresh in place and other communication channels in place and utilised.
	Communicate to staff and key suppliers. (PSC1c) ✓	Communicate to staff, suppliers and key stakeholders. (PSC2c) ✓			A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework
	Website refresh in place and other communication channels in place and utilised.	Website refresh in place and other communication channels in place and utilised.			

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PROCUREMENT PROCESS	Expenditure analysis undertaken and key sustainability impacts identified. (PP1a) ✓	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. (PP2a) ✓	All contracts are assessed for general sustainability risks and management actions identified. (PP3a) ✓	Detailed sustainability risks assessed for high impact contracts. (PP4a) ✓	Life-cycle analysis has been undertaken for key commodity areas.
	Detailed expenditure analysis undertaken to determine the direction of the sustainable procurement activity. High impact, high risk, high spend and high opportunity (to maximise impact) areas examined as part of this process All Contracts have a Sustainability Impact Analysis carried out as part of the standard procurement process.	Detailed expenditure analysis undertaken to determine the direction of the sustainable procurement activity. High impact, high risk, high spend and high opportunity (to maximise impact) areas examined as part of this process	All contracts are assessed for general and high risk sustainability impacts as part of the core procurement process. Management actions clear throughout the procurement process.	All contracts are assessed for general and high risk sustainability impacts as part of the core procurement process. Management actions clear throughout the procurement process.	Life-cycle-analysis part of the procurement process Instructions to the team to be strengthened.
	Key contracts start to include general sustainability criteria. (PP1b) ✓	Sustainability is considered at an early stage in the procurement process of most contracts. (PP2b) ✓	Risks managed throughout all stages of the procurement process. (PP3b) ✓	Project/ contract sustainability governance is in place. (PP4b) ✓	Sustainability Key Performance Indicators agreed with key suppliers.
	All contracts are assessed for general and high risk sustainability impacts as part of the core procurement process. Management actions clear throughout the procurement process	All contracts are assessed for general and high risk sustainability impacts as part of the core procurement process. Management actions clear throughout the procurement process.	All contracts are assessed for general and high risk sustainability impacts as part of the core procurement process. Management actions clear throughout the procurement process	All team members are empowered to ensure sustainability is considered throughout the procurement process. KPI's developed to support evidencing progress.	KPI's will be shared with all suppliers as part of the NETpositive Supplier Engagement Tool roll-out and delivery. This can also form part of the strategy and KPI's
	Contracts awarded on the basis of value-for-money not lowest price. (PP1c) ✓	Whole-life-cost analysis adopted. (PP2c) ✓	Targets to improve sustainability are agreed with key suppliers. (PP3c) ✓	A life-cycle approach to cost/ impact assessment is applied. (PP4c) ✓	Progress is rewarded or penalised based on performance. ✓
	Contracts are awarded on the basis of VFM as matter of course. Evidenced in procurement process documentation.	Whole-life-cost analysis process adopted. Evidenced in procurement process documentation.	KPI's will be shared with all suppliers as part of the NETpositive Supplier Engagement Tool roll-out and delivery. Specific targets for suppliers are introduced as part of tender specification and contract management	All contracts are assessed for general and high risk sustainability impacts as part of the core procurement process. Management actions clear throughout the procurement process. KPI's on uptake of the SE Tool	Contract management has sustainability embedded throughout and so this is part of business as usual for the team.
	Procurers adopt Quick Wins. (PP1d) ✓				Barriers to sustainable procurement have been removed. Best practice shared with other organisations.
	Quick wins adopted.				Focus for 2016/2017 is removal of barriers for other internal procurers. Training and communications are already planned for delivery. Best practice will also be shared on an updated website and other communication channels.

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ENGAGING SUPPLIERS	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. (ES1a) ✓	Detailed supplier spend analysis undertaken. (ES2a) ✓	Targeted supplier engagement programme in place, promoting continual sustainability improvement. (ES3a) ✓	Key suppliers targeted for intensive development. (ES4a) Achievements are formally recorded. (ES4c) ✓	Suppliers recognised as essential to delivery of organisation's sustainable procurement strategy.
	Detailed expenditure analysis undertaken to determine the direction of the sustainable procurement activity. High impact, high risk, high spend and high opportunity (to maximise impact) areas examined as part of this process.	Detailed expenditure analysis undertaken to determine the direction of the sustainable procurement activity. High impact, high risk, high spend and high opportunity (to maximise impact) areas examined as part of this process.	Supplier engagement to be improved for all suppliers with the launch and roll-out of the NETpositive Supplier Engagement Tool in May 2016 Key suppliers will be engaged to pilot activity before launch. Roll out is now in process with supplier registration increasing.	Supplier engagement to be improved for all suppliers with the launch and roll-out of the NETpositive Supplier Engagement Tool in May 2016. Key suppliers will be engaged to pilot activity before launch. Suppliers now enlisting on the Tool	Celebrating this will be a central feature of the communications for 2016/7
	Key suppliers targeted for engagement and views on procurement policy sought. (ES1b) ✓	General programme of supplier engagement initiated, with senior manager involvement. (ES2b) ✓	Two-way communication between procurer and supplier exists with incentives. (ES3b) ✓	Achievements are formally recorded. (ES4c) ✓	CEO engages with suppliers or delegated officer and reporting structure.
	Supplier engagement to be improved for all suppliers with the launch and roll-out of the NETpositive Supplier Engagement Tool in May 2016. Key suppliers will be engaged to pilot activity before launch. Suppliers now enlisting on the Tool.	Supplier engagement to be improved for all suppliers with the launch and roll-out of the NETpositive Supplier Engagement Tool in May 2016. Key suppliers will be engaged to pilot activity before launch. SMT support for this activity. Suppliers now enlisting on the Tool.	Supplier engagement to be improved for all suppliers with the launch and roll-out of the NETpositive Supplier Engagement Tool in May 2016. Key suppliers will be engaged to pilot activity before launch. Suppliers now enlisting on the Tool.	The NETpositive Supplier Engagement Tool will provide the procurement team with data about the achievements of all suppliers in relation to sustainability and will be linked to institutional social responsibility targets Suppliers now enlisting on the Tool.	Existing support to be captured and communicated.
			Supply chains for key spend areas have been mapped. (ES3c)	Sustainability audits and supply chain improvement programmes in place. (ES4b)	Best practice shared with other/peer organisations.
				The NETpositive Supplier Engagement Tool will provide the procurement team with data about the achievements of all suppliers in relation to sustainability and will be linked to institutional social responsibility targets	Peer groups and networks are well utilised.
				CEO involved in the supplier engagement programme. (ES4d) ✓	Suppliers recognise they must continually improve their sustainability profile to keep the clients business.
				Jonathan Jones to lead this work with SMT support.	The NETpositive Supplier Engagement Tool will provide the procurement team with data about the achievements of all suppliers in relation to sustainability and will be linked to institutional social responsibility targets

MEASUREMENTS AND RESULTS

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Key sustainability impacts of procurement activity have been identified.(MR1a) ✓	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. (MR2a) ✓	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives. (MR3) ✓	Measures are integrated into a balanced scorecard approach reflecting both input and output. (MR4a) ✓	Measures used to drive organisational sustainable development strategy direction.
Staff have been empowered to undertake sustainability analysis of all commodity areas as part of business as usual. This analysis has identified key sustainability impacts for all category areas, these impacts are recorded and used to set specific targets for suppliers and have been integrated into the NET positive supplier engagement tool.	Staff have been empowered to undertake sustainability analysis of all commodity areas as part of business as usual. This analysis has identified key sustainability impacts for all category areas, these impacts are recorded and used to set specific targets for suppliers and have been integrated into the NET positive supplier engagement tool.	Institutional objectives in SR KPI's as well as local objectives identified for the procurement team. These are part of PDR, Category Plan, Strategy and policy documents.	Process in place for 2015/16. Reporting through STG.	The detailed impact analysis and the data from the NET positive Supplier Engagement tool continually informs are strategic priorities, measures and reporting.
	Measures implemented to manage the identified high risk impact areas. (MR2b) ✓		Comparison is made with peer organisations. (MR4b) ✓	Progress formally benchmarked with peer organisations.
	The procurement process identifies where staff should address issues raised by the impact analysis throughout the procurement process. This analysis has identified key sustainability impacts for all category areas, these impacts are recorded and used to set specific targets for suppliers and have been integrated into the NET positive supplier engagement tool.		A review of activity informed the refresh of the sustainable procurement strategy and will continue to inform this work. Peer groups and networks are well utilised. Peer groups would be; NEUPC M6 University's Group West Midlands Group TUCO	We use the FF to benchmark our performance against other institutions as well as through peer review through the purchasing consortia and our regional networks.
			Benefit statements have been produced (MR4c) ✓	Benefits from sustainable procurement are clearly evidenced.
			A narrative document has been produced as part of the approach and will continue to be updated to form the basis of understanding, and communicating, the benefits of this activity. PROC 012E Benefits Statement produced	A narrative document has been produced as part of the approach and will continue to be updated to form the basis of understanding, and communicating, the benefits of this activity Benefits of sustainable procurement are also detailed on our website for staff and suppliers.
				Independent audit reports available in the public domain.
				The NETpositive tool provides us with quarterly data on the positive impact of our suppliers in line with our strategic priorities. On an annual basis a research report is placed in the public domain. A highlight report is also placed on the website on a quarterly basis.