



the
UNIVERSITY
of
GREENWICH

SUSTAINABLE PROCUREMENT POLICY AND STRATEGY 2011-2014



ISSUED BY: PROCUREMENT & BUSINESS SERVICES

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1.0 INTRODUCTION

1.1 Context

The strong commitment of the University of Greenwich to protect the natural environment and improve the quality of life for everyone on whom it has an impact is emphasised in the University's **Sustainability Policy**, which has a cross-cutting theme applicable to all operational areas. The Sustainability Policy, as endorsed by the Vice Chancellor, can be found in **Appendix 1**.

Procurement policy and strategy at the University of Greenwich is the responsibility of the Procurement & Business Services Department. The University's **Procurement Policy** statement is as follows:

"Working collaboratively with clients, providers and public bodies to implement efficient and cost-effective procurement practices that achieve value for money expended on supplies, services and works and support the University's strategic objectives including corporate social responsibilities, primarily equalities and sustainability".

Procurement & Business Services aims to provide representatives of Schools, Offices, Institutes and Departments with advice and guidance to assist compliance with the University's *Value for Money* Procurement Policies and Strategies adopted to achieve Procurement Objectives approved by the University Court's Audit Committee.

The University recognises the need to spend its financial resources ethically and responsibly and Procurement & Business Services is committed to working with suppliers and other key stakeholders effectively and efficiently to this end.

The University of Greenwich has an annual non-pay spend of around £35 million and approximately 4,000 suppliers. Purchasing budgets are devolved across the University with Procurement & Business Services responsible for coordination and introduction of arrangements to facilitate this spend. All staff across the University are involved in procurement decisions due to their nature as users of supplies and services. Hundreds of these staff are involved in the specific placing and authorising of orders. The e-procurement Parabilis system is used to enhance compliance by contract take up, to keep track of devolved spending and to ensure efficiencies are utilised.

The UK Government is driving public sector sustainable procurement. The Sustainable Procurement Task Force was established in May 2005 and it released the Sustainable Procurement National Action Plan in 2006 along with the Flexible Framework, designed to enable public sector bodies to measure sustainable procurement progress. The UK Government remains a committed advocate of sustainable procurement.

The University is a member of the London Universities' Purchasing Consortium (LUPC) and utilises Higher Education, central government and other public sector framework agreements. These Consortia and joint agreements have begun to consider and specify sustainability criteria within purchasing contracts.

1.2 Drivers for Sustainable Procurement

Sustainable procurement is being pursued at the University of Greenwich as part of the University's wider commitment to sustainability and as an integral part of achieving best practice, efficient and cost effective procurement across the University.

Sustainable procurement sits within the University's strategic aims. The specific drivers for sustainable procurement are many and varied.

- **Legislative and regulatory drivers**

The UK Government and the EU have already issued guidance in this area, mandatory for central government bodies. It is possible that there will be regulation extending this to more organisations in the future. By prioritising sustainable procurement the University will position itself well to adapt to future legislation.

- **Capital funding prerequisite**

The Higher Education Funding Council for England (HEFCE) is increasingly requiring improvements, particularly with regard to carbon management and emissions reduction. HEFCE has stated an intention to include Scope 3 emissions, including supply chain emissions, in its 2012/13 assessment of University emissions. This assessment has the potential to affect the funding the University can access. It is thus imperative to consider the impact and sustainability of the University's procurement and supply chain.

- **Lower whole life costs**

Choosing more sustainable products and services is often a sound financial decision due to lower whole life costs. This is because characteristics of sustainable supplies and services include increased energy efficiency, reduced use of consumables, reduced waste and ease of recycling. Lower availability of both energy and resources is likely to result in rising costs, making sustainable procurement decisions even more financially important in the future. Making more sustainable procurement decisions will mitigate the risk of rising costs that the University and its suppliers may face in years to come.

- **Lower risk and increased efficiency**

Sustainable procurement lowers long-term exposure to risk throughout the supply chain while a simple cost approach arguably increases exposure to this risk. Furthermore, sustainable procurement is aligned with best practice, efficient and cost effective procurement, utilising the University's buying power appropriately.

- **Reputation**

University procurement requires relationships between many different stakeholder groups including users (both staff and students), suppliers and the public. It is important to maintain a positive reputation amongst these groups, particularly at a time when the higher education sector faces a turbulent and competitive future. Achieving sustainable procurement is part of the University's aim of positioning itself as a sustainable and forward looking University.

2.0 SUSTAINABLE PROCUREMENT POLICY

2.1 Definition of Sustainable Procurement

Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

(Procuring the Future: Recommendations from the Sustainable Procurement Task Force, 2006)

2.2 Sustainable Procurement Policy

The effective procurement of value for money supplies, services and works is crucial in supporting the social, environmental and economic priorities contained within the Sustainability Policy and the University's Corporate Plan.

The University's **Sustainable Procurement Policy Aim** is as follows:

Whilst pursuing Value for Money Procurement, to ensure that sustainability is a criteria during all stages of the procurement process by the integration of environmental, social and economic factors in procuring supplies, services and works and using our spending power to contribute to the delivery of outcomes that support the University's Sustainability Policy.

2.3 Sustainable Procurement Objectives

The **Sustainable Procurement Strategy** requires the appropriate arrangement for pursuance of our procurement activities in line with the Policy and best practice; this will include the following objectives:

- To **comply with and exceed all relevant UK and EU legislation, policy and regulatory requirements** including environmental, social and health and safety policies;
- To **minimise environmental impact and maximise the economic and social benefit of the University's procurement** by **embedding relevant sustainability criteria** within the procurement process and practice, including the Government Buying Standards, BREEAM specifications and whole life costing where appropriate;
- To **develop sustainable procurement awareness and skills** across the whole University, including amongst governors, staff and students;
- To **develop and effectively communicate a strong, positive and clearly understandable policy and strategy**;
- To **promote sustainability in the marketplace, engage current and potential suppliers and encourage improvements and best practice in sustainability** along the supply chain;

- To **measure the progress of sustainable procurement** with a view to continuous improvement, to **work collaboratively with other organisations** and to **research best practice**.



Figure 1: Sustainable procurement objectives

The Sustainable Procurement Policy requires an appropriately aligned Sustainable Procurement Strategy that is systematic, measurable, facilitates continuous improvements and recognises that Sustainable Procurement must be meaningful, substantial and achievable along the supply chain.

Responsibility for sustainable procurement lies with all users across the University. Ultimate responsibility lies with the Director of Procurement & Business Services and the Deputy Vice Chancellor of Resources. Progress will be measured against the Flexible Framework.

3.0 SUSTAINABLE PROCUREMENT STRATEGY

3.1 Communication

Appropriate and effective communication is crucial to achieving the sustainable procurement objectives. There are three crucial strands of communication required. The first is internal communications to all staff across the University that play a part in procurement, including users, purchasers, authorisers and those specifying supplies, services and works and evaluating tenders. The second is external communications aimed at supplier businesses, both current and potential. The third is communications with external bodies including consortia, institutes and advisory bodies and other organisations including Higher Education Institutes and the wider public and corporate sectors.

A 'sustainable procurement' website section will be developed with information for staff and suppliers.

Communication will be a two-way process with feedback and dialogue encouraged between users, local buyers, Procurement & Business Services and suppliers.

Two detailed Communications Plans have been devised and included in **Appendix 3**: one focusing on internal communications to staff and the second on external communications to suppliers and potential suppliers.

3.2 Collaboration

Procurement & Business Services will work closely with representatives of Schools, Offices and Institutes of the University, our supply base, other Higher Education Institutions and the wider public sector so that current best practice and innovative strategies are applied wherever appropriate.

The University will collaborate with relevant consortia and framework agreements to ensure sustainability is considered even when the University is not directly dealing with the tendering process.

The University will work with organisations such as the East London Business Place to encourage and enable SMEs and local businesses to access business opportunities with the University.

3.3 Flexible Framework

The Sustainable Procurement Policy and Strategy will be implemented in line with the **Flexible Framework** (see **Appendix 2**). The Framework was developed by the government sponsored UK Sustainable Procurement Taskforce. The Flexible Framework outlines, step by step, what organisations need to achieve in order to implement sustainable procurement. This involves 5 levels of achievement, namely:

- Level 1 - Foundation
- Level 2 - Embed
- Level 3 - Practice
- Level 4 - Enhance
- Level 5 - Lead

The Levels of success are measured across the following themes:

- People
- Policy, Strategy and Communications
- Procurement Process
- Engaging Suppliers; and
- Measurements and Results.

3.4 Flexible Framework Level Targets

Following a self assessment against the flexible framework, University of Greenwich was averaging Level 1 as of May 2011. Performance in some areas is stronger than others due to the *ad hoc* nature of sustainable procurement thus far. The University aims to achieve the following levels:

July 2011 – achieve Level 2 across all areas of the Flexible Framework

January 2012 – achieve Level 3 across all areas of the Flexible Framework

January 2013 – achieve Level 4 across all areas of the Flexible Framework

July 2013 – achieve Level 5 across all areas of the Flexible Framework

3.5 Key Performance Indicators

KPIs have been identified to annually measure progress against the Flexible Framework levels:

- The number of hours of sustainable procurement training provided to Procurement & Business Services staff
- The number/percentage of staff across the University that are aware of the Sustainable Procurement Policy & Strategy
- The number/value/percentage of contract awards that include specific sustainability requirements
- The number/value/percentage of contract awards that have included whole life costing
- The number/percentage of contract review meetings that have included discussion of sustainability issues

These KPIs will be reviewed regularly and updated to include impact-focussed measures in due course.

3.6 Action Plan

A detailed sustainable procurement Action Plan is included in **Appendix 4**. The Action Plan includes both short term and long term actions corresponding to each section and level of the Flexible Framework and will be amended as necessary.

3.7 Resource Implications

The cost of implementation of sustainable procurement across the University will include the involvement of all relevant staff.

There will be additional costs surrounding procurement training and supplier engagement and in specifying higher minimum standards for our supplies, services and works, but these will be considered on a whole life basis. As sustainable

procurement is essentially best practice procurement, there should be ample opportunities to make cost effective decisions, helping to offset extra costs in the long-term.

3.8 Governance

The successful embedding of sustainable procurement essentially depends on all users within the University, including both staff and students. Ultimate governance responsibility for sustainable procurement at the University lies with the Deputy Vice Chancellor of Resources and the Director of Procurement & Business Services. A Sustainable Procurement Officer has been recruited to drive the embedding of sustainable procurement within the University’s procurement processes and practices. The governance framework is illustrated in Figure 2 below.

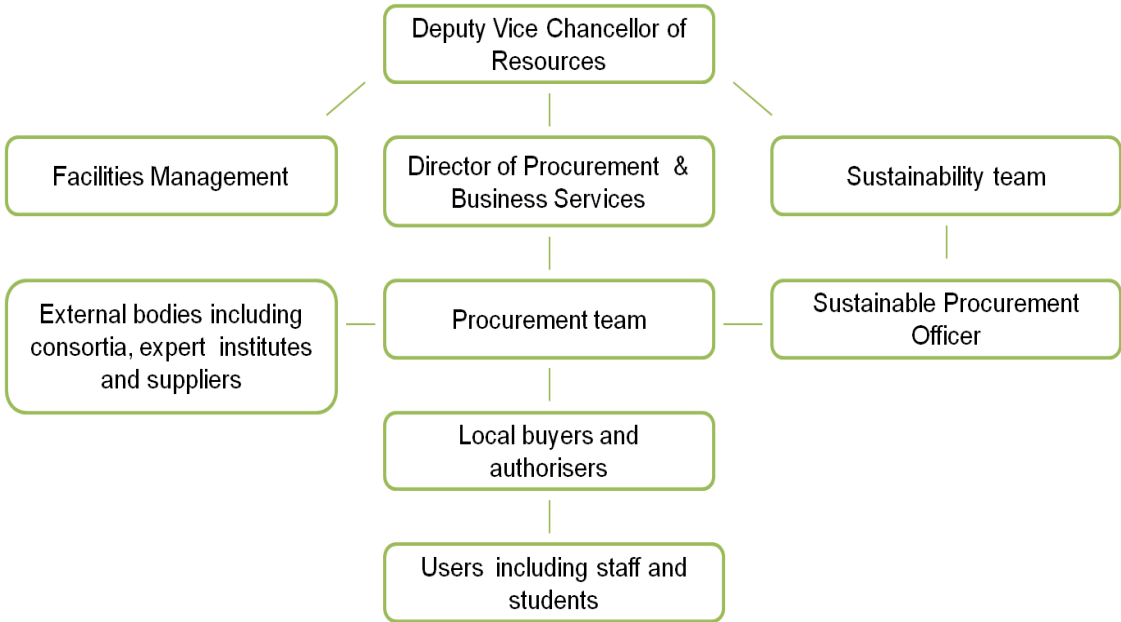


Figure 2: Sustainable procurement governance framework

3.9 Review

The Sustainable Procurement Policy and Strategy will be subject to constant review and evaluation to ensure that targets are met and that progress is continual. The Policy and Strategy will be reviewed regularly, in light of the current uncertain and fluctuating environmental, social and economic climate. As progress is made, the Policy will be subject to external scrutiny and review.

3.10 Reporting

Reports will be submitted to the University’s sustainability groups, Resources Sub-Committee and Audit Committee. Progress will be assessed in relation to the Flexible Framework and the sustainable procurement KPIs identified above. Progress against the Flexible Framework will be reported to the University Court under KPI 9.

Externally, reports on progress will be made to HEFCE as they increasingly require information, reports and targets regarding Scope 3 carbon emissions.

4.0 CONTACTS

4.1 Contacts

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4.2 Website

University of Greenwich Procurement & Business Services:
www.gre.ac.uk/offices/procurement

APPENDIX 1: UNIVERSITY OF GREENWICH SUSTAINABILITY POLICY

The University of Greenwich has over 20,000 students and over 1,500 staff based across three campuses: Avery Hill and Greenwich in London and Medway in Kent. Many of the buildings occupied by the University are historically significant and a substantial proportion of the estate is leased.

A widely accepted definition of sustainable development is '*Development which meets the needs of the present without compromising the ability of future generations to meet their own needs*' (The Brundtland Commission 1987). The University of Greenwich recognises the importance of sustainable development for future generations and that its decisions and actions affect society and the economy, as well as the environment and natural resources at local, national and global levels. As a result the University is committed to:

- Maintaining compliance with all relevant UK, European and international legislative and regulatory requirements and agreements as a minimum standard
- Reviewing all our activities and operations in order to identify, understand and evaluate all the direct and indirect environmental aspects and impacts, and prioritise action to address them
- Supporting continuous improvement by establishing sustainability performance targets that are reviewed and externally reported annually
- Ensuring that sustainable development is fully understood by staff and students and is enshrined within all aspects of planning and activities

In order to implement this policy, the University has undertaken a baseline review and has determined a set of key sustainability impacts and associated objectives:

- **Energy and water:** to reduce energy and water use and establish a utilities monitoring and targeting system and to continue to explore the possibilities of less carbon intensive energy sources either through the purchase of renewable energy or through an increased use of onsite renewables.
- **Waste and natural resources:** to prevent pollution and promote the zero waste principle (rethink, reduce, reuse, recycle) in order to minimise the environmental impact of waste disposal and minimise use of natural resources.
- **Procurement:** to develop and implement a sustainable procurement policy that integrates environmental and social issues with economic issues and that supports the use of products and services from contractors and suppliers who are in accordance with the University Sustainability policy.
- **Education and Research for Sustainable Development:** to further develop the Centre for Sustainability and encourage the teaching of and research into sustainable development in the university.
- **Transport:** to develop and implement a university wide green travel plan in order to minimise emissions arising from business travel, commuting and deliveries.

- **Construction and Refurbishment:** to incorporate the principles of sustainable development into any new build or refurbishment projects.
- **Cultural and Natural Heritage:** Continue to protect and conserve the heritage buildings occupied by the university and develop and implement a biodiversity policy that seeks to protect and enhance wildlife on campus.
- **Community Involvement:** Build partnerships and take part in networks to share experience and knowledge of sustainability with the affiliated Student Unions and broader community and contribute to debate on sustainability issues.
- **Health, Welfare and Safety:** Promote the highest standards of health and safety for our staff, contractors and students and provide a good working environment for our employees, treating them with fairness, dignity and respect.
- **Training, Awareness and communication:** Increase the awareness and understanding of sustainable development amongst staff and students through learning opportunities and training.

The University of Greenwich Sustainability Policy is fully supported by the Vice Chancellor's Group and the Senior Management Team who have ultimate responsibility for the sustainability performance of the University. All staff, students, visitors and relevant external stakeholders share this responsibility. They are supported by the University's Sustainability Staff who advise the Sustainability Management Review Group and the Sustainability Working Groups.

Baroness Blackstone
Vice Chancellor

January 2010

APPENDIX 2: THE FLEXIBLE FRAMEWORK

(From Procuring the Future: Sustainable Procurement National Action Plan, Sustainable Procurement Task Force 2006)

	Foundation	Embed	Practice	Enhance	Lead
	Level 1	Level 2	Level 3	Level 4	Level 5
People	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 publicised 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.
Policy, Strategy & Communications	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by VCG. 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 VCG.	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to key Strategies, e.g. IT, Energy Management System (EMS), etc. and include in overall corporate strategy.	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied.	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.
Engaging Suppliers	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. VCG involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. VCG engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the clients business.
Measurements & Results	Key sustainability impacts of procurement activity have been identified. Simple measures based on achieving all aspects of the Foundation level of the flexible framework are put in place and delivered.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas. Simple measures based on achieving all aspects of the Embedding level of the flexible framework are put in place and delivered.	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives. Simple measures based on achieving all aspects of the Practising level of the flexible framework are put in place and delivered.	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. Simple measures based on achieving all aspects of the Enhancing level of the flexible framework are put in place and delivered.	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain. Simple measures based on achieving all aspects of the Leading level of the flexible framework are put in place and delivered.

APPENDIX 3: COMMUNICATION PLAN

Internal communications, primarily staff

Communication Method	Target Audience	Min Frequency
Training / refresher training	P&BS staff	Every 4 months
P&BS staff email	P&BS staff	As required
P&BS staff meeting	P&BS staff	Monthly
Training/meetings	Buying staff, staff champions	Annually
Buying staff email	Buying staff, staff champions	Quarterly
Contract Information Bulletins	Buying staff	As required
Parabilis newsfeed	Buying staff	As required
Procurement Impact newsletter	Buying staff	Quarterly
P&BS website	Buying staff	As required
Parabilis Liaison Group	Buying staff	As required
Sustainability Champion newsletter	Staff champions	Quarterly
All staff email	All staff	As required
Intranet & portal	All staff, students	As required
Greenwich Line	All staff	Monthly
Staff survey	All staff	Annually
University website	All staff, students, public	As required
Staff induction pack and training	New staff	As required
Resources Sub-Committee	Senior management	Every 6 months
Audit Committee	Senior management; Governors	Annually
Text messaging	Senior management	As required
e-poster campaign	Staff, students	As required
Sustainability blog	Staff, students, public	As required
Twitter	Staff, students, public	As required
Green week	Staff, students	Annually

External communications, primarily suppliers

Communication Method	Target Audience	Min Frequency
P&BS website	All suppliers, potential suppliers	Every 6 months
Email via In-Tend	All suppliers	Quarterly
Tender adverts	Potential suppliers	As required
Tender documents	Potential suppliers	As required
Contract award criteria	All suppliers, potential suppliers	As required
Contract review meetings	Key suppliers	Quarterly
Targeted emails and phone calls	Key suppliers	As required
'Meet the Buyer' event	All suppliers, potential suppliers, local suppliers	Annually
Local press	Potential suppliers, local community	As required

APPENDIX 4: SUSTAINABLE PROCUREMENT ACTION PLAN

Abbreviations

DPBS	Director of Procurement & Business Services	ROSI	Representatives of Offices, Schools and Institutes, including local buyers
DVCR	Deputy Vice Chancellor (Resources)	SPO	Sustainable Procurement Officer
FF	Flexible Framework	ST	Sustainability Team
P&BS	Procurement & Business Services		
POs	Procurement Officers		

1. People

Objective: <i>To ensure that everyone involved in procurement across the University has the necessary skills and awareness to implement sustainable procurement</i>				
FF Level	Ref	Actions	Leads	Target date
2	1.1	Organise and complete basic sustainable procurement training for P&BS staff	SPO; POs	07/2011
	1.2	Promote awareness of sustainable procurement and the Sustainable Procurement Policy & Strategy amongst all staff, particularly local buyers, using Communications Plan	SPO; ROSI	ongoing
	1.3	Identify and target key local buyers, in control of high impact or large budgets, and provide them with sustainability information regarding large and frequent purchases	SPO	07/2011
	1.4	Organise and complete advanced training for key P&BS staff	SPO; DPBS	01/2012
	1.5	Develop pages on website/intranet for staff to find information on the Sustainable Procurement Policy & Strategy and on how to identify and purchase sustainable products	SPO; POs	01/2012
3	1.6	Organise and complete sustainable procurement training for key staff involved in tender specification, analysis and evaluation across the University	SPO; DPBS; ST; ROSI	01/2012
	1.7	Organise and complete sustainable procurement training for local buyers	SPO; ROSI	01/2012
	1.8	Agree sustainable procurement targets with key local buyers and budget holders	SPO; ROSI	01/2012
	1.9	Organise and complete refresher training and training sessions with external presenters for P&BS staff	SPO; POs	01/2012
	1.10	Sustainability included in P&BS staff Work and Personal Development Plans	DPBS	01/2012
	1.11	Simple incentive programme in place relating to sustainable procurement for P&BS staff	DPBS; POs	07/2012
	1.12	Communicate more sustainable methods of acquiring products to all staff, using website, intranet and email	SPO; ST	07/2011
4	1.13	Include sustainability in competencies, selection criteria and induction training for new P&BS staff	DPBS	07/2012
	1.14	Sustainable procurement included in general sustainability induction training	ST	01/2012
5	1.15	Publicise achievements, share good practice and receive external recognition for achievements	SPO; ST	ongoing
	1.16	Devise and implement internal recognition and awards scheme to reward sustainable procurement	SPO; ST	07/2013

2. Policy, Strategy and Communications

Objective: <i>To develop a strong and understandable Sustainable Procurement Policy & Strategy and communicate this to all stakeholders regularly and effectively</i>				
FF Level	Ref	Actions	Leads	Target date
2	2.1	Finalise Sustainable Procurement Policy & Strategy	SPO; DPBS; ST	06/2011
	2.2	Submit Sustainable Procurement Policy & Strategy to Deputy Vice Chancellor of Resources	SPO; DPBS; DVCR	06/2011
	2.3	Submit Sustainable Procurement Policy & Strategy to Resources Sub Committee and gain approval	DPBS; DVCR	06/2011
	2.4	Develop and implement a Communications Plan	SPO	07/2011
	2.5	Finalise Procurement Promise to SMEs	SPO; DPBS	06/2011
	2.6	Submit Procurement Promise to Resources Sub Committee and gain approval	SPO; DPBS	06/2011
	2.7	Create Sustainable Procurement pages on P&BS website	SPO; POs	07/2011
	2.8	Ensure Sustainable Procurement Policy & Strategy and Procurement Promise to SMEs are both available online	SPO; DPBS	07/2011
	2.9	Ensure feedback channels are in place, ie contact details on website	SPO	07/2011
	2.10	Compile a questionnaire assessing staff awareness, interest, desire and actions regarding sustainable procurement	SPO; ST; DPBS	07/2011
	2.11	Survey all staff regarding their awareness of the Sustainable Procurement Policy	SPO	09/2011
2-5	2.12	Promote awareness of Sustainable Procurement Policy & Strategy amongst staff and local buyers, using Communications Plan	SPO; ROSI	ongoing
3	2.13	Review and enhance Sustainable Procurement Policy & Strategy	SPO; ST	07/2012
4	2.14	Link sustainable procurement to Environmental Management System	SPO; ST	01/2012
	2.15	Include sustainable procurement in Corporate Plan, within Effectiveness and Efficiency section	DPBS; DVCR	07/2012
5	2.16	Organise external stakeholder review and analysis of Sustainable Procurement Policy and Strategy	SPO; DPBS	01/2013
	2.17	Communicate Sustainable Procurement Policy and Strategy externally as an example of best practice	SPO; DPBS	07/2013

3. Procurement Process

Objective: <i>To embed sustainability within the procurement process and to ensure decisions that fully consider sustainability</i>				
FF Level	Ref	Actions	Leads	Target date
2	3.1	Undertake spend analysis and determine areas of large spend and high sustainability risk for prioritisation	SPO; DPBS; POs	04/2011
	3.2	Include sustainability requirements in documents sent to potential suppliers including Preamble to Schedules, Conditions of Contract, Invitation to Tender etc	SPO; POs	04/2011
	3.3	Research Whole Life Costing tools and approaches	SPO	07/2011
	3.4	Test tools for Whole Life Costing and select most appropriate	SPO; POs	07/2011
2-5	3.5	Ensure that everyone involved in the procurement process, including those devising specifications and undertaking analysis has received adequate training and has information required	SPO; Pos; ST	01/2012
	3.6	Include sustainability in specific contract requirement specifications	SPO; POs	ongoing
	3.7	Include requirements for Whole Life Costing information within tender documents over threshold	SPO; POs	ongoing
	3.8	Adopt Whole Life Costing approach within tender evaluation and include within contract award criteria for tenders over threshold	SPO; DPBS; POs	ongoing
3	3.9	Assess all contracts for general sustainability risks and identify actions to mitigate these	SPO; POs; ST	01/2012
	3.10	Consider sustainability impacts during all procurement stages	POs; DPBS	07/2012
4	3.11	Advertise tender opportunities locally	POs; DPBS	01/2012
	3.12	Partner with organisation(s) providing guidance and support to local and SME suppliers and advertise their services appropriately, for example East London Business Place and Compete For	SPO; DPBS	01/2012
	3.13	Assess risks in detail of key, high impact contracts at all procurement stages	SPO; DPBS; ST	07/2012
	3.14	Research Life Cycle approach to assess costs and impacts	SPO; DPBS	07/2012
5	3.15	Undertake Life Cycle analysis for key commodity areas	SPO; DPBS	07/2013
	3.16	Share good practice with other organisations	SPO; ST	ongoing

4. Engaging Suppliers

Objective: <i>To engage and work closely with suppliers to achieve continuous improvements in sustainability throughout the supply chain</i>				
FF Level	Ref	Actions	Leads	Target date
2	4.1	Conduct supplier spend analysis to determine key suppliers by value and impact	SPO; POs	07/2011
	4.2	Map supplier spend against sustainability risk and determine key suppliers for prioritisation	SPO; ST; DPBS	07/2011
	4.3	Email suppliers via In-Tend highlighting Sustainable Procurement Policy & Strategy and implications	SPO; DPBS	07/2011
		Seek feedback from key suppliers regarding Sustainable Procurement Policy & Strategy	SPO; DPBS	01/2012
	4.4	Initiate contact with key suppliers, as identified, and begin to collect sustainability product information	SPO	07/2011
2-5	4.5	Liaise with other organisations regarding best practice supplier engagement	SPO	07/2011
3	4.6	Review and agree contract review meeting plans	SPO; POs; DPBS	07/2011
	4.7	Ensure all contract review meetings include sustainability on the agenda	SPO; POs	ongoing
	4.8	Develop a Supplier Charter, detailing the sustainability commitments of the University and key suppliers	SPO; DPBS	07/2012
	4.9	Invite key suppliers to sign the Supplier Charter	SPO; POs; DPBS	07/2012
	4.10	Map supply chains of key suppliers and spend areas	SPO	01/2012
4	4.11	Implement sustainability audits and supply chain improvement programmes	SPO; ST; DPBS	01/2013
5	4.12	Organise and hold a 'Meet the Buyer' event with sustainability as one of the main themes	SPO; DPBS	07/2012
	4.13	Agree sustainability targets/KPIs with key suppliers	SPO; DPBS; ST	01/2013

5. Measurement and Results

Objective: <i>To measure sustainable procurement progress with a view to continuous improvement</i>				
FF Level	Ref	Actions	Leads	Target date
2	5.1	Survey buying staff regarding sustainable procurement awareness, interest, desire and action	SPO	07/2011
	5.2	Track progress according to KPIs and Flexible Framework	SPO	01/2012
	5.3	Report progress to the Resources Sub-Committee	SPO; DPBS	07/2011
3	5.4	Include sustainable procurement in Annual Report to Audit Committee	DPBS	01/2012
	5.5	Link sustainability to individual staff targets within P&BS	DPBS	07/2012
4	5.6	Devise score card approach comprising both inputs and outputs	SPO; DPBS; ST	07/2012
	5.7	Benchmark against peer organisations	SPO; DPBS; ST	07/2012
5	5.8	Arrange an independent audit of sustainability of procurement process and practices across University	DPBS; SPO; ST	07/2013