



Public Sector Sustainable Procurement Assessment Tool

Developed by Forum for the Future, September 2004



Purpose: This Assessment Tool has been designed by Forum for the Future, in conjunction with the Welsh Procurement Initiative, and is intended to ascertain the extent to which sustainable procurement is being considered within an organisation. It is designed to be an assessment tool for your organisation to undertake an initial evaluation – “where are you now?”- and help you improve your performance. It is also meant as a monitoring tool to measure progress on sustainable procurement, by following the recommended WPIT 12 month Action Plan. We recommend that:

- The matrix is completed by a group of around 4–6 people from across the organisation. This should be a cross-functional team and include representatives from procurement, estates / facilities, major budget holders / operational areas, human resources. In Local Authorities there are significant benefits in including officers with responsibility for economic development, environment, best value, Community Strategies and sustainable development.
- The matrix is completed objectively with **evidence** to support the evaluation. It is divided into three sections covering management issues, procurement issues and specific goods and services.
- For each question the group should reach a **consensus** on which statement best applies to the **current** situation in your organisation. The level or outcome of your assessment should be recorded in the final column – this will indicate how your organisation is performing on that particular theme (with level 1 and 5 being on the lowest and highest ends of the scale respectively). Where organisations fulfil most of one level they are recommended to place themselves at that level, if they fall equally between two they are recommended to choose the lower level. Part (half) scores can be recorded to help to track improvement, but the overall results should be agreed at one level. .
- When the assessment is repeated at a later date, the scoring should be directly comparable to indicate whether there has been an improvement (although the focus should be on improving the procurement service rather than the score itself).
- If you find that any of the sections or questions do not apply to your organisation simply leave them out.

Sustainable Development (SD) is the process by which we move towards sustainability, with sustainability being the destination. Forum for the Future's definition of sustainable development is: 'a dynamic process which enables all people to realise their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems'. Sustainable development policy should include long-term planning, consideration of impacts beyond the local area (regional, national and international impacts) and the integration of social, economic and environmental issues.

Procurement is the whole process of acquisition from third parties covering goods services and capital projects. The process spans the whole life-cycle from initial concept through to the end of the useful life of the asset (including disposal) or end of the services contract. (Better Value Wales 2000). **Sustainable Procurement (SP)** is all about taking social and environmental factors into consideration alongside financial factors in making these decisions. It involves looking beyond the traditional economic parameters and making decisions based on the whole life cost, the associated risks, measures of success and implications for society and the environment. Making decisions in this way requires setting procurement into the broader strategic context including value for money, performance management, corporate and community priorities.

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This Assessment Tool will help your organisation to identify priority areas for change needed to enable procurement to be carried out in an efficient, effective and sustainable manner.

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This Assessment Tool is based on a number of Sustainable Procurement priorities.

Economic Issues

Contract Accessibility
Simplification of tendering documentation
Supplier education and development
Developing local supply chains

Social Issues

Workforce skills development
Ethical supply chains
Equality Policies
Health Impact – (Nutrition, chemicals)
Food seasonality

Environment

Environmental Management Systems
Product Specifications (energy, construction, PCs, car-hire/lease, paper, print, maintenance, packaging etc),
Reduction in resource consumption (water, energy, utilities)
Waste management, Land Use, Travelled Miles
Product longevity, E-Business policy

As well as the basis that delivering sustainable procurement outcomes depend on having a strong, professional procurement function that manages people, suppliers and IT effectively. The tool also reflects the Welsh Assembly Government's Sustainable Development Action Plan (December 2004) and the following top 10 targets:

- By 2010 100% of electricity used in all Assembly buildings will be supplied from renewable sources or good quality embedded generation; and we shall work towards a similar figure for other public sector buildings.
- The Assembly Government, its agencies and the NHS in Wales will report annually on the use of energy in its estates.
- From January 2005 we will specify in all contracts for new or refurbished public buildings procured by or for the Welsh Assembly Government, that the design achieves as a minimum, the BREEAM 'very good' standard, or equivalent and the BREEAM 'excellent' standard wherever possible. We will work with Local Authorities to help them achieve similar standards for new and refurbished public buildings for which they are responsible.
- By 2006 we will have established pilot projects that explore the potential of using renewable energy solutions in our policies and programmes aimed at tackling fuel poverty amongst low income vulnerable households, particularly those unable to benefit from traditional improvement solutions.
- The Assembly and its agencies will encourage the development of an indigenous microgeneration "renewables" industry in Wales, with a particular focus on opportunities for SMEs. WDA, Carbon Trust and EST, and where appropriate, other renewables focused organisations, to work together closely to provide a joined up approach
- We will commission a project to investigate the benefits and barriers to promoting the uptake of alternative fuels in Wales, such as biofuels, biogas, natural gas and hydrogen.
- We will work with Local Education Authorities and school governing bodies so that, as they come up for renewal, all specifications for contracts for school meals address issues of health and nutrition and food seasonality.
- We will introduce a targeted top tier agri-environment scheme to encourage co-operative action, bringing about wider environmental benefits in the countryside across farm boundaries.
- With our Advisory Panel we will produce a Wales-wide strategy for Education for Sustainable Development and Global Citizenship by Spring 2005.
- By Spring 2005 we will also introduce the ECOHomes environmental assessment process and set energy efficiency standards significantly above that currently required by building regulations for all new homes built in Wales by Registered Social Landlords using Social Housing Grant.

Section 1: Management Issues

	Level 0	Level 1	Level 2	Level 3	Level 4	Outcome
Commitment to SD	No commitment to, or awareness of, SD at the senior management level. SD seen as a 'bolt on' issue to be addressed if resources permit. No champion across organisation. No resources dedicated to implementing SD	Middle manager given responsibility for SD or environmental issues but not given sufficient resources. Little commitment to, or awareness of, SD demonstrated at the senior management level.	General awareness of and commitment to SD from some senior managers, who also act as champions. Resources allocated on a limited basis	Commitment and awareness to SD from senior managers, including key budget holders, and policy makers. Cross-functional team established and resourced to address SD issues.	Commitment and awareness from the Chief Executive Officer to support a corporate approach to SD. SD seen as responsibility of Board. SD championed at senior management level, and cross-functional team reporting into Board. Dedicated resources provided.	Level 2
SD Policy	Organisation's corporate objectives are different to operational plans or strategies (including local Community Strategies) and actively undermine SD	Organisation's corporate objectives are not reflected in operational plans (including local Community Strategies) and some elements of SD are missing	Organisation's corporate objectives are not aligned with operational plans (including local Community Strategies) but all documented objectives cumulatively represent SD	Organisation's corporate objectives align with operational plans (including local Community Strategies) and these cumulatively represent SD.	Organisation's corporate objectives flow clearly into operational plans (including local Community Strategies) and these cumulatively represent SD	Level 1
Performance Measurement	No existing record of organisations SD impact, or legislative compliance. No process established to track or communicate SD performance. No Environmental Management System in place or planned.	Main environmental impacts have been identified, and process to start recording relevant data set up. Organisation aware of and in compliance with environmental and social legislation. Limited EMS planned but not yet active.	Wider SD impacts identified and data systematically gathered and retained. Results communicated and problem areas actioned. EMS recently operational in some departments. Organisation considering relevant quality awards (e.g Green Dragon, IIPetc).	SD impact and performance data includes pollution prevention and carbon emissions. Results are communicated and used to form action plans. EMS is operational in all departments. Organisation has probably achieved IIP and an early level of Green Dragon.	SD impact and performance data analysed to highlight trends and actions for continuous improvement. Targets are set and results published. Organisation has probably achieved IIP, and Green Dragon Level 4/5 or ISO 14001.	Level 1

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Mainstreaming Processes	No sustainability checklist is in place for decision making Standing orders and processes do not support SD	Sustainability checklist in place and sometimes used. Standing orders and processes make little or no reference to SD issues.	A sustainability checklist is in place that helps SD principles to be integrated into some corporate practice Standing orders and processes allow SD to be incorporated	A sustainability checklist is in place that helps SD principles to be integrated into corporate policy and practice. Standing orders and processes encourage SD	A corporate mechanism is in place that helps to achieve consistency and integration in corporate policy and practice Standing orders and processes fully incorporate SD	Level 0
Communication and Training	No training or awareness has been given to staff. No guidance has been issued, or communication made.	Some guidance has been issued to staff on an ad hoc basis. Organisational corporate communication does not refer to SD.	Selected staff have completed SD training and awareness. Organisational communication refers to SD activities.	All selected staff have completed SD Training. Most staff have been briefed on organisations SD plans, attended awareness sessions and been provided with guidance. Communication regularly covers SD.	Formal training on SD is standard throughout the organisation, and provided on an on-going basis to all levels. Targets and progress are communicated widely.	Level 1
Attitude to Procurement	No corporate procurement unit is in place. Procurement is undertaken on a departmental level with no co-ordination.	Procurement unit in place but does not influence all areas of spend, and is seen as having a mainly compliance driven role.	Established procurement unit has some influence over most key contracts	Established Procurement unit and controls are in place. Procurement has an early influence over all major contracts.	Procurement is viewed as a strategic function. Procurement professionals are in place with a structure and remit that maximises delivery to the organisation. Procurement controls expenditure and always has early involvement in all major expenditure.	Level 3

Section 2: Procurement issues

	Level 0	Level 1	Level 2	Level 3	Level 4	Outcome
Policy	If a procurement policy exists it will be compliance focused and not support SD.	Unadopted environmental or SD procurement policy may exist but this is followed on an ad-hoc basis, benefits are not recorded and delivery is reliant on the personal commitment of individuals.	An SD procurement policy has been agreed, and is just starting to be implemented. Differences still exist in delivery between individual departments, and delivery of benefits is in the early stages.	Formal sustainable procurement policy is in place, and organisation is taking a consistent approach to the issue. Some benefits have been delivered.	Sustainable procurement policy in place with clear links to the corporate strategy, a clear action plan, and senior level commitment. Full implementation achieved and business benefits are regularly realised.	Level 1
Procurement Processes	No sustainable development risk assessment is carried out against specifications, and these are never challenged. Environmental or broader SD criteria are never used in supplier appraisal or tender evaluation, or contract conditions.	Procurement staff have access to guidance and SD risk assessment tools but rarely use them. Only a few examples of specifications reflecting SD, or of SD criteria being used in supplier appraisals, evaluation and contract conditions. Process timescales often do not allow time for SD to be assessed	Procurement staff carry out SD risk assessment on some major and high risk purchases. For these contracts SD criteria are used in conditions and records kept of supplier performance. Process timescales usually allow time for SD to be assessed	Procurement staff carry out SD risk assessment on all major and high risk purchases and challenge high risk specifications. SD criteria are used widely in contract conditions, and records kept of supplier performance.	Client areas and procurement staff jointly carry out SD risk assessment and revise high risk specifications. SD criteria are used where appropriate in supplier appraisals and tender evaluation. SD criteria are used widely in contract conditions and records kept of supplier performance.	Level 1
E-Business	No use of E-Business tools to improve efficiency or contract accessibility.	Limited use of E-Business tools to improve efficiency or contract accessibility.	Organisation is piloting E-Business tools to improve efficiency. Good use is made of websites to share information. A few contracts have been advertised through the national procurement website.	Organisation is making good use of E-Business (including appropriate use of websites, purchase cards, on-line catalogues etc). Contracts are regularly advertised through the national procurement website.	Organisation has an established record of using E-Business and in continually improving. All contracts are advertised through the national procurement website.	Level 2
Collaboration / Leadership	No joint working with other organisations or willingness to adopt others good practice. No sharing	Sometimes works with others, and shares a few areas of good practice. Sometimes responds to	Shares areas of good practice within sector, and takes part in sectoral collaboration. .	Shares areas of good practice and data across sectors, and works on regional or sectoral basis	Leads by example in sharing good practice and data and assists others in the public sector to	Level 2

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	of own good practice.	requests for data.		as appropriate.	mainstream sustainable procurement	
Whole life costs	No consideration of whole life costing in specification or evaluation.	Organisation's staff have access to guidance on whole life costing, but this is used on an exception basis.	Running costs are included in tender evaluation. Whole life costing is rarely used in specification decision making. Tenderers are encouraged to offer more sustainable variants in tender options.	Running costs and disposal costs are used in tender evaluation. Whole life costing is sometimes used to assess specifications. Tenderers are encouraged to provide more sustainable variants in tender options. Invest to save is used in business case development.	Whole life costing is an integral part of the procurement process, both in specification drafting and in tender evaluation. Invest to save is a common practice in relevant business case development.	Level 2
Ethical Procurement	No procedures are in place for considering sourcing issues e.g. ethics, fair trade, equality, animal welfare, or traceability in supply chain	May have a policy statement on ethical sourcing issues or equality but no action taken to implement this.	Some examples of ethical and equality issues being addressed in procurement processes.	Ethical sourcing and traceability, and equality issues are part of procurement process.	Ethical sourcing and traceability, and equality issues are part of procurement process, and information is easily available. Decisions have been made which have had a positive impact.	Level 1
Supply chain Development	No awareness of local economy, or impact of procurement decisions on wider community. No data on supply chains.	Limited knowledge of local economy, and community. No data on supply chains. New suppliers find it difficult to make contact with the organisation. There is no strategy to make contracts more accessible, or remove barriers to SMEs.	Some work undertaken on local supply chain development, but no monitoring of impacts within wider community. There is a strategy to make contracts more accessible, but new suppliers still have some difficulties making contact.	Work is undertaken on local supply chain development supports overall strategy to improve contract accessibility. Procurement has a good understanding of the market place for key commodities. New suppliers find it easy to make contact with the organisation. Supplier education events are supported.	Procurement is proactive in local supply chain development and in evaluating the impact of procurement on the wider community. Understanding of the market place is used to maximise SD within procurement strategies. Organisation is proactive in encouraging new suppliers and providing education events. An increasing number of bids	Level 2

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					are received from new suppliers.	
Contract Monitoring	No structured contract / supplier performance monitoring.	Contract / supplier performance management is left to individual budget holders, and monitoring does not address SD issues on a regular basis.	Contract / supplier performance measurement processes with identified key suppliers do monitor relevant SD issues.	Appropriate contract / supplier management processes monitor SD performance. Suppliers are encouraged to generate effective management information.	Appropriate contract / supplier management processes monitor SD performance Data is used to jointly identify and agree action plans to improve SD.	Level 1
Supplier Relationships	Minimal 'arms length' contact with suppliers leading to low mutual understanding. No information on organisational expenditure.	Expenditure data is available but is not used to identify strategic suppliers. There are no processes that allow suppliers to discuss issues.	Expenditure analysis is used to identify strategic suppliers. Suppliers can discuss issues during formal reviews. Post tender supplier de-briefing is always carried out.	Organisation has a supplier strategy in place. Suppliers are made aware of SD issues and encouraged to improve. Suppliers are able to openly discuss issues and suggest changes. Informative supplier de-briefing is carried out	Effective supplier strategy and relationship management is delivering benefits. Suppliers are involved in SD action plans. Key suppliers discuss issues openly and organisation is benefiting from innovations. Effective supplier de-briefing is carried out, so that future tenders demonstrate improvement.	Level 2

Section 3: Outcomes and results

	Level 0	Level 1	Level 2	Level 3	Level 4	
High SD Risk Goods and Services	SD risk has no bearing on the procurement of any of the following: <ul style="list-style-type: none"> • New build • Refurbishment/renovation • Estate management • Vehicles • Energy • Food • PCs • Paper 	SD risk has been identified in the procurement of a few of the following: <ul style="list-style-type: none"> • New build • Refurbishment/renovation • Estate management • Vehicles • Energy • Food • PCs • Paper 	SD risk has been identified in the procurement of all of the following: <ul style="list-style-type: none"> • New build • Refurbishment/renovation • Estate management • Vehicles • Energy • Food • PCs • Paper 	Action has been taken to address SD issues in the procurement of all of the following: <ul style="list-style-type: none"> • New build • Refurbishment/renovation • Estate management • Vehicles • Energy • Food • PCs • Paper 	The procurement of all of the following has improved and fully addresses the SD issues identified. <ul style="list-style-type: none"> • New build • Refurbishment/renovation • Estate management • Vehicles • Energy • Food • PCs • Paper 	Level 1
Energy management	Energy consumption is not monitored, and no energy comes from renewable sources. Specifications for IT equipment, light-bulbs motors etc are not low usage.	Energy consumption is monitored on ad hoc basis. No energy comes from renewable sources. Some areas buy low usage IT equipment, light bulbs, motors etc.	Energy consumption is monitored for some sections, but usage is static. Less than 10% of energy comes from renewable sources. Procurement involved in establishing energy strategy. As a minimum contracts have options for low usage IT equipment, light bulbs, motors etc.	Energy consumption is monitored and reported across organisation. An Energy strategy and the business case for any required investment has been agreed. Procurement involved in implementation. Energy consumption has fallen by 5-10%. Between 20% and 50% of energy comes from renewable sources. All specifications for new IT equipment, light bulbs, motors etc are for low usage, and 50% of equipment is in this category.	IT is used to monitor energy consumption in all sections. Energy strategy is delivering benefits. Energy consumption has fallen by 20%. Alternative energy sources are used to reduce reliance on fossil fuel throughout organisation, with the maximum possible coming from renewable sources. 100% of IT equipment, light bulbs, motors are low usage.	Level 0
Use of	No procedures are in place	May have a policy	Some specifications for the	Organisation is regularly	Organisation is	Level 1

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<p>Recycled materials</p>	<p>for considering recycled content when procuring goods, works and services</p>	<p>statement on procuring recycled content, but no co-ordinated action is taken to implement this. Print and paper contracts provide options for staff to request recycled paper, but this is not heavily promoted or monitored.</p>	<p>procurement of goods, works and services include recycled content. More than 20% of copier paper has at least 50% recycled content, but little print requirements uses recycled paper.</p>	<p>specifying a recycled content in a number of relevant areas of its procured goods, works and services. More than 50% of copier paper has at least 50% recycled content, and at least 10% of print requirement uses paper with at least 50% recycled content.</p>	<p>specifying recycled content in all relevant goods, works and services including:</p> <ul style="list-style-type: none"> • Construction (at least 10% of the materials value of project >£500k should derive from recycled content). • Highways • Paper • Estates Management / Refurbishment. <p>More than 90% of copier paper has at least 50% recycled content and at least 50% of print requirement uses paper with at least 50% recycled content.</p>	
<p>Waste management</p>	<p>Waste management practices, and hazardous waste procedures are not reviewed annually.</p> <p>Waste is not segregated for recycling and/or specialist disposal.</p>	<p>Organisation is compliant with legislation. Waste management practices, and hazardous waste procedures are reviewed periodically.</p> <p>Waste is segregated for recycling and/or specialist disposal on ad hoc basis.</p>	<p>Waste management practices, and hazardous waste procedures are reviewed periodically.</p> <p>Cleaning / facilities and waste services contracts clearly cover responsibilities.</p> <p>Waste is always segregated for recycling and/or specialist disposal in most buildings.</p>	<p>Waste management practices and hazardous waste procedures are reviewed annually and a pollution prevention plan agreed.</p> <p>Cleaning / facilities and waste services contracts encourage suppliers to reduce landfill and improve recycling.</p> <p>Waste is segregated for recycling and/or specialist disposal in most sections.</p>	<p>Waste management practices, and hazardous waste procedures are reviewed and updated annually.</p> <p>Contractors for cleaning / facilities and waste services contracts have all reduced landfill and improved recycling.</p> <p>Waste is segregated for recycling and/or specialist disposal</p>	<p>Level 1</p>

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					throughout organisation.	
Waste reduction	Suppliers are not encouraged to reduce packaging or minimise waste. No recycled paper is used	Suppliers are not encouraged to reduce packaging or minimise waste. Print and paper contracts provide options for staff to request recycled paper, and the content of a small percentage is recycled. Data on waste is recorded. Waste levels are probably increasing.	Some suppliers have taken action to reduce packaging, establish recycling or minimise waste. The content of more than 20% of copier paper and 10% of print paper is recycled. Total waste has not increased and recycling has improved on last year.	Key suppliers have taken action to reduce the negative environmental impact of their products or services. The content of more than 75% copier paper and 40% print paper is recycled. Total waste has reduced and recycling substantially improved on last year.	Through joint action plans with suppliers, the negative environmental impact of a large number of products or services has reduced. The content of more than 100% copier paper and 60% print paper is recycled. Total waste has fallen substantially and recycling has substantially improved year on year.	Level 0
Water management	Water usage is not monitored, and no effort is made to reduce consumption.	Water usage is monitored on ad hoc basis, and has probably remained static over the year. No consideration of recycling or re-use.	Water usage is monitored, and some effort made to reduce consumption, with limited effect. . Procurement involved in reviewing opportunities for water re-cycling or re-use.	Water usage is monitored in most departments, and has reduced over the last year. Decisions on implementing water recycling and reuse have been implemented in appropriate contracts.	Water usage is regularly monitored throughout the organisation. Water consumption has fallen on a year on year basis. Appropriate suppliers are actively involved in continually improving water management.	Level 0
Air quality management	Airbourne emissions are not monitored and the true costs of emissions (e.g. clean up costs) are unknown. There is no link with procurement activity.	Airbourne emissions are sometimes monitored but the costs of emissions are not measured. Procurement is aware of the organisation's results.	Airbourne emissions are monitored and true costs measured. Procurement is involved in reviewing what actions organisation can take.	Airbourne emissions have improved on last year. Procurement has implemented any agreed actions to reduce emissions in appropriate contracts.	Airbourne emissions have improved year on year. Appropriate suppliers are actively involved in continually improving emissions.	Level 0
Land use management	New build and estates management do not consider: <ul style="list-style-type: none"> • Resource efficiency • Use of sustainable materials 	New build and estates management may consider some of the following on an ad hoc basis: <ul style="list-style-type: none"> • Resource efficiency • Use of sustainable 	New build and estates management consider all the following: <ul style="list-style-type: none"> • Resource efficiency • Use of sustainable materials 	New build projects take action to address all the following early on in the project. Estates management have action plans to improve all areas in existing buildings. <ul style="list-style-type: none"> • Resource efficiency 	There is an established process to address all of the following in both new build and on-going estates management, and both areas work together, and with	Level 1

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	<ul style="list-style-type: none"> Reducing adverse visual impacts Users health and well-being, safety and ease of use Transport impacts Pollution Ecology Local community Amenity value <p>No BREEAM or NEAT measurement made.</p>	<p>materials</p> <ul style="list-style-type: none"> Reducing adverse visual impacts Users health and well-being, safety and ease of use Transport impacts Pollution Ecology Local community Amenity value <p>BREEAM rating (or NEAT equivalent) would not exceed 'pass'.</p>	<ul style="list-style-type: none"> Reducing adverse visual impacts Users health and well-being, safety and ease of use Transport impacts Pollution Ecology Local community Amenity value <p>and procurement are involved in these reviews.</p> <p>BREEAM rating of "Good" (or NEAT equivalent) is achieved on all new build.</p>	<ul style="list-style-type: none"> Use of sustainable materials Reducing adverse visual impacts Users health and well-being, safety and ease of use Transport impacts Pollution Ecology Local community Amenity value <p>and procurement has implemented appropriate actions.</p> <p>BREEAM standard of "very good" (or NEAT equivalent) is achieved on all new build.</p>	<p>procurement to achieve this.</p> <ul style="list-style-type: none"> Resource efficiency Use of sustainable materials Reducing adverse visual impacts Users health and well-being, safety and ease of use Transport impacts Pollution Ecology Local community Amenity value <p>BREEAM standard of 'excellent' (or NEAT equivalent) is achieved wherever possible.</p>	
Transport	<p>No transport policy is in place with no effort made to use low emission, fuel-efficient vehicles and clean fuel.</p>	<p>No transport policy is in place but some effort is made to use low emission, fuel-efficient vehicles and clean fuel.</p>	<p>Transport policy is in place but is informal and not adhered to. Some effort made to use low emission, fuel-efficient vehicles and clean fuel by a few departments. Vehicle hire and lease contracts provide staff with these options.</p>	<p>Formal transport policy is in place but not reviewed regularly. Great effort made to use low emission, fuel-efficient vehicles and clean fuel in most departments, and these are the preferred product on vehicle hire and lease contracts.</p>	<p>Formal transport policy is in place and reviewed annually. Low emission, fuel-efficient vehicles and clean fuel are used throughout organisation, and are specified in vehicle hire and lease contracts.</p>	<p>Level 2</p>
Food	<p>Food provision is not co-ordinated across the organisation.</p>	<p>Food procurement is controlled but decisions are cost based. There is no consideration of nutrition or local supply chains, and little data.</p>	<p>Organisation knows how much food is locally sourced, and its nutritional value. Food procurement decisions are made on a cost/quality basis. Menus</p>	<p>Organisation is implementing action plan to increase local sourcing, and has succeeded for a few specific products. Menus or specifications have been changed to improve</p>	<p>The amount of local food procured has increased year on year. The use of fresh and seasonal produce has increased, as has the</p>	<p>Level 1</p>

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			and food comply with set standards.	nutritional content. Fairly traded products are available as options.	nutritional value. The use of fairly traded products is promoted internally and use has increased.	
People (Staff)	No training or development is provided to those involved in procurement.	Procurement training is ad hoc, but fairly limited.	Some procurement staff have received training and development in the last 12 months. . There is no formal process to apply learning into work roles.	All procurement staff received some training and development in the last 12 months. Some learning has been applied into work roles. .	All procurement staff have personal development plans which have been implemented, and learning has enhanced performance.	Level 4
People (Suppliers)	Organisation has no knowledge of suppliers' policies and performance.	Suppliers are sometimes asked for information on equal opportunities and health and safety policies but this is not kept or used. There are unlikely to be any contracts which have considered social issues	Site based suppliers are only rarely considered for internal training. Procurement records information on supplier equal opportunities and health and safety policies. A few specific contracts may address social issues in contract conditions.	Site based suppliers are allowed to attend internal training (e.g health and safety training). Suppliers are aware of organisation's social policies. Procurement uses its records to encourage suppliers to develop their own staff and improve equal opportunities and diversity or working conditions, supporting ILO standards. Specific contracts address social issues in contract conditions	Site based suppliers regularly attend appropriate organisational briefing or training sessions. Some specifications and contract conditions require suppliers to develop their own staff and address equal opportunities and diversity or working conditions in a specific manner. Key suppliers have improved performance on health and safety, working conditions, equality and diversity, and meet ILO standards.	Level 1

Recommendations from Assessment: See resulting action plan

How will the information above be used in taking sustainable procurement forward in your organisation?

1. Key potential contributions for 12 month Action Plan:

See Report action plan

2. How can your procurement service be improved (e.g. Quick Wins, or through looking at areas of most significant spend)?

See Report action plan

3. Recommended Next Steps:

See Report action plan

Section 4: Overall Organisational Result

	Level 0	Level 1	Level 2	Level 3	Level 4
Management Issues	1	3	1	1	0
Procurement Issues	0	4	5	0	0
Outcomes and Results	4	6	1	0	1
Overall Total	5	13	7	1	1
Overall Level	<p>Organisation has devoted little management resources to implementing SD. Organisation does not recognise procurement as a professional function. Organisation does not understand its expenditure, and does not regularly communicate with suppliers or collaborate with others. Organisation is not changing in any key areas.</p>	<p>Organisation is not taking responsibility for corporate SD. Organisation is not compliant with legislation and takes action on some environmental issues on an ad-hoc basis. Procurement policies and guidance exist but implementation is ad hoc. Data is gathered but not widely used. Organisation sometimes addresses key areas.</p>	<p>Organisation is aware of SD issues and is seeking to improve and mainstream its SD activities. Organisation has established effective policies, training, communication and processes and is therefore in a good position to implement change. Procurement is already addressing SD to some extent. Organisation understands its key areas and is starting to change.</p>	<p>Organisation has implemented its SD policy effectively and is seeing results. Organisation is using its strengths, including its effective procurement function and input from suppliers to improve its contribution to SD. Organisation is contributing to overall public sector improvement in Wales. Organisation is seeing results in key areas.</p>	<p>SD is very important to the organisation, and it takes a leading role in implementing SD. Benefits are being regularly delivered. Procurement is well developed and benefits from the use of appropriate supplier relationships. Organisation is recognised as a leader in SD across the public sector. Organisation is delivering results in key areas year on year.</p>
	INWARD LOOKING	INCONSISTENT	DEVELOPING	STRONG CONTRIBUTOR	EXEMPLAR

HEFCW IS AN OVERALL LEVEL 1