

Sustainability

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Strategy & policy	The organisation gives little or no consideration to sustainability issues in its procurement strategy and policy framework	The organisation gives some consideration to sustainability in its procurement strategy and policy framework	The organisation has agreed overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers	The organisation has reviewed and enhanced its sustainable procurement policy, including the consideration of supplier engagement ensuring it is part of a wider Sustainable Development strategy communicated to staff and key stakeholders	The organisation has augmented the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement measurement and a review process. Strategy endorsed by CEO	The organisation has reviewed and enhanced the sustainable procurement strategy, in particular recognising the potential of new technologies and tried to link it to the EMS and include in overall corporate strategy.	Strategy is: reviewed regularly, externally scrutinised and directly linked to the 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
Organisational skills knowledge & competencies	General skills & knowledge base across the Council with some local adhoc expertise	Good basic general skills and knowledge of sustainability issues in procurement across the organisation	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	Target 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
Best practice compliance Measurements and results	No coherent approach to promoting measurement & compliance with sustainable procurement best practice requirements	Coherent approach to promoting universal compliance with sustainable procurement best practice requirements and evidence of some local good practice for specific schemes	Key sustainability impacts of procurement activity have been identified	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	Sustainability measures refined from general departmental measures to include individual procurers are linked to development objectives	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced	Measures are 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
Process & Innovation	Evidence that the organisation takes some account of sustainability within its standard procurement processes and documentation including T&C's	Evidence that the organisation clearly takes account of sustainability within its standard procurement processes and documentation including T&C's	Expenditure analysis undertaken and key sustainable 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-costing 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
Stimulating the market place	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated with senior manager involvement	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other peer organisations. Suppliers recognise they must continually improve their sustainable profile to keep clients business
Whole life costing/value	No use of whole life costing/value	Little use of whole life costing/value	Some use & awareness of WLC whole life costing but no coherent policy or approach	Acceptance & use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm

From Flexible Framework
Original Continuum but moved

Original continuum no change
Governments 2009 Target