

Recommended Actions to Strengthen Flexible Framework Level 4

	Areas for development
People	Strengthen the formal training/refresher programme for staff development in relation to sustainable procurement
	Job descriptions and competencies reviewed and updated as and when possible
	Training, support and engagement with devolved procurers across the institution
Policy, Strategy & Communications	Include devolved procurers to increase the institutional reach of your sustainable procurement approach. Consider developing a simple pack of guidance on sustainable procurement for devolved purchasers.
	Strengthen your relationships with the Environmental Sustainability team. Align activity more closely moving forwards
Procurement Process	Further embed sustainability into Commodity Strategy processes and documentation
	Influence procurement process by devolved procurers across the institution
Engaging Suppliers	Consider a shift from the language of supplier assessment/supplier engagement to supplier development in relation to sustainability
	Increase the two-way dialogue with suppliers on sustainability
Measurements & Results	Utilise the reporting structure and scrutiny to demonstrate progress against targets agreed
	Share any reporting on these measures for the benefit of others (including Environmental Sustainability team) across the institution
	Communications that further deepen the narrative detailing the relationship between the organisational strategy and targets set for suppliers
	Development of a simple suite of environmental, social and economic measures (not just based around the reduction of negative impact) which can be added to contracts when they are perceived as relevant (These could be developed at a category level)

Flexible Framework Level 5 Action Plan

	Lead
People	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	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS.
	The Sustainable Procurement strategy recognised by HE/Sustainability consortia, is communicated widely.
	A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	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	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy.
	VC / Representative of University's Senior Management Team 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	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.