

Highland Council Sustainable Procurement Action Plan 2010 to 2012

Themes

People Policy Process Suppliers Results

People

Where Are We Now Level 1	Evidence Provided	Where Do We Need To Be Dec 2010 Level 2	What Do We Need To Do	Target	Accreditation Actions	Where Do We Need To Be Dec 2011 Level 3	What Do We Need To Do	Target	Accreditation Actions	By When	Lead	Support	Status	Risk
Is there a "Champion" for sustainable procurement in your part of the business	Job description and personal objectives for nominated champion	How many staff in total have received sustainable procurement training	Maintain list of people trained	25% relevant staff received some training	Interview sample of trainees to obtain feedback and test knowledge gained	What refresher training has been provided in the past 12 months	Set up list of people who have received refresher training	50% relevant staff received some training	Interview sample of trainees to obtain feedback and test knowledge gained	Dec-10	HoP	Directors	Complete	Impacts ignored and best value not achieved as a result
Was the "Champion" selected using objective criteria and are they supported with training.	Selection process for champion	Do you have evidence of the quality of the trainers and the training?	Maintain trainee feedback records	Minimum 50% average satisfaction rating	Review type of training provided, CPD accreditation and qualifications/experience of trainers	Do you have evidence of the quality of the trainers and the training?	Maintain trainee feedback records	Minimum 50% average satisfaction rating	Review type of training provided, CPD accreditation and qualifications/experience of trainers	Dec-10	HoP	Directors	Complete	Incorrect advice given
Have key procurement and environment staff received training in sustainable procurement?	List of people trained	Do you have evidence of continuous improvement of the training and that it covers current best practice	Version controlled training course materials maintained	minimum 1 annual course revision	Review feedback scores and commentary. Look for examples of action taken resulting from feedback	Do you have evidence of continuous improvement of the training and that it covers current best practice	Maintain trainee feedback records	minimum 1 annual course revision	Review feedback scores and commentary. Look for examples of action taken resulting from feedback	Dec-10	HoP	EDT	Complete	Staff don't understand training given
Is the training accredited by a recognised Chartered Institute?	Review evidence of training provided, source of training and credentials of trainers	What advanced training have procurement professionals received in sustainable procurement	Maintain list of procurement staff trained in sustainable procurement	25% relevant staff received some training	Interview sample of trainees to obtain feedback and test knowledge gained	Do key procurement/sustainability staff have personal objectives related to sustainable procurement	Incorporate sustainable procurement into procurement staff PDPs	Minimum 50% average satisfaction rating	Interview key staff to gauge awareness of objectives and progress against them	Dec-11	HoP	Directors		Core staff ignore sustainable procurement objectives
Is there evidence of effectiveness of the training through feedback?	Feedback on training effectiveness	Do you have evidence of the quality of the trainers and the training?	Maintain trainee feedback records	Minimum 50% average satisfaction rating	Review type of training provided, CPD accreditation and qualifications/experience of trainers	How are key staff incentivised to deliver sustainable procurement outcomes	Incorporate sustainable procurement into procurement staff PDPs	Core Procurement Staff have advanced sustainable procurement training delivered through PDPs	Interview key staff to gauge effectiveness of incentives	Dec-11	HoP	Directors		Opportunities for improved service/value missed
Is sustainable procurement included in the employee induction process?	Copy of employee induction process	Do you have evidence of continuous improvement of the training and that it covers current best practice	Version controlled training course materials maintained	minimum 1 annual course revision	Review feedback scores and commentary. Look for examples of action taken resulting from feedback					Dec-10	HoP	EDT	Complete	Staff don't understand training given
Is the induction process documented?	Records of individuals carrying out induction	How is professional sustainability advice deployed for procurement professionals?	Set up regular meetings with sustainability staff, participate in Climate Change Working Group	Minimum 4 minuted meetings per year	Interview procurement staff to understand effectiveness of support					Dec-10	HoP	Head of Policy		Opportunities for improved service/value missed

Policy

Where Are We Now Level 1	Evidence Provided	Where Do We Need To Be Dec 2011 Level 2	What Do We Need To Do	Target	Accreditation Actions	Where Do We Need To Be Dec 2012 Level 3	What Do We Need To Do	Target	Accreditation Actions	By When	Lead	Support	Status	Risk
Has your organisation identified and defined it's key sustainability impacts?	Evidence of impact evaluation	Has sustainability been incorporated into your overall supply chain strategy	Produce Procurement Strategy 2011-2015	Sustainable procurement deliverables shown in approved procurement strategy	Interview staff to test understanding of strategy	Does your organisation have a documented procurement process incorporating sustainability	Appropriate and proportionate implementation of the Forum for the Future Whole Life Costing tool	Evidenced use of WLC tool in at least one significant contract	Interview staff to test understanding of process.	Dec-10	HoP	Directors		Objectives not met, requirements of best value not delivered
Has your organisation identified it's key stakeholders	Evidence of stakeholder analysis	Does your organisation have dialogue with it's stakeholders?	Maintain records of Supplier Development Events and communications	10 supplier development events held	Evidence of action as a result of dialogue	Is the process aligned with your organisation's sustainability impacts and objectives	Incorporate Sustainable Procurement links in SAO	Further 10 supplier development events held	Review process to test alignment with strategy and impacts	Dec-11	HoP	Head of Policy		Strategic Misalignment

Does your organisation have a sustainable procurement policy?	Copy of policy		Has sustainability been incorporated into individual category strategies	Update standard strategic sourcing template	Evidenced use of sustainable procurement elements in specs and evaluation criteria in at least one exercise	Interview staff to test understanding of strategy	How is stakeholder feedback used to set priorities in your sustainable procurement policy?	Record feedback from Supplier Development Events and Customer Questionnaires	Evidenced use of sustainable procurement elements in specs and evaluation criteria in at least one more exercise	Review effectiveness of translation from stakeholder to policy, interview stakeholders if possible	Dec-10 HoP	EDT	Views of interested parties ignored
Is there commitment from a senior level in the organisation to sustainable procurement	Evidence of senior level sponsorship		Have sustainability objectives and requirements been communicated to your staff?	Produce Procurement Update Bulletins including sustainable procurement issues	At least one bulletin produced and distributed	Interview staff to test understanding of issues	Does your organisation operate a risk register? If so, are sustainable procurement risks addressed	Include Sustainable Procurement risks in service/corporate risk register	Risk register completed	Examine evidence that action is being taken to manage risks	Dec-11 HoP	Directors	No corporate visibility of risks: risk become issues
Has the sustainable procurement policy been communicated to key staff and suppliers	Evidence of communication		Have sustainability objectives and requirements been communicated to your key suppliers?	Repeat 2007 sustainable procurement survey of contracted suppliers	Communications issued to targeted contracted suppliers	Interview suppliers to test understanding of issues	Does your procurement process require a risk evaluation for category strategies? How is sustainability risk addressed?	Appropriate and proportionate implementation of the Forum for the Future Whole Life Costing tool	Evidenced use of WLC tool in at least one significant contract	Examine evidence that action is being taken to manage risks	Dec-10 HoP	Directors	Objectives not met, requirements of best value not delivered
			Does your organisation have a documented process for procurement and supplier performance management?	Establish Contract management methodology	Implementation of contract management implemented in at least one significant contract	Interview suppliers to test understanding of process	Does your organisation operate a supplier performance management process? Is sustainability performance addressed?	Establish Contract management methodology, including sustainability impacts where appropriate	Implementation of contract management implemented in at least one further significant contract	Review measures for alignment with strategy and impacts	Dec-10 HoP	Directors	Objectives not met, requirements of best value not delivered

Process

Where Are We Now Level 1	Evidence Provided		Where Do We Need To Be Dec 2011 Level 2	What Do We Need To Do	Target	Accreditation Actions	Where Do We Need To Be Dec 2012 Level 3	What Do We Need To Do	Target	Accreditation Actions	By When	Who	Status	Risk
Does your organisation know how much it spends, on what and with which suppliers?	Evidence of spend analysis in the past year		Have the sustainability risks in your supply chain been analysed with respect to key supply categories and sustainability impacts	Identify high sustainability categories of goods/works/service provision, analyse risks	Documented evidence of subject areas and risks provided	Review quality and completeness of data and analysis	Have the sustainability risks in your supply chain been analysed for procurement contracts	Appropriate and proportionate implementation of the Forum for the Future Whole Life Costing tool	Evidenced use of WLC tool in at least one significant contract	Check at least 50% of contracts underwent sustainability risk evaluation before prequal	Dec-11 HoP	Directors	Impacts not recognised and become costs	
Does your organisation know what it's key impacts are on the environment and society at large?	Evidence of identification of sustainability impacts		How does your organisation incorporate sustainability into it's procurement process	Implement project governance as per CSOs and whole life costing tool as appropriate	Evidenced use of sustainable procurement elements in specs and evaluation criteria in at least one exercise	Interview key staff for evidence of early involvement	Are sustainability risks in your supply chain managed effectively through the procurement contracts	Appropriate and proportionate implementation of the Forum for the Future Whole Life Costing tool driving specifications and evaluation criteria	Evidenced use of WLC tool in at least one significant contract	Check at least 50% of contracts demonstrate active risk management incorporating sustainability	Dec-11 HoP	Directors	Risks are missed and become issues	
Do your organisations contract award criteria include sustainability considerations?	Evidence of use of sustainability criteria in contracts		Are procurement decisions made on the basis of whole life value?	Appropriate and proportionate implementation of the Forum for the Future Whole Life Costing tool	Evidenced use of WLC tool in at least one significant contract	Review quality and completeness of data and analysis	Do key contracts require suppliers to measure and continuously improve their sustainability performance?	Establish Contract management methodology, including sustainability impacts where appropriate	Implementation of contract management implemented in at least one further significant contract	Check at least 50% of contracts demonstrate active risk management incorporating sustainability	Dec-11 HoP	Directors	Impacts not recognised and become costs	
Are procurement decisions made on the basis of best value?	Evidence of use of best value in procurement decisions		What proportion of your procurement is based on whole life value?	Produce analysis of evaluation criteria for current contracts	Summarised spreadsheet of contracts awarded with weighted criteria shown	Review proportion of procurement decisions made using whole life criteria					Dec-11 HoP	Directors	Best value not achieved	
Does your organisation adopt minimum sustainability standards for products (e.g. Quick Wins, Fair Trade, sustainable timber etc.)	Copy of minimum procurement standards													

Suppliers

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Does your organisation know how much it spends, on what and with which suppliers?	Evidence of spend analysis in the past year		Does your organisation have a prioritised supplier engagement programme?	Identify high impact contracted businesses and prioritise for communications	Programme for engagement with targeted businesses published	Review quality and completeness of data and analysis	Have your sustainability impacts and requirements been clearly communicated to key suppliers?	Establish record of sustainable procurement survey results	Communication issued to targeted contracted suppliers, some responses received	Interview suppliers to gauge effectiveness of communication	Dec-11 HoP	Directors	Key businesses operate unsustainably increasing risk and cost for the Council	
Does your organisation engage in two way dialogue with key suppliers?	Evidence of supplier dialogue		Is there a structure to supplier engagement at various levels in both organisations?	Identify high impact contracted businesses and prioritise for communications	Programme for engagement with targeted businesses published	Interview suppliers to gauge effectiveness of dialogue	Does your organisation have a structured supplier engagement plan	Establish record of sustainable procurement survey results	Programme for engagement with targeted businesses published, at least two meetings held	Interview suppliers to gauge effectiveness of communication	Dec-11 HoP	Directors	Key businesses operate unsustainably increasing risk and cost for the Council	

How is communication managed down subsequent tiers of the supply chain?	Implement communications requirements as contract conditions	Evidence provided by at least one significant supplier	Interview sub-suppliers to gauge effectiveness of communication
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Dec-11 HoP

Directors

Increased front line costs/drop in standards due to hidden costs

Results

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Has your organisation identified and defined it's key sustainability impacts?	Evidence of impact evaluation	Have the sustainability risks in your supply chain been analysed with respect to key supply categories and sustainability impacts	Identify high impact contracted businesses and prioritise for communications	Communications issued to targeted businesses	Review quality and completeness of data and analysis	How are sustainability performance measures incorporated into procurement category strategies	Evidence of use of performance measures in category strategies	Implementation of contract management implemented in at least one further significant contract	Review for alignment with policy and spend analysis	Dec-11 HoP	Directors			Costs and issues increase as risks are missed
		Does your organisation measure it's performance related to key sustainability impacts	Establish and monitor targets in conjunction with Policy staff	Evidence of targets produced between procurement and policy staff	Review for alignment with policy and spend analysis	How are sustainability performance measures through the supply chain incorporated into the organisation's performance management process?	Incorporate sustainable procurement objectives in service improvement plans	Inclusive service improvement plans delivered	Review for alignment with policy and spend analysis					Dec-11 HoP