

**EAUC
Mid Project Review
Evaluation Report**

Environmental Association for Universities and Colleges

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ACKNOWLEDGEMENTS

Thanks to all of the universities and colleges who gave their time to contribute to this report.

Blackpool and Fylde College

Durham University

Hull University

Nottingham Trent University

Pershore Group of Colleges

Plymouth University

Southampton University

South Tyneside College

Suffolk College

University of Gloucestershire

University of Hertfordshire

University of Northampton

Wigan and Leigh College

Worcester College of Technology

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Appendix 1 - The Flexible Framework

1 Executive Summary

This report presents the findings of a gap analysis carried out as part of the Environmental Association for Universities and Colleges (EAUC) sustainable procurement project.

The analysis showed partner institutions (universities and colleges) involved in the EAUC Sustainable Procurement Project are well on the way to meeting the minimum requirement of the Sustainable Procurement Task Force Action Plan - to reach level one on the Flexible Framework for all five measures by April 2007 (see Appendix 1 for a copy of the flexible framework). As part of the analysis 14 (out of 16 of the partner institutions were interviewed to ascertain progress against the Flexible Framework, to identify further actions for the second part of the sustainable procurement project.

The findings of the analysis are based on where the institution will be by April 2007 and not where they are now, this has allowed the project to revise action plans accordingly. We found of the 14 partner institutions:

Category	Progress
People	All of the partner institutions will meet the minimum requirements to achieve Level One by April 2007.
Policy, Strategy & Communication	13 of the partners will meet Level One or above by April 2007 for this measure.
Procurement Process	10 partners will achieve Level One or above by April 2007 with 3 of these meeting Level 2.
Supplier Engagement	All of the partner institutions will meet the requirements for Level One by April 2007.
Measurement and Results	All of the partner institutions will meet the Flexible Framework minimum requirements and achieve Level One for this measure by April 2007.

It is also worth recognising that whilst all the partner organisations are actively involved in the project each institution does have a different level of resource allocated to the project within their institution as well as very different starting point on the sustainable procurement journey. Some of the smaller institutions such as such as Suffolk College, South Tyneside College, Pershore Group of Colleges, Worcester College of Technology, Wigan and Leigh College and Blackpool and Fylde have all made significant strides on the path to sustainable procurement from a variety of starting positions.

Overall the Flexible Framework was found to be a very useful tool for focussing and stimulating activity within the institutions and many of the partners felt would support them on the sustainable procurement agenda.

As part of the analysis we also discovered that whilst on the whole useful the Flexible Framework presented some challenges when using it (a copy of the Flexible Framework can be found at Appendix 1). These include:

- Some ambiguity in of the wording e.g. definition of terms like 'key'
- Some repetition - although slight
- Whilst no timeline for action was explicitly suggested some actions could be seen to clearly follow others and this was left open to interpretation.

When completing this analysis we followed the guidance provided by the National Procurement Task Force, in that, the measure was not relevant for the sector we did

not pursue it, and we used the Flexible Framework to stimulate further action rather than critique past performance

2 Background

In 2004 the EAUC obtained funding from EAF to carry out a sustainable procurement project aiming to improve procurement practices in the higher and further education sectors.

There are currently 16 universities and colleges which have implemented or are in the process of implementing sustainable procurement as a result of this project. To date more than 100 project partner staff have been linked into the three-year project. These include directors of finance and estates, as well as procurement and environmental officers.

Following the launch of the government's Sustainable Procurement Task Force Action Plan, *Procuring the Future*, in June 2006, the project consultants carried out an analysis of how the EAUC project fit with these recommendations. This found that institutions following the EAUC programme would be on the way to meeting the targets in the Flexible Framework produced as part of the national procurement action plan.

ESD Consulting, the consultants to the EAUC programme, recommended that a gap analysis be carried out to assess whether each partner institution would meet the minimum requirements in the action plan.

The assessments for individual institutions can be found in Appendix 2.

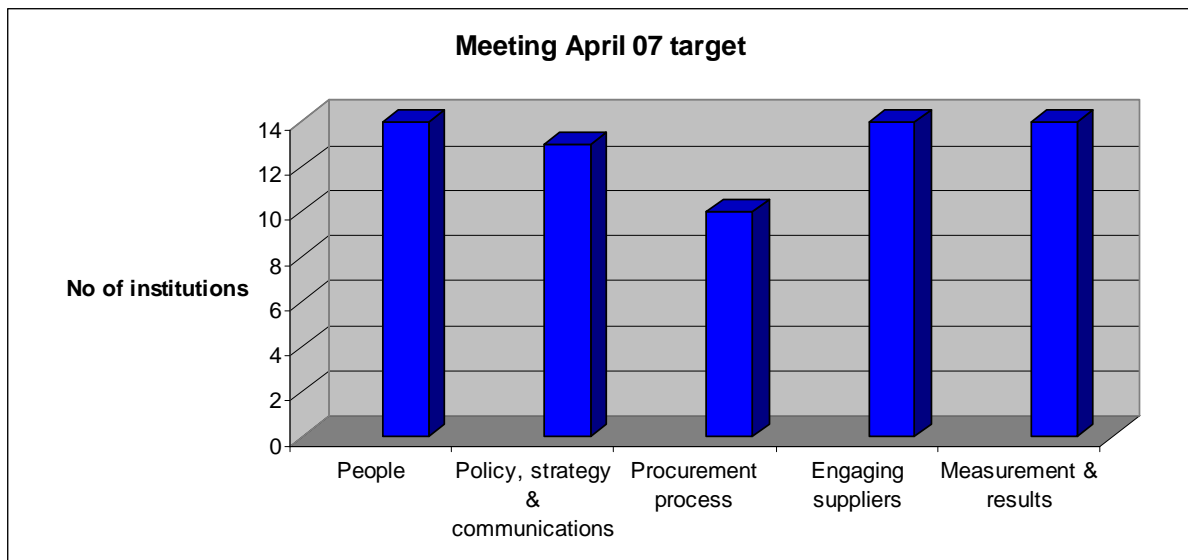
It is worth noting that the assessment sheets collated in Appendix 2 are not intended to be a detailed summary of the conversation but to provide a synopsis of progress and some interesting points. These assessments are being used to stimulate further action to achieve April 2007 and April 2009 targets identified in the Flexible Framework.

3 Evaluation against the Flexible Framework

Progress against most of the measures in the Flexible Framework is good. All of the partner institutions will meet Level One by April 2007 for the People, Engaging Suppliers and Measurement and Results measures.

One institution is likely to miss the target for Policy, Strategy and Communications. And four are likely to fail the requirement for Procurement Processes. Throughout the review it was identified that achieving the milestones in the section on Procurement Process were found to be the most challenging for the partner organisations.

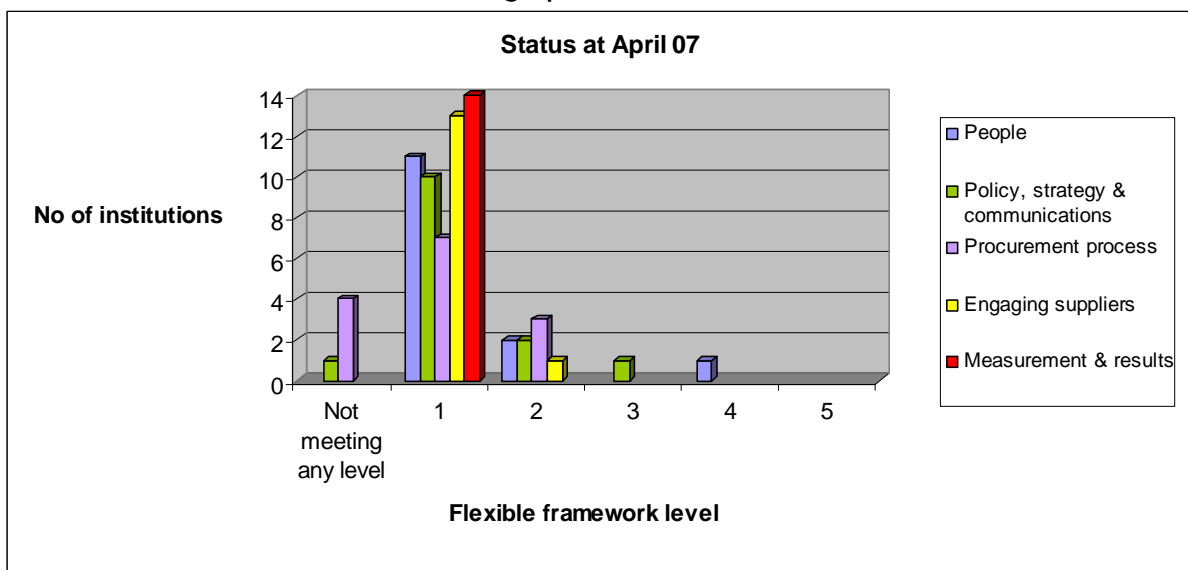
See the graph below for details.



In addition to meeting the minimum requirements, some institutions will exceed them.

Durham University currently meets the requirements for Level Four for the People measure and Level Two for Procurement Process, Policy, Strategy and Communications and Supplier Engagement. The University of Gloucestershire currently meets the requirements for Level Three for Policy, Strategy and Communications and Level Two for Procurement Process. Hull University will achieve Level Two for Policy Strategy and Communications and Procurement Process.

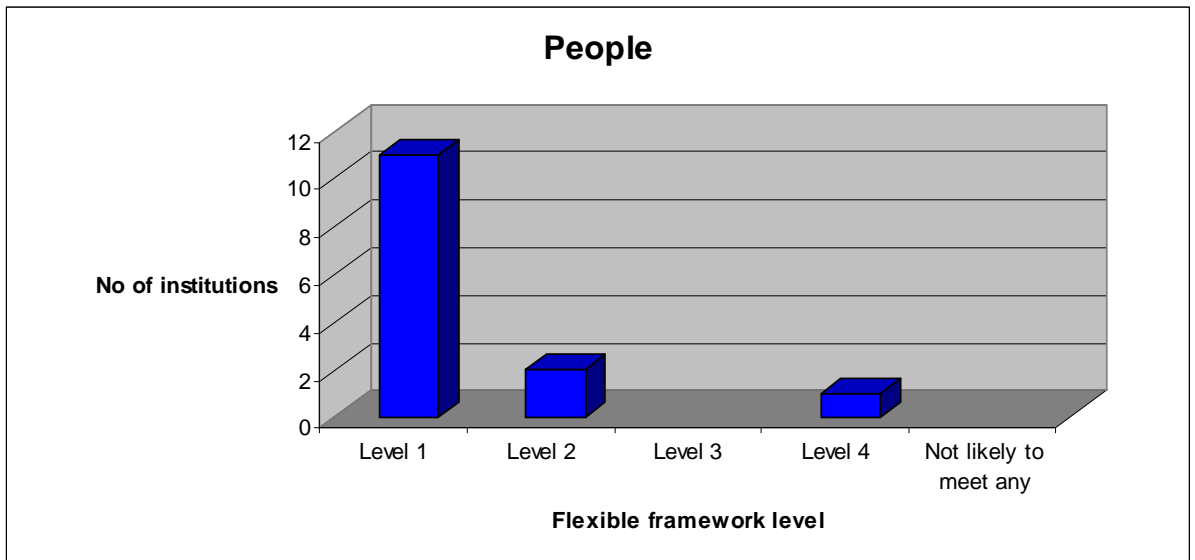
This information is summarised in the graph below.



4 Individual measures

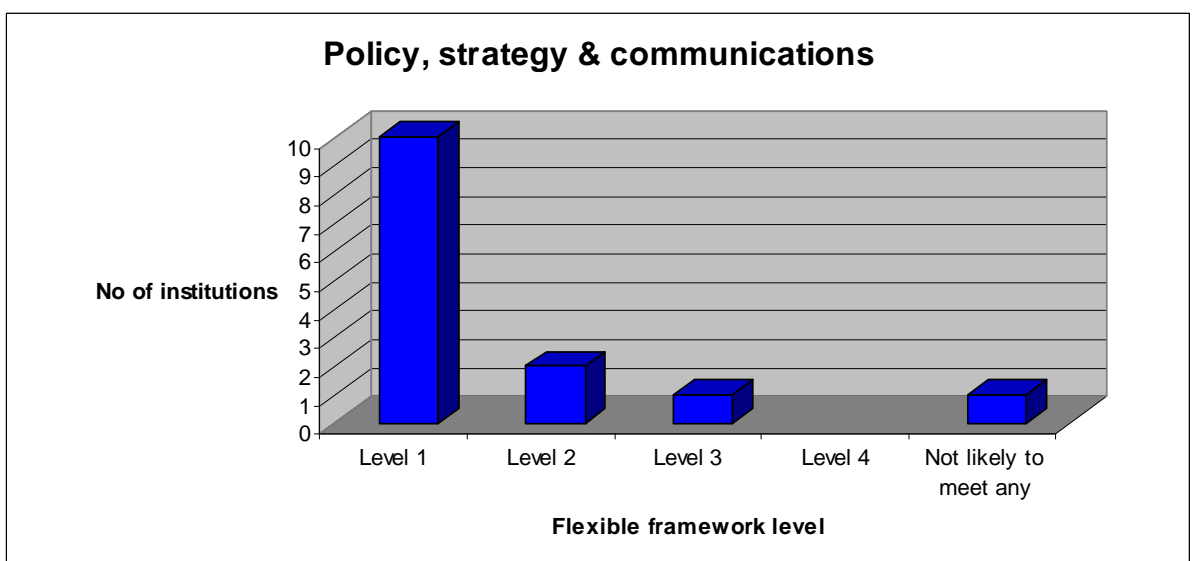
4.1 People

All of the partner institutions will meet the minimum requirements to achieve Level One by April 2007. In addition, Durham University currently meets the requirements for Level Four and Wigan and Leigh College and Hull University currently meet the requirements for Level Two. As well as achieving this level excellent progress has been made by Blackpool and Fylde College, Southampton University and the University of Hertfordshire.



4.2 Policy, strategy and communications

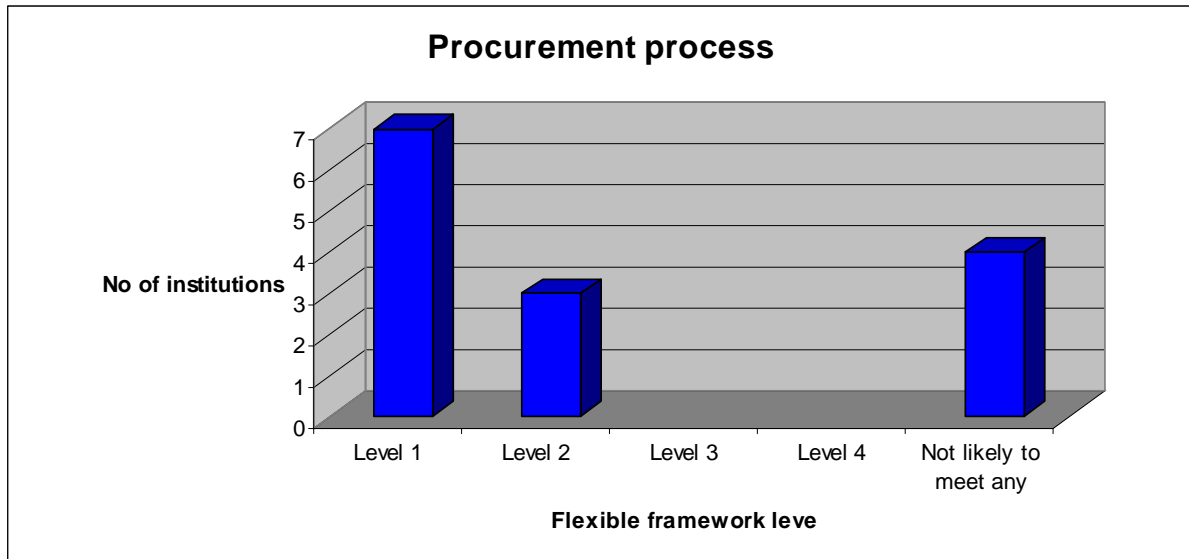
Of the 14 partner institutions, 13 will meet Level One by April 2007 for this measure. In addition, the University of Gloucestershire currently exceeds these and meets Level Three, while Durham and Hull universities currently meet the requirements for Level Two. Plymouth University has taken the opportunity to focus its policy and strategy on achieving the Flexible Framework targets, re-formatting its documentation accordingly.



4.3 Procurement process

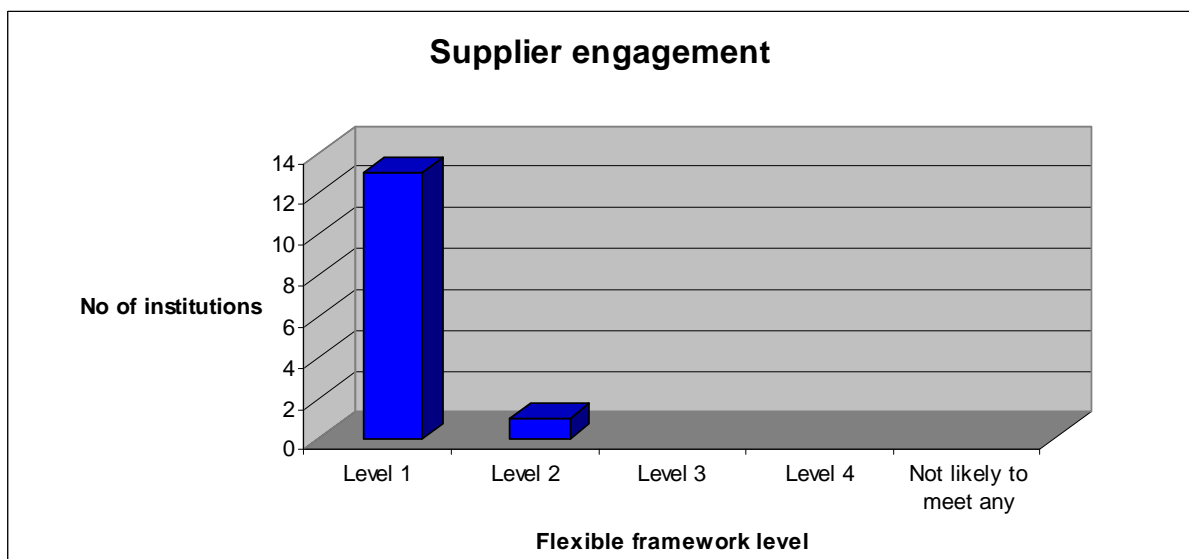
Four partner institutions are unlikely to meet the minimum requirements for this measure and achieve Level One by April 2007. This is mainly because of the challenging nature of the targets associated with this category and need for full institutional engagement.

However, seven institutions will meet Level One and a further three, the University of Gloucestershire, Durham University and Hull University, will exceed this and meet Level Two.



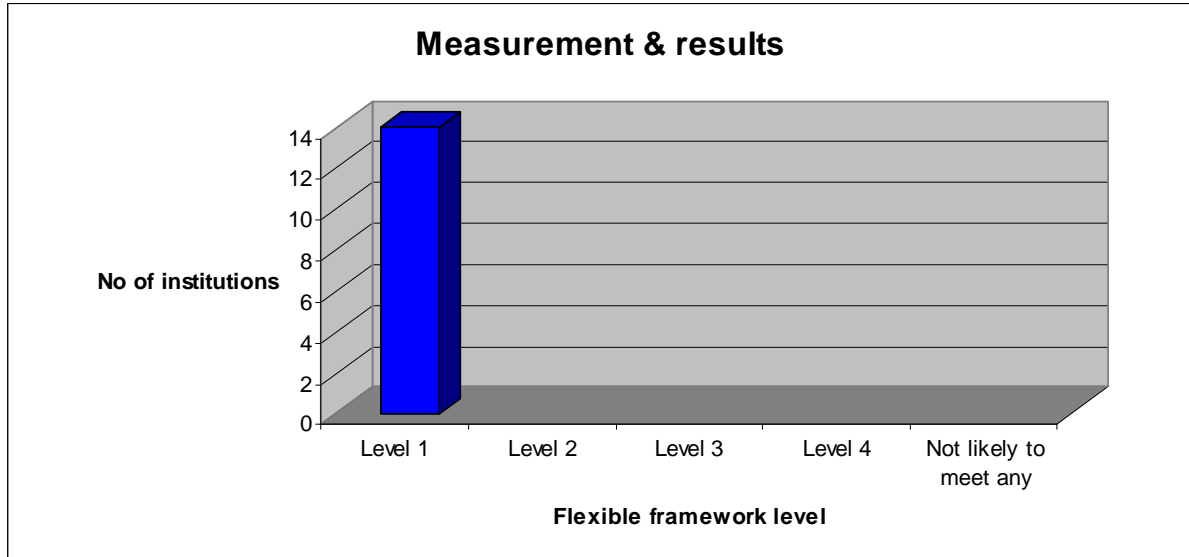
4.4 Supplier engagement

All of the partner institutions will meet the requirements for Level One by April 2007 and one, Durham University, will meet Level Two. Some excellent work has been carried out by Pershore Group of Colleges on local sourcing of food through local suppliers.



4.5 Measurement and results

All of the partner institutions will meet the Flexible Framework minimum requirements and achieve Level One for this measure by April 2007.



Appendix 1 - The Flexible Framework

	Foundation -Level 1	Embed - Level 2	Practice - Level 3	Enhance - Level 4	Lead - Level 5
People	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - All procurement staff have received basic training in sustainable procurement principles. - Key staff have received advanced training on sustainable procurement principles. 	<ul style="list-style-type: none"> - Targeted refresher training on latest sustainable procurement principles. - Performance objectives and appraisal include sustainable procurement factors. - Simple incentive programme in place. 	<ul style="list-style-type: none"> - Sustainable procurement included in competencies and selection criteria. - Sustainable procurement is included as part of employee induction programme 	<ul style="list-style-type: none"> - Achievements are publicised and used to attract procurement professionals. - Internal and external awards for achievements are received. - Focus is on benefits achieved. - Good practice shared with other organisations.
Policy, Strategy & Communications	<ul style="list-style-type: none"> - Agree overarching sustainability objectives. - Simple sustainable procurement policy in place endorsed by CEO. - Communicate to staff and key suppliers. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. - Strategy endorsed by CEO. 	<ul style="list-style-type: none"> - Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. - Try to link strategy to EMS and include in overall corporate strategy. 	<ul style="list-style-type: none"> - Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. - Sustainable Procurement strategy recognised by political leaders and is communicated widely. - Detailed review undertaken to determine future priorities and new strategy produced beyond this framework.
Procurement Process	<ul style="list-style-type: none"> - 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'. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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 agreed with key suppliers. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Key supplier spend analysis undertaken and high sustainability impact. suppliers identified. - Key suppliers targeted for engagement and views on procurement policy sought 	<ul style="list-style-type: none"> - Detailed supplier spend analysis undertaken. - General programme of supplier engagement initiated, with senior manager involvement. 	<ul style="list-style-type: none"> - Targeted supplier engagement programme in place, promoting continual sustainability improvement. - Two-way communication between procurer and supplier - with incentives - exists. - Supply chains for key spend areas have been mapped. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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 sustainability profile to keep the business.
Measurements & Results	<ul style="list-style-type: none"> - Key sustainability impacts of procurement activity have been identified. 	<ul style="list-style-type: none"> - Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. - Measures implemented to manage the identified high risk impact areas. 	<ul style="list-style-type: none"> - Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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.

