

Uni of Surrey Flexible Framework Position Statement

The University of Surrey Sustainability and Procurement teams have been measuring their progress in sustainable procurement using the government's Flexible Framework. The University has expanded the Flexible Framework from five to ten stages in order to clarify actions and expedite delivery. So far the sustainability and procurement teams have completed a number of actions including, crucially, the creation of a sustainable procurement plan, the selection and delivery of training in sustainable procurement, and the advanced filtering and classification of suppliers. The framework is pictured below:

Black squares indicate the current level to which we have progressed. Red squares indicate where we will be once we have completed key actions laid out below.

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8	Level 9	Level 10
People	Sustainable Procurement Champion identified	Key staff have basic training in Sustainable Procurement principles	Sustainable Procurement included in employee induction for key staff	All procurement staff have basic training in Sustainable Procurement principles	Champion has advanced training in Sustainable Procurement principles	Sustainable procurement embedded into appraisals, performance objectives and incentives	Sustainable Procurement listed as desirable in selection criteria	Sustainable Procurement included in employee induction for all staff in regular contact with procurement	Achievements publicised, awards received for achievements	Good practice shared with other Universities
Policy Strategy and Communication	Overarching sustainability objectives agreed and communicated to key staff	Sustainability included in procurement policy in some capacity	Dedicated Sustainable Procurement policy in place	Sustainable Procurement communicated to staff beyond the team	Develop Sustainable Procurement Strategy feeding from policy	Integrate risk, process integration, supplier engagement into strategy	Integrate measurement and review into strategy	Attain policy and strategy approval from Executive Board	Policy and Strategy are communicated widely	Detailed Policy and Strategy review conducted with stakeholder consultation

Procurement Process	Preliminary spend analysis undertaken	Detailed spend analysis undertaken, identifying key areas	Key contracts include sustainability criteria, sustainability considered early in procurement	Value for money and Whole-Life Costing principles adopted.	High Impact contracts assessed for sustainability risks through procurement process.	Key suppliers surveyed to attain supplier-specific carbon factors	High Impact contracts assessed for detailed sustainability risks through procurement process	Life-cycle thinking approach to cost / impact is considered for new contracts	Sustainability KPIs agreed with key suppliers	Streamlined life cycle analysis conducted for key commodities
Engaging Suppliers	Supplier spend analysis undertaken	Key suppliers identified for engagement	Supplier questionnaire includes basic sustainability questions	Supplier questionnaire includes detailed sustainability questions.	General programme of supplier engagement conceived	Targeted programme of supplier engagement with key suppliers initiated	Supply chains for high impact suppliers mapped	Sustainability improvement communicated to suppliers	Sustainability KPIs agreed with key suppliers	Intensive development for key suppliers. Supplier audits in place
Measurements and Results	Overall procurement spend-based carbon figure derived	Carbon figure categorised by commodity area and supplier	Simple measures for achieving framework agreed	Simple measures for achieving framework in practice	Report Sustainable Procurement benefit statements.	Report Sustainable Procurement benefit case studies	Compare framework progress to other Universities.	Balanced Scorecard produced addressing Strategy commitments	Sustainable procurement policy reviewed regularly. Benchmarking undertaken	Independent audit on framework undertaken

At present, the University has achieved the following stages in the ten-point Flexible Framework:

People – Level 4: *All procurement staff have basic training in Sustainable Procurement principles* – The team have completed LinkedIn and HEPA training, and are in the process of completing NETpositive training sessions.

Policy, Strategy, and Communication – Level 3: *Dedicated Sustainable Procurement policy in place* – The team have created a sustainable procurement plan which has now been finalised and is in place awaiting publication.

Procurement Process – Level 4: *Value for money and Whole-Life Costing principles adopted* – These principles have been adopted as laid out in the sustainable procurement plan.

Engaging Suppliers – Level 4: *Supplier questionnaire includes detailed sustainability questions.* – Through our collaboration with NETpositive, suppliers are asked very detailed questions across all areas of sustainability. Sustainability questions are also included in our own tendering process.

Measurements and Results – Level 4: *Simple measures for achieving framework in practice.* – The team have been meeting regularly, formulating and completing actions to progress along the framework.

Several key actions for advancement along the framework have been identified and are being pursued:

- Expand the current training to all staff involved in purchasing via online documents held with procurement. Agree appropriate inclusion of sustainable procurement into appraisals for procurement staff. Include sustainable procurement as desirable in selection criteria for procurement staff.
- Finalise and share the sustainable procurement plan, which includes the adoption of value for money and whole life cost principles, along with measurement and review, process integration, and supplier engagement.
- Formalise a programme of supplier engagement using our priority supplier list filtered by impact, commodity and business size.
- Create sustainable procurement benefit case studies.

Completion of these actions would correspond to the following levels on the framework:

People – Level 7: All procurement staff have basic training in Sustainable Procurement principles

Policy, Strategy, and Communication – Level 7: Dedicated Sustainable Procurement policy in place

Procurement Process – Level 6: Value for money and Whole-Life Costing principles adopted.

Engaging Suppliers – Level 6: Supplier questionnaire includes detailed sustainability questions.

Measurements and Results – Level 6: Simple measures for achieving framework in practice

Once these measures are achieved, it is recommended that the University begin to transition back to the original 5-point Flexible Framework, at which point auditing and certification can begin to take place.