

## **Barnardo's Responsible Procurement Policy and Implementation Strategy**

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### **1. Purpose**

- 1.1. As set out in our Corporate Strategy, by 2025 Barnardo's intends, amongst other things, to build positive futures for the children we support either directly or by working with their families. We aim to create opportunities for people to make the most of their abilities. Our hope for a better future for all children inspires our work. In addition, we are committed to making the best use of all our resources to help our beneficiaries: the children, young people and their families across the UK.
- 1.2. That commitment is supported by our Procurement Policy and this Responsible Procurement Policy and Strategy supplements that by setting out in more detail how we intend to contribute to a future world which is the best it can be for those children. Our procurement decisions also provide us the opportunity to secure benefits which will help us to achieve our corporate strategy outcomes.
- 1.3. The document is Barnardo's first step in working towards all goods, services and works procured for its use being ethically and sustainably sourced. This means that they are bought from supply sources that maintain ethical standards and sustainable practices throughout their supply chains.
- 1.4. The objective of this document is to set out the policy and put in place a strategic framework that provides support and guidance to staff engaged in procurement activities across Barnardo's to meet the following outputs:
  - a) Awareness of responsible procurement;
  - b) Awareness of potential ethical procurement issues;
  - c) Awareness of business sectors at risk of an ethical procurement issue;
  - d) Awareness of behaviours and traits expected of staff involved in procurement-related activity;
  - e) Guidance of how procurement will help deliver sustainability in

- what it does; and
- f) Guidance on how to build in social value elements to our contracts for the benefit of our beneficiaries.

## 2. Scope

- 2.1. This policy and strategy applies to all third party spend. For procurements of a total value of <£100k the contents of this document must be borne in mind and actioned where applicable. For procurements of a total value of >£100k an impact assessment must be carried out and the results set out in the procurement business case.

## 3. Roles and Responsibilities

- 3.1. This Policy and Strategy is intended for:
- a) **Directors, Senior Management** - To lead, challenge and monitor the way ethical and sustainable procurement is implemented
  - b) **Managers and Budget Holders** - To manage their department or section's adherence to the principles and rules that must be followed when carrying out procurement activities
  - c) **Procurement Team and Staff** - To support Barnardo's aims and values by conducting or helping others to conduct their procurement projects in the right way
  - d) **Contract Officers and Contract Managers<sup>1</sup>** - To understand the way services and products are procured and the principles involved in managing their contracts
  - e) **Current & Potential Suppliers** - To gain a better understanding of the procurement ethos at Barnardo's
  - f) **Service and Product Users** – To understand the ethos behind Barnardo's decisions to procure goods, services and works to show value for money is being obtained in line with our values
  - g) **Current and Potential Partners and Supporters** - To understand Barnardo's procurement policies which underpin our ethical and efficient use of funds
- 3.2. Employees engaged in procurement activities are required to familiarise themselves with the content of this document and related documents, such as the Barnardo's Procurement Policy,

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<sup>1</sup> As defined in the Procurement Rules

Procurement Rules and the Procurement Guide<sup>2</sup> and to comply with them.

- 3.3. Barnardo's requires that agencies and consultancies which carry out procurement as part of their contractual services are aware of the contents of this document and for them to ensure that their employees observe it when engaged in procuring Barnardo's contracts. Relevant employees must ensure that their agencies or consultants are made aware of this requirement.

## **4. Responsible Procurement Practice**

- 4.1. Responsible procurement covers a very wide range of areas. It can be defined as a process whereby Barnardo's meet its needs for supplies, services, and works in a way that achieves value for money on a whole-life cost basis in terms of generating benefits not only to the organisation, but also to society and the economy whilst minimising damage to the environment. To ensure a focus on deliverable outcomes this document identifies and addresses the following key issues:

- a) Ethical Behaviour
- b) Equalities and Diversity
- c) Fair and Ethically Traded Goods
- d) Serious and Organised Crime
- e) Modern Slavery – Slave Labour and Human Trafficking
- f) Child Labour
- g) Environmentally Sustainable Procurement
- h) Economic Sustainability
- i) Added Social Value

- 4.2. Whenever staff are procuring particular attention must be paid to posing questions during the procurement to ensure as far as possible that the above activities are addressed and we know the position of our supply chain. We shall include requiring bidders to make certain declarations of non-involvement in these activities.
- 4.3. In addition, contract management staff must follow up with appointed suppliers during the contract management meetings to ensure that declarations made remain true and that steps taken to

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<sup>2</sup> When issued

ensure compliance during the tendering process are continuing during the contract term.

- 4.4. There is some overlap between the headline issues, for example, human trafficking also falls under the heading of serious and organised crime; Fair Trade standards also incorporate environmental standards and labour conditions, etc.
- 4.5. For all tenders (i.e. procurements over £100,000 in value) a responsible procurement impact assessment is required.

## **5. Ethical Behaviour**

- 5.1. Underpinning all procurement activities is the premise that staff must act honestly, diligently and in good faith, placing the interests of Barnardo's at the forefront of their minds. The actions of staff must always seek to promote and protect the reputation of Barnardo's and decisions taken by staff must be to the benefit of the charity and not for any improper or personal motive. Staff should avoid any action (or inaction) which would bring the reputation of Barnardo's into disrepute, would have the potential to do so, or which might be perceived as doing so.
- 5.2. In addition to the provisions of the Employee Handbook and going beyond its provisions, all staff engaged in procurement activity shall adhere to the Chartered Institute of Purchasing and Supply (CIPS) code of practice for procurement ethics, which is appended to the Procurement Policy and for ease of reference, is attached at Appendix 1.

## **6. Equality and Diversity**

- 6.1. Procurement is an area which can have a huge influence on and promote best practice on Equality and Diversity issues in respect of goods, services and works procured. We will develop standard documentation to ensure we tackle discrimination within our supply chain. We aim to embed best practice in our specification development, tendering procedures, award of contracts and contract management and to help our suppliers to do the same in their own business.
- 6.2. In addition to asking firms to confirm that they abide by the Equalities Act 2010 and have no recent tribunal history of issues relating to Equality and Diversity, for contracts exceeding £100k we shall ask firms about their training and other steps they take to identify, address and eliminate unfair or unlawful discrimination or prejudice where these are identified in their organisation.

- 6.3. In addition, we shall promote supplier diversity; the process of sourcing goods and services from minority businesses. These include the participation of small and medium enterprises, other third sector organizations (including voluntary and community sector organizations and social enterprises), ethnic minority-owned businesses, women-owned businesses, disabled-owned businesses, Lesbian, Gay, Bisexual, Transsexual-owned businesses or other specific under-represented groups in bidding for our contracts.
- 6.4. An Equality and Diversity Impact Assessment will be required as part of the Responsible Procurement Impact Assessment in the Procurement Business Case.

## **7. Fair and Ethically Traded Goods**

- 7.1. Fair trade is about better prices, decent working conditions, local economic development, environmental sustainability, fair labour conditions and fair terms of trade for farmers and workers in the developing world.
- 7.2. Fair trade is of particular concern when a supplier is directly sourcing goods or commodities from the producer. For contracts exceeding £100k we shall ask suppliers whether they support fair trade and when appropriate what actions they are taking to meet the relevant Fair Trade Standards as set out by the Fair Trade Foundation. (<https://www.fairtrade.org.uk/Buying-Fairtrade> ).

## **8. Serious and Organised Crime**

- 8.1. Serious and organised crime (SOC) includes drug trafficking, human trafficking and organised illegal immigration, child sexual exploitation, high value fraud, other fraud carried out nationally, other financial crimes, counterfeiting, organised acquisitive crime and cyber-crime.
- 8.2. As an organisation we have to be aware of the possibility that our contracts could be bid for by companies involved with serious and organised crime, such as money laundering, or employing “gang-masters” to get cheap labour to work in caring positions, or just unthinkingly using car washes that employ cheap, probably slave, labour to clean company cars. A list of business areas identified by the Scottish Police as vulnerable to SOC activities is set out in Appendix 2
- 8.3. When a staff member, such as the contract manager or payment staff, suspects that a company may be involved in a SOC activity they are duty bound in law to inform the police. In practice, CAIU<sup>3</sup>

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<sup>3</sup> CAIU - Corporate Audit and Inspection Unit

should be informed of the suspicion and they will liaise with the police.

- 8.4. When we procure contracts that may involve any of the at-risk business sectors we must take steps to ensure that the contracting firm does not take active part in SOC activities and has in place checks to ensure that its supply chain does not support SOC activities.
- 8.5. We shall ask firms to make declarations regarding their business and that any of their director(s) / partners / proprietor(s) are not involved in SOC, or other criminal activities including any sex offences before appointment to any Barnardo's contract.

## **9. Modern Slavery**

- 9.1. The term Modern Slavery is used as an overarching term for an abuse of human rights in the supply chain in pursuit of profits. It denotes human trafficking, forced labour and slavery-like practices such as debt bondage, and the sale or exploitation of children.
- 9.2. Slave labour and human trafficking
- 9.3. Slave labour and human trafficking are sub-sets of SOC. Barnardo's is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking. Barnardo's will require all direct suppliers, service providers and contractors to answer questions on modern slavery and are committed to preventing modern slavery within their own activities and through their supply chain, which includes manufacturers, and providers of services.
- 9.4. Child Labour
- 9.5. Child labour is also a subset of SOC. Barnardo's is the UK's leading children's charity, providing support and care to children, young people and their families. As such, it is totally unacceptable that any goods, services or works procured by it, use child labour or otherwise exploit children in any part of the associated supply chain.
- 9.6. The use of child labour continues to be a significant problem across world-wide supply chains particularly in sub-contracted manufacturing within the developing world. Use of child labour can be very difficult to identify in complex world-wide supply chains. As far as possible we will take steps to ensure that Barnardo's does not benefit from any child labour or child exploitation activities.

## 9.7. Ethical Labour Sourcing

- 9.8. A report<sup>4</sup> which looked at central government's top 100 suppliers revealed that 90% had published a Modern Slavery statement, but only 58% of those were legally compliant. With the well-being of children at its heart, as a provider to central and local Governments, as well as a procurer of services itself, Barnardo's intends to be exemplary in this area.
- 9.9. In response to the Modern Slavery Act 2015 provisions the BRE Trust has developed an Ethical Labour Sourcing Standard, an online business tool for firms to demonstrate that they have adopted the principles of ethical labour sourcing in 12 areas;
- a) Organisation Structure
  - b) Management Policies
  - c) Management Systems
  - d) Assurance, compliance and auditing
  - e) Human Resources
  - f) Immigration
  - g) Procurement
  - h) Supply Chain Management
  - i) Bribery and Corruption
  - j) Learning and Development
  - k) Forums
  - l) Reporting
- 9.10. Firms applying for the standard are required to indicate whether they are achieving, have identified an area for improvement or the potential to improve in those 12 areas by addressing each of the standards at 5 levels. The framework is set out [here](#). Barnardo's aims to be at level 2 by the end of 2020.
- 9.11. As part of meeting this level, we will question potential suppliers to ensure that the appointed firm does not support modern slavery activities and has in place processes and checks to ensure that its supply chain does not support modern slavery activities. This will

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<sup>4</sup> <https://sancroft.com/wp-content/uploads/2017/11/The-Sancroft-Tussell-Report.pdf>

continue once a supplier has been appointed via contract management activities.

- 9.12. We will explore joining and requiring our major suppliers to join the Suppliers Ethical Data Exchange ([SEDEX](#)) as a means to engage, initially with our larger suppliers, on ethical sourcing through their supply chains. SEDEX aims to make it simpler to do ethical sourcing and to make it easier for businesses to monitor compliance.

## **10. Environmentally Sustainable Procurement**

- 10.1. Barnardo's Environmental Policy states as part of the responsibilities implicit in our Basis and Values statement and in our ongoing commitment to children that Barnardo's aims to be an environmentally conscious organisation contributing towards a safe and healthy environment for today's children and for future generations of children.
- 10.2. The policy recognises that through our belief in the importance of children to the future and our work across the UK our influence extends across many boundaries including our own supply chain. Objective (ix) of the Policy states that we will "encourage third parties involved with Barnardo's (e.g. suppliers, contractors, partners, etc.) to work towards establishing similar standards."
- 10.3. Sustainable Procurement is a critical issue in that we have to ensure our procurement activities do not harm the environment, that natural resources are used efficiently, waste is avoided and that we protect our biodiversity so that our world is a better place for the children we care for to grow up in. Our spending decisions are important to us in tackling climate change both by reducing our carbon emissions and ensuring that our buildings and infrastructure are resilient to climate change. Understanding and adapting to the impact of climate change, resource depletion and energy competition will, therefore help shape our future acquisition requirements and we will favour suppliers with a similar ethos.
- 10.4. Great strides have been made by the Property and Facilities Management Team in particular, sourcing most of Barnardo's electricity needs from renewable energy sources; water meters have been installed in all our buildings and the vehicle fleet has been replaced with low-emission engines. Recycling is a high priority across our sites including our shops. Video conferencing has reduced the number of business miles travelled, lowering the organisation's direct carbon emissions.
- 10.5. We can address our indirect carbon emissions by looking at our supply chain. We can reduce the bottom line impact of suppliers,

which are not addressing their carbon emissions, demanding higher prices as they pass on the impact of rising commodity and energy prices.

- 10.6. We can also affect our top line impact with our customers (usually local authorities) preferring and opting for “green” services which have been enhanced to help them save money by consuming less energy or fuel in use.
- 10.7. We will require and monitor the use of environmentally sustainable materials, such as FSC timber, CE labels, parts of BES 6001 relevant to the responsible sourcing of steel in our construction, shop-fitting and property maintenance contracts.
- 10.8. Central Government developed a five-stage sustainable procurement Flexible Framework to aid public sector organisations understand where they were starting from and what they needed to put in place to be seen as a leader in the field. The Flexible Framework, which sets out standards which will guide Barnardo’s, is set out in Appendix 3. Barnardo’s aims to be at practice level (level 3) by the end of 2020.
- 10.9. In promoting greater environmental sustainability through procurement we will:
  - a) Adopt the Government Buying Standards when procuring defined supplies and services (accessed [here](#))
  - b) Continue our commitment to ensure that environmental issues are proactively addressed in all aspects of the procurement process and monitor our progress in this area;
  - c) Seek to reduce waste through reviewing the amount and type of materials purchased, and by exploring the opportunities to purchase refurbished, recycled and recyclable equipment, products and materials for use in the organisation;
  - d) Continue to source green energy where affordable and adopt appropriate energy management measures across all Barnardo’s sites;
  - e) Ensure that goods purchased derive from natural sources where appropriate, do not have an adverse effect on the environment, and comply with EU and international trading rules;
  - f) Ensure that vehicles procured to provide our services achieve minimum standards for emissions of local air pollutants and climate change gases and aim towards future-proofing to meet government-declared higher emission standards where cost-effective and practical to do so;

g) Where appropriate, examine the environmental management practices of our current and potential suppliers.

## **11. Economic Procurement**

- 11.1. Our contracts with suppliers also give us the opportunity to support the development of skills and provide work experience for Barnardo's' beneficiaries as well as training for beneficiaries, Barnardo's staff and volunteers.
- 11.2. Many companies have Corporate Social Responsibility Policies with budgets that can be accessed to provide community benefits that can provide added value to our contracts. Specifically, we will:
  - a) consider the impact our procurement activities can have on our local communities at commissioning stage, the beginning of the procurement process,
  - b) insert an added value award criterion worth a minimum of 10% of the overall mark in all tenders (i.e. over £100k in value),
  - c) Incorporate provisions into our contracts with a value of at least £1million and term of at least one year, where appropriate, to offer apprenticeship training and employment opportunities for Barnardo's beneficiaries,
  - d) Work with our suppliers to ensure that, wherever appropriate, employment opportunities arising from our contracts are communicated to our Barnardo's' local communities, and
  - e) We will encourage a positive contribution from our suppliers to our Barnardo's communities, events and activities.

## **12. How We Will Address the Issues**

- 12.1. To implement the policies and strategy above, we will use a risk-based approach, based on reputational risk and proportionality to identify relevant contracts suitable for responsible, ethical and sustainable sourcing considerations in tendering and in contract management.
- 12.2. When establishing the procurement need and developing the procurement Business Case, social issues will be considered. The costs and benefits will be incorporated to enable a robust impact assessment. Where risks are identified that may impact on the delivery of any social or environmental considerations mitigating actions will be explicitly set out. We shall ask relevant questions during the pre-tender process, specify relevant standards and evaluate on a whole-life cost basis. This can include the associated

costs of consumption of energy, water and other resources required by the production process, costs associated with environmental impacts, e.g. costs of emissions at the production plant and during transportation.

- 12.3. We will build compliance into our standard documentation. When major contracts are procured we will require our suppliers to meet these operational standards, including building compliance into the contract conditions. All suppliers will be required to aim towards meeting these standards.
- 12.4. As part of our contract management activities we can review the supply chain to create a “heatmap” that shows where the concentrations of commodity and energy usage are. We can then look at the external factors such as changes to Government regulations, the direct effect of climate change and resource scarcity to predict future costs and the risk profile to our business. We can also look at our internal processes; at how we contribute to the costs of a supplier, e.g. reducing changes to orders, preventing inefficient scheduling, emergency shipments or multiple deliveries to our sites.
- 12.5. To ensure effective implementation we will make appropriate financial and staff resources available to take this strategy forward, and shall set up a means of measuring progress by establishing a baseline, collecting data and regularly reporting progress to the Corporate Leadership Team.
- 12.6. Each of the aspects set out in this policy are intended to provide best practice guidance and points of reference for procuring staff across Barnardo’s. All Barnardo’s staff with responsibilities for procurement activity can contact the Head of Procurement for additional support and advice on any aspect of this strategy.

## **Appendix 1**

### **CIPS Code of Ethics**

#### **Principles**

Staff shall always seek to uphold and enhance the standing of the Purchasing and Supply profession and will always act professionally and selflessly by:

- (a) maintaining the highest possible standard of integrity in all their business relationships both inside and outside the organisations where they work;
- (b) rejecting any business practice which might reasonably be deemed improper and never using their authority for personal gain;
- (c) enhancing the proficiency and stature of the profession by acquiring and maintaining current technical knowledge and the highest standards of ethical behaviour;
- (d) fostering the highest possible standards of professional competence amongst those for whom they are responsible;
- (e) optimising the use of resources which they influence and for which they are responsible to provide the maximum benefit to their employing organisation;
- (f) complying both with the letter and the spirit of:
  - i. the law of the country in which they practise;
  - ii. Institute guidance on professional practice;
  - iii. contractual obligations.

Members should never allow themselves to be deflected from these principles.

#### **Guidance**

In applying these principles, members should follow the guidance set out below:

1. Declaration of interest – Any personal interest which may affect or be seen by others to affect a member's impartiality in any matter relevant to his or her duties should be declared.
2. Confidentiality and accuracy of information – The confidentiality of information received in the course of duty should be respected and should never be used for personal gain. Information given in the course of duty should be honest and clear.
3. Competition – The nature and length of contracts and business

relationships with suppliers can vary according to circumstances. These should always be constructed to ensure deliverables and benefits. Arrangements which might in the long term prevent the effective operation of fair competition should be avoided.

4. Business gifts – Business gifts, other than items of very small intrinsic value such as business diaries or calendars, should not be accepted.
5. Hospitality – The recipient should not allow him or herself to be influenced or be perceived by others to have been influenced in making a business decision as a consequence of accepting hospitality. The frequency and scale of hospitality accepted should be managed openly and with care and should not be greater than the member's employer is able to reciprocate.

### **Decisions and Advice**

When it is not easy to decide between what is and is not acceptable, advice should be sought from the member's supervisor, another senior colleague or the Institute as appropriate. Advice on any aspect of the Code is available from the Institute.

*This Code was approved by the Council of CIPS on 16 October 1999*

## Appendix 2

### **Business Sectors Identified as Vulnerable to Serious and Organised Crime Activities**

BUSINESS SECTOR	SUB SECTOR
<b>CATERING/FOOD</b>	Bakery
	Butchers (Supply/Production)
	Ice (Supply/Delivery)
	Mobile Van/Catering
	Restaurant
	Take Away
	Wholesaler
	Storage Facilities
<b>ENVIRONMENTAL</b>	Recycling
	Scrap Yard
	Skip Hire
	Tyres
	Waste Disposal
<b>HEALTH/BEAUTY</b>	Hairdressers/Barbers
	Nail Bar
	Tanning Salon
<b>LICENSED PREMISES</b>	Bar/Public House
	Nightclub
<b>PROFESSIONAL</b>	Education Establishments
	Estate/Letting Agent
	Financial/Investment
	Immigration Advisory

	Landlord/Property Rental
<b>PROPERTY</b>	Building/Construction
	Building/Construction - Commercial
	Building/Construction - Residential
	Demolition
	Groundworks/Landscaping
	Home Improvement
	Plasterer
	Joinery
	Plumbing
	Property Development
<b>PROPERTY</b>	Property Maintenance
	Roofing
	Scaffolding
	Children's Recreational Activities
	Entertainment – Dance/Music/Events
<b>RECREATIONAL</b>	Football Club/Agents
	Gym
	Snooker Club
	Doors
	Site
<b>SECURITY</b>	Cleaning
	Hotel
	Jewellers
	Market Trading
	Nursery (Children)
	Shop
<b>SERVICE/RETAIL</b>	

	Social Care
	Storage Facilities
	Undertaker/Funeral Director
<b>VEHICLE TRANSPORT</b>	Bus/Coaches
	Car Wash/Valet
	Dealership
	Garage/Repairs/Maintenance
	Haulage
	Petrol Station
	Plant Hire
	Taxi/Cab
	Vehicle Breakdown
	Vehicle Lease/Hire/Rental

### Appendix 3 – Flexible Framework – Sustainable Procurement

<b>Flexible Framework Level</b>	<b>Foundation</b>	<b>Embed</b>	<b>Practice</b>	<b>Enhance</b>	<b>Lead</b>
	Level 1	Level 2	Level 3	Level 4	Level 5
<b>People</b>	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.	Targeted 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.
<b>Policy, Strategy &amp; Communications</b>	Agree overarching sustainability objectives. Simple sustainable procurement policy in place	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing,	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders, is

<b><i>Flexible Framework Level</i></b>	<b>Foundation</b>	<b>Embed</b>	<b>Practice</b>	<b>Enhance</b>	<b>Lead</b>
	Level 1	Level 2	Level 3	Level 4	Level 5
	endorsed by CEO. Communicate to staff and key suppliers.	a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	supplier engagement, measurement and a review process. Strategy endorsed by CEO.	technologies. Try to link strategy to EMS and include in overall corporate strategy.	communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
<b>Procurement Process</b>	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.	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.	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.

<b>Flexible Framework Level</b>	<b>Foundation</b>	<b>Embed</b>	<b>Practice</b>	<b>Enhance</b>	<b>Lead</b>
	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Engaging Suppliers</b>	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 sustainability profile to keep the clients business.
<b>Measurements &amp; Results</b>	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	Sustainability measures refined from general departmental measures to include individual procurers and 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	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced.

<b><i>Flexible Framework Level</i></b>	<b>Foundation</b>	<b>Embed</b>	<b>Practice</b>	<b>Enhance</b>	<b>Lead</b>
	Level 1	Level 2	Level 3	Level 4	Level 5
		impact areas.		produced.	Independent audit reports available in the public domain.