

MEASUREMENT & RESULTS									
Criteria Question	Definition Guidance	Suggested Evidence to Support a "Yes" Response	Question Criteria Met?	RAG Status	Proposed actions required to meet criteria	Owner	Date raised	Due Date	Comments / Evidence
Level 1 (Foundation)									
MR1 (a) Have the key sustainability benefits to be gained from procurement activity been identified?	In order to measure the success or otherwise of buying a commodity sustainably, the general benefits of sustainable procurement have to be identified.	A general assessment of the benefits of buying sustainably undertaken for a range of key commodities that have a significant impact on sustainability (e.g. reduced carbon emissions, less water consumption, reduced waste and packaging, community benefits etc).	Partial / In progress		Undertake a general high level assessment of the benefits of buying sustainability against economic, social and environmental factors.				Carried out at a high level in some areas where appropriate to the desired contract outcomes. A procurement Risk process has been adopted using a bespoke risk log to collate key sustainability risks at the pre-procurement stage. The key risks can then be addressed through the specification. process needs to be rolled out further.
Level 2 (Embedded)									
MR2 (a) Has a detailed appraisal of the sustainability benefits to be gained from procurement activity been undertaken?	An organisation should conduct a detailed assessment of the benefits of buying sustainably from which targets can be set. Key performance indicators should be derived to measure performance.	A detailed assessment of the benefits of buying sustainably undertaken for a range of key commodities that have a significant impact on sustainability. Identification of potential KPI's and targets derived from the assessment.	No		Undertake a detailed assessment of the benefits of buying sustainability against economic, social and environmental factors and derive key measures (KPI's) and targets.				Work required to progress this area throughout 2014.
MR2 (b) Have measures been implemented to manage the identified high risk impact areas?	An organisation may introduce a benefits tracking system to measure the success or otherwise of buying sustainably.	The creation of a benefits tracking system (or equivalent) to measure the benefits of buying sustainably.	No		Consider the introduction of a benefits tracking system to measure the perceived benefits of buying commodities sustainably.				Work required to progress this area throughout 2014.
		Actual measurement of sustainable performance against sustainable KPI's with a system in place to report on performance.			Ensure that measurement against KPI's and targets for sustainability are systematically reported to senior management.				Work required to progress this area throughout 2014.
Level 3 (Practice)									
MR3 (a) Have sustainability measures been refined from general departmental measures?	Organisations should include at least one key sustainability objective within corporate objectives with targets and key performance indicators clearly stated.	Organisational KPI's including KPI's on sustainable procurement have been defined and cascaded to departmental heads and staff.	No		Ensure that one objective relating to sustainable procurement is incorporated into organisational objectives during the planning cycle.				
		Departmental KPI's used to measure sustainable performance align with organisational KPI's used to measure sustainable performance.			Ensure that any sustainable procurement targets and KPI's align to and support organisational objectives and targets.				
MR3 (b) Do measures (KPI's) apply to individual procurers and are they linked to personal objectives?	KPI's that relate to sustainable procurement objectives should be cascaded from senior managers to team managers to individual procurement staff.	Confirmation that sustainable procurement objectives have been cascaded to procurement heads and procurement staff and that KPI's used to measure sustainable procurement performance are incorporated into the personal objectives of procurement staff.	No		Consider the introduction of a system to record the cascading of objectives from senior management to functional teams to individuals. Personal objectives relating to sustainable procurement should be recorded, monitored and reviewed against key performance measures.				

Criteria Question	Definition Guidance	Suggested Evidence to Support a "Yes" Response	Question Criteria Met?	RAG Status	Proposed actions required to meet criteria	Owner	Date raised	Due Date	Comments / Evidence
Level 4 (Advanced)									
MR4 (a) Are measures integrated into a balanced score card approach reflecting both input and output?	Organisations should have an established method or system for monitoring the performance of the organisation. Performance appraisal should include measurement of sustainability benefits.	Clearly defined and unambiguous key performance indicators that can be used to accurately measure/monitor expected sustainability benefits.	No		Agree KPI's to measure sustainable procurement performance based on the organisation's sustainable procurement strategy.				
		Balance scorecard, KPI dashboard or equivalent measurement system that records details of sustainable procurement performance.			Establish a system for measuring sustainable procurement performance that reports on progress achievement to senior management.				
MR4 (b) Are comparisons made with peer organisations?	Sustainable procurement performance should be compared with other organisations within the sector to measure progress and identify potential improvement areas.	Sustainable procurement performance/benefits compared with other organisations with sector (e.g. Procurement Capability Assessments)	No		Promote measurement of sustainable procurement performance via established programmes that assess procurement capability.				
		Active participation in work streams set up to deliver improved sustainable procurement performance within sector.			Participate in sector wide or local work streams/forums set on to compare results and improve sustainable procurement performance.				
MR4 (c) Have benefit statements been produced?	The benefits from implementing sustainable procurement strategies should be produced and reported to senior management and other relevant stakeholder bodies.	Benefits statement that shows actual benefits achievement against forecasted/expected sustainability benefits,	No		Establish benefits tracking system from which sustainable benefits can be measured, recorded and reported upon..				
		Reports to senior management or other stakeholder organisations showing details of sustainability benefits expected and achieved.							
Level 5 (Expert)									
MR5 (a) Have measures been used to drive organisational sustainable development strategy direction?	Performance measures and lessons learned from previous time periods should feed into the development of new sustainable procurement strategies.	Lessons learned log that can be used to develop future sustainable procurement strategies.	No		Establish lessons learned log to record issues that have adversely affected (or improved) sustainable procurement performance.				
		Details of previous performance assessments that have been used as input to develop the current sustainable procurement strategy.			Ensure that lessons learned and performance measures are used as an input to the development of future sustainable procurement strategies.				
MR5 (b) Is progress formally benchmarked with peer organisations?	Initiatives identified to develop continuous improvement programmes that result from performance measurement should be compared to other sector organisations.	Improvement programmes set up to improve sustainable procurement benchmarked against other organisations within sector (e.g. via Procurement Reform Programme).	No		Participate in sector wide or local work stream/forums set on to compare results and improve sustainable procurement performance.				
MR5 (c) Have benefits from sustainable procurement been clearly evidenced?	Sustainable procurement benefits being promoted as evidence of successful sustainable procurement practice should be validated and verified by industry specialists.	Audits conducted by assessors suitably qualified to validate/verify claims made for the achievement of sustainable procurement benefits e.g. internal, environmental officers or external environmental groups.	No		Identify internal or external specialists/professionals who can verify achievement of sustainable benefits.				
					Arrange for the benefits of sustainable procurement to be audited and verified by a suitably qualified assessor.				

Criteria Question	Definition Guidance	Suggested Evidence to Support a "Yes" Response	Question Criteria Met?	RAG Status	Proposed actions required to meet criteria	Owner	Date raised	Due Date	Comments / Evidence
MR5 (d) Are independent audit reports on benefits available in the public domain?	Audit reports on sustainable procurement performance should be made available to the organisation's key stakeholders and customers.	Audit reports made available to stakeholders and customers via Internet or press release.	No		Ensure that information on the performance of the organisation on sustainability is made available to all stakeholders who need it.				
		Feedback received from stakeholders and customers on sustainable procurement performance.			Seek feedback from stakeholders and customers on the organisation's sustainable procurement performance.				