

Responsible Procurement Code review - Auditor report

Organisation:	Auditee representative:
Name: University College London (UCL) Address 1: 3rd Floor, Bidborough House, 38-50 Bidborough Street City/Town: London County: London Post Code: WC1H 9BT Number of employees: 12,000	Name: Tony Overbury, John Feraday Job title: Sustainability Manager, Director of Procurement Department: UCL Estates, UCL Procurement Telephone: (Tony) 020 3108 9399 Email: t.overbury@ucl.ac.uk, j.feraday@ucl.ac.uk

Company profile/background information:

The UCL has campuses across the UK as well as in Qatar and Adelaide.

Sustainability function is part of the department of estates.

The procurement function is part of the department of finance. The purchasing function is devolved from procurement. All members of staff at the UCL can send out purchasing orders.

Five category managers as well as their assistants build the procurement team. The team focuses on tendering and frameworks.

Each faculty has its own budget. They receive centrally funded money in addition to research funded money. The latter is generally assigned to a specific person which makes it difficult for the procurement team to control purchasing from this budget.

For purchasing, staff use an ORACLE ordering system which is underpinned by the e-market place, science warehouse. 10% of the purchasing goes through the latter.

The UCL also works with SUPC and are an associate member of the LUPC

Procurement structure:

Circa 12,000 staff and 35,000 students

Scope of the audit: Geography – all offices, All UCL's UK activities including: teaching, research, support, student accommodation. Excludes UCLU student's union. Scope the same as that for the UCL EcoCampus Environmental Sustainability Management System.

RPC review, part 1:

Policy, Strategy and Communications

Q.1. Does your organisation have agreed overarching sustainability objectives and do they include responsible procurement?

<input type="checkbox"/>	No objectives have been set.
<input type="checkbox"/>	Our organisation has agreed on overarching sustainability objectives but no objectives have been set in relation to responsible procurement.
<input type="checkbox"/>	In addition to having agreed overarching sustainability objectives in place, we have linked them to responsible procurement. These are then communicated to staff, suppliers and other key stakeholders.
<input checked="" type="checkbox"/>	As well as having agreed overarching sustainability objectives, including responsible procurement, that have been communicated to our staff, suppliers and other key stakeholders, the sustainability objectives fit with our corporate objectives.

Details:

The policy document states: “UCL 2034, UCL’s Institutional Strategy, sets out a clear vision for UCL, with sustainability and environmental sustainability embedded throughout the Principal Themes and Key Enablers of the strategy.”
 The aims set out in the policy document are underpinned by objectives and targets including the optimisation of sustainable procurement. The policy document is signed by the UCL President and Provost Professor Michael Arthur (20/05/2015). The document has been communicated to suppliers and is published on Tony’s LinkedIn profile which some suppliers follow. It was also part of the supplier development and engagement workshop.

The Green UCL website communicates the policy and strategy to staff and links through to the procurement website.

Evidence reviewed:

- UCL Environmental Sustainability Policy 2015 v5.0 (Version May 2015)
- UCL Strategy
- UCL 2034, A new 20-year strategy for UCL, page 14: “[...] focus on sustainable procurement and the minimisation of waste [...]”

Recommendations:

It has already been pointed out during the audit that the objectives could be reduced and made more concise. A long list of objectives may be more difficult to manage and monitor than a few key points with measurable targets.
 As a member of the SUPC, the UCL should use its influence to lobby the group in adapting sustainable procurement criteria to be included in the consortium’s contracts.

Policy, Strategy and Communications

Q.2. Does your organisation have a responsible procurement policy?

<input type="checkbox"/>	We do not have a policy in place specifically focusing on responsible procurement.
<input checked="" type="checkbox"/>	Our organisation has a responsible procurement policy in place which is endorsed by a senior official within the organisation, such as the CEO, and, where appropriate, it is communicated to staff and suppliers.
<input type="checkbox"/>	In addition to the above, our responsible procurement policy is continuously reviewed and enhanced by the procurement and supply chain teams.
<input type="checkbox"/>	Our responsible procurement policy also covers the implications of the responsible procurement policy on the following: supply chain risk, process integration, marketing, supplier engagement, measurement, review process.

Details:

A “Sustainable Procurement Policy” is in place and has last been reviewed in February 2013.

The policy is communicated to staff and suppliers informally.]

Evidence reviewed:

[Sustainable_Procurement_Policy_V2.0_Feb_2013]

Recommendations:

[The “Sustainable Procurement Policy” should be reviewed and updated regularly. Ideally, the procurement and sustainability teams would participate in this process. Additionally, the policy should be formally endorsed by a senior official, as done with the “UCL Environmental Sustainability Policy”.

In order to make sure, staff and suppliers are aware of the policy, it should be communicated to them once it has been reviewed and, if necessary, updated. With suppliers, this could be done as part of their contract, during the tender process or during meetings with UCL contract managers. The Green UCL website, for example, could be used to communicate the policy to staff.]

Policy, Strategy and Communications

Q.3. Does your organisation have a responsible procurement strategy?

<input type="checkbox"/>	Our organisation does not have a responsible procurement strategy.
<input checked="" type="checkbox"/>	Our organisation has a responsible procurement action plan or a responsible procurement strategy in place which is based on our responsible procurement policy.
<input type="checkbox"/>	Additionally, our responsible procurement action plan / strategy has been endorsed by the CEO and has been communicated to staff and suppliers. The strategy is incorporated into our sustainable development / sustainability strategy.
<input type="checkbox"/>	Further to the above, our responsible procurement action plan / strategy includes wider supply chain risks and links into our wider corporate and sustainability strategies.

Details:

[A “Sustainable Procurement Strategy” is in place for the period of 2013 to 2015. It has last been reviewed on 1st August 2013.]

Evidence reviewed:

[Sustainable Procurement Strategy 2013-2015 V1 0]

Recommendations:

[To take this forward, the “Sustainable Procurement Strategy” should be reviewed and, if necessary, updated annually as set out in the strategy document. An endorsement of the strategy from a senior official within UCL and a clear link to the overall UCL sustainability strategy would embed the “Sustainable Procurement Strategy” further. For staff and suppliers to be aware of the strategy it should then be communicated to them through existing channels (i.e. see recommendations in question 2).]

Policy, Strategy and Communications

Q.4. How do you communicate and review your objectives, policies and strategies?

<input type="checkbox"/>	We do not have a process in place to communicate or review our sustainability objectives, responsible procurement policy or strategy.
<input checked="" type="checkbox"/>	We communicate our sustainability objectives, the procurement policy and strategy to all relevant stakeholders (i.e. Board / Management, suppliers, procurement and supply chain teams).
<input type="checkbox"/>	We communicate our sustainability objectives, the procurement policy and strategy, as above, to the relevant stakeholders. Additionally, we have developed a communication plan to support it. Additionally, we gather feedback in order to keep improving communications.
<input type="checkbox"/>	In addition to the above, key stakeholders, including the supply chain team, scrutinise the objectives, the policy and the strategy internally to inform management decision.

Details:

The communication of objectives, policies and strategies takes place through team meetings (with staff and suppliers) and through the Green UCL website used by staff.

A survey was carried out last year, as every year, to gather feedback from the end user (within UCL). However, due to the poor response rates (50 out of 2,000), this was not repeated this year.]

Evidence reviewed:

[Copy of 2015_08_17 New Green Impact structure for 2015-16 V1]

Recommendations:

It was highlighted during the audit that the objectives, policies and strategies do currently not inform management decision. Additionally, there are difficulties with regards to the communication with staff, making them aware of objectives, policies and strategies but also for staff to contribute to these.

There therefore seems to be a need to a) make the objectives tangible for staff and applicable to their job on a day-to-day basis, b) communicating the policies to them, potentially through an official channel, such as the UCL president and provost and c) to set clear, measurable targets that are in line with the strategies, policies and their aims and objectives. The latter requires senior management buy-in and ownership of the targets to improve the management of them.]

People and Leadership

Q.5. Have you identified a responsible procurement champion in your organisation?

<input type="checkbox"/>	We have not identified a responsible procurement champion.
<input type="checkbox"/>	Our responsible procurement champion is placed at senior management level within the organisation to inform management decision.
<input checked="" type="checkbox"/>	Our responsible procurement champion is placed at senior management level within the organisation to inform management decision and influences procurement processes and best practice as well as policy development in this area.
<input type="checkbox"/>	Additionally, the role of the responsible procurement champion is part of this person's job description.

Details:

[John acts as the responsible procurement champion. He influences procurement processes and best practice by communicating with contract managers and tries to streamline the ordering process to improve visibility in the procurement function.]

His role as a champion is not yet formally part of his job description. However, he will ask for this to be added.]

Evidence reviewed:

[E-mail "Sentence for website": "[...] As the UCL Director of Procurement, I am happy to champion our commitment to ensuring that the goods and services we purchase, provide long term value for money to UCL and are manufactured, delivered consumed and disposed of in an environmentally and socially responsible manner. [...]"]

Recommendations:

[John should continue as a champion and for John and Tony to closely work together on issues that impact procurement as well as sustainability for UCL. As a next step, John should try to find a reporting line to the Board, to make sure that he gets support from the senior management to tackle responsible procurement issues and mitigate potential risks he identifies as a champion.]

People and Leadership

Q.6. Have staff received responsible procurement training?

<input type="checkbox"/>	None of our staff have received responsible procurement training. OR Some staff have received training a few years ago.
<input checked="" type="checkbox"/>	Key procurement and supply chain staff have recently (up to 18 months ago) received training in responsible procurement principles.
<input type="checkbox"/>	Our procurement and supply chain staff as well as employees of the wider team (i.e. carrying out day-to-day purchasing processes, liaising with suppliers etc.) have recently (up to 18 months ago) received training in this area.
<input type="checkbox"/>	A training plan has been put in place, including responsible procurement training for our procurement and supply chain staff.

Details:

[This year, Tony held two workshops on responsible procurement with the sustainability and John's procurement team. The workshops were discussion based. Key was for the sustainability team to understand what the procurement team does and how it impacts 'sustainability'. The crucial point for the procurement team is for staff to know what they need to know in terms of embedding 'sustainability' into their job on a daily basis.]

Evidence reviewed:

[Outlook meeting invitation "Sustainable Procurement - workshop relocated to H.Rd"
Content of the workshop for the sustainability team: "Sustainable Procurement at UCL" word document, "Sustainable Procurement Part 3" ppt]

Recommendations:

[To take this year's workshops forward, the procurement team should undergo formal training to ensure that staff have a good understanding of how their daily activities impact on the overall sustainability footprint of the organisation. The training should be refreshed on a regular basis for existing staff and introduced for new employees.

There is also an opportunity to improve communication and cooperation between John and Tony's teams to facilitate a mutual understanding and embedding of responsible procurement.]

People and Leadership

Q.7. Do you make staff aware of responsible procurement and supply chain management during the induction process?

<input type="checkbox"/>	Sustainability is not included within the induction process
<input type="checkbox"/>	Sustainability is part of the induction.
<input checked="" type="checkbox"/>	In addition to covering sustainability generally, responsible procurement is also part of the induction but not in detail.
<input type="checkbox"/>	Responsible procurement and wider sustainable supply chain management concepts are part of the induction process. It includes information on the basic principles (What? / Why? / How?).

Details:

[As part of the induction process, new employees are required to complete a variety of mandatory training. One of them being the e-learning module “Green Awareness UCL”. This points users to the sustainable procurement website of UCL which provides access to the UCL’s sustainable procurement policy and strategy.]

[Records are available to review who has completed the training but participation is not enforced.]

Evidence reviewed:

[“induction-probation” document]

[UCL’s sustainable procurement website: www.ucl.ac.uk/procurement/sustainability]

Recommendations:

[As suggested by John and Tony during the audit, the training which is meant to be mandatory for all staff should be enforced. An option could be to make sure employees who are going to use the ordering system have completed the e-learning module. The next step would be to incorporate a “refresher” function to remind staff of responsible procurement principles and requirements when using the ordering system.]

People and Leadership

Q.8. How do you share your knowledge on responsible procurement and supply chain management?

<input type="checkbox"/>	We do not share our knowledge in this area.
<input checked="" type="checkbox"/>	We publicise achievements on responsible procurement and / or supply chain management through, for example: our website, social media networks, internal newsletter or magazines.
<input type="checkbox"/>	We participate in external award schemes for responsible procurement / supply chain management.
<input type="checkbox"/>	We publish case studies showcasing our responsible procurement / supply chain achievements and efforts.

Details:

[Responsible procurement / supply chain management achievements have been publicised through the internal Sodexo newsletter, the Circular Economy workshop organised with Bywaters and attended by other universities.]

Award schemes have not been considered so far because of the cost involved and a lack of tangible benefit. However, UCL was nominated by Bywaters for a CIWM award on sustainability and were shortlisted as a finalist last year.]

Evidence reviewed:

[Circular Economy Workshop Notes 03 10 14
E-mail, workshop confirmation: "Re Circular Economy Event next month"
'Thank you' e-mail from Bywaters: "Circular Economy"]

Recommendations:

[The initiatives to publicise responsible procurement / supply chain management achievements are mainly know by the sustainability team, less so by the procurement function. This is an opportunity to get the procurement team involved in some of these initiatives to make staff aware of the positive impact they can have on improving sustainability for UCL through procurement.]

It has been mentioned during the audit that case studies would be more useful for the communication of achievements than participating in awards. This can be taken forward by making sure case studies, such as those by the finalists and winners of the Green Impact Award Scheme, are widely publicised to staff, suppliers and senior management.]

Procurement Process

Q.9. Have you analysed your expenditure?

<input type="checkbox"/>	We have not carried out an expenditure analysis.
<input type="checkbox"/>	We can break down our expenditure by sector / supplier / product type etc. if necessary.
<input type="checkbox"/>	We break down our expenditure into further detail than mentioned above (i.e. by sector / supplier / product type / commodity) and analyse our spend categories (goods and services). An analysis can focus on, for example, economic, financial or sustainability impacts on your business operations, reputation or shareholder value etc.
<input checked="" type="checkbox"/>	We carry out an expenditure analysis, as described above, on an annual basis.

Details:

The raw data that the annual expenditure analysis is based on can be broken down into category areas, suppliers, products and by user (school / faculty / department). The information by line item is only as good as the data. It is not standardised which is why John has difficulty categorising spend areas for specific products.

Expenditure information by supplier is mainly used internally when needed but not analysed on a regular basis. Data on the top suppliers by card spend is made available to the departments as well as spend information by suppliers on key tenders.

The expenditure analysis is published in an annual report and sent to the Heads of Department.

Spend data by supplier is sent to SUPC for the calculations of scope 3 emissions. It is not analysed internally however.

Evidence reviewed:

UCL Procurement Services Annual Report 2013-2014 v.1

UCL 2013-14 Spend Sent to SUPC: Spend information by supplier used to calculate scope 3 emissions

Recommendations:

In addition or as replacement for some of the information provided in the annual report, it might be useful to provide departments / faculties / schools with a breakdown of their spend by category and / or supplier. This would make the expenditure information more tangible for the reader.

As suggested during the audit, binding budget targets for departments need to be aligned with the procurement budget targets. The Head of Departments may then use the annual procurement report as a reporting tool for their budget management.

Procurement Process

Q.10. Have you identified your organisation’s sustainability impacts from procurement and supply chain management?

<input type="checkbox"/>	We have not carried out a sustainability impact assessment of our procurement and supply chain activities.
<input type="checkbox"/>	We have carried out a sustainability impact assessment of our procurement and supply chain activities.
<input checked="" type="checkbox"/>	Carrying out the sustainability impact assessment as mentioned above we have included: the evaluation of products and services; the evaluation of key supply chain activities, such as delivery methods, manufacturing, compliance with international law (e.g. human rights).
<input type="checkbox"/>	Using the sustainability impact assessment as described above, we manage the impacts through continuous evaluation and monitoring along all stages of the procurement process. This also includes assessing how procurement decisions affect other business areas and supply chain stakeholders (tier 1-3 suppliers as well as customer to end-of-life).

Details:

[The DEFRA prioritisation tool is used to identify the sustainability impacts for key spend categories. The risk categories have been identified according to what UCL has influence over. These are ranked according to set sustainability risk categories and the level of influence on these categories to manage the impacts.

Categories, such as “Other public bodies” and “Miscellaneous” make it difficult to analyse the risk attributed to them.]

Evidence reviewed:

[Prioritisation Exercise 2013 14]

Recommendations:

[Having carried out a sustainability impact assessment is crucial to gain greater visibility. Now, the focus should be on identifying actions based on the assessment to mitigate the risks.

A uniform process should be put in place to carry the risk mitigation forward and make sure sustainability impacts are dealt with. Embedding the risk mitigation in the procurement cycle (from identifying the need for purchasing, going out for tender, award of contract to contract management) will help to monitor the sustainability impacts in procurement and supply chain management.]

Procurement Process

Q.11. To what extent do you consider sustainability in contracts?

<input type="checkbox"/>	We consider the best price as the main decision criterion in the procurement process.
<input type="checkbox"/>	We have identified minimum sustainability criteria for products and services we buy.
<input checked="" type="checkbox"/>	In addition to the above, sustainability is considered during the tender process but does not form part of the evaluation criteria. A supplier can therefore be awarded a contract regardless of their sustainability performance. We work with suppliers on improving their sustainability after they have been awarded the contract.
<input type="checkbox"/>	Further to the above, we set targets with our suppliers to improve their sustainability performance. This includes a consideration of the wider supply chain (i.e. tier 2 suppliers, Original Equipment Manufacturers (OEMs)).

Details:

Sustainability has been included in the security and catering contracts. There are elements in the logistics contract and it is used more and more for the estates contracts. With regards to other contracts, sustainability criteria are discussed after award of contract during a goal setting exercise. UCL does not set specific targets with its suppliers. The intention is for the supplier to deliver “the bigger picture” rather than to focus on a specific target and to then stop focusing on it once this has been achieved.

Generally, the engagement with suppliers, not only on sustainability issues, is difficult after award of contract. Some suppliers, come back to UCL with suggestions and there is a close cooperation but most focus solely on the delivery of their contract requirements.]

Evidence reviewed:

E-mail “Final ITT – Catering”: attached “Catering ITT final” document; “HSE and Sustainability” is part of the evaluation criteria and weighted at 15% of the overall score

E-mail “Final ITT – Soft and Security Services”: attached “Soft and Security Services ITT final” document; “HSE and Sustainability” is part of the evaluation criteria and weighted at 15% of the overall score.]

Recommendations:

Such as for the catering and soft and security services contracts, “HSE and Sustainability” should be built into the tender selection criteria for each contract as a standard and contribute to the overall score.

After award of contract, SMART* targets should be set with the suppliers to work with them on their sustainability performance. The targets should link into the UCL’s own objectives and targets, in line with the UCL strategy.

*SMART = Specific, Measurable, Assignable, Realistic, Time-related]

Supply Chain Engagement

Q.12. How do you communicate with your suppliers on responsible procurement and supply chain management?

<input type="checkbox"/>	We communicate 'passively' / '1 way' with our suppliers regarding responsible procurement.
<input checked="" type="checkbox"/>	We have identified our key suppliers and engage with them through two-way communication.
<input type="checkbox"/>	We develop relationships with our tier 1 and 2 suppliers and maintain regular communication on responsible procurement.
<input type="checkbox"/>	Our bilateral communication with suppliers across the supply chain (i.e. tier 1-3) is based on a partnership approach (i.e. two-way communication and incentive building).

Details:

The two-way communication is part of the contract management.

Once a year, suppliers of UCL contracts and frameworks are invited to contractor exhibitions to come in and talk about what they do. This may include showcasing environmentally sustainable products that they supply. These exhibitions are visited by UCL's contract managers.

Other communication takes place during contract management meetings. Most communication around topics like responsible procurement and supply chain management is done informally.

Evidence reviewed:

Supplier Exhibition Reminder – reviewed during the audit

Recommendations:

Responsible procurement principles or sustainability related performance should be communicated to suppliers on a regular basis during catch-up meetings, for example.

The UCL should make sure that their suppliers are aware of what they do as an organisation by distributing case studies of work they have done and making them aware of their strategies and objectives. This can be a way to discuss with suppliers how they can help UCL to achieve their objectives and targets.

Supply Chain Engagement

Q.13. How do you engage your key suppliers?

<input type="checkbox"/>	We have not identified our key suppliers.
<input type="checkbox"/>	We have identified our key suppliers. We gather their feedback on our sustainability objectives, the responsible procurement policy and/or strategy.
<input checked="" type="checkbox"/>	In addition to the above, we have developed a general supplier engagement programme with senior management buy-in.
<input type="checkbox"/>	In addition to the above, our supplier engagement programme aims at continuously improving sustainability along our supply chain through voluntary workshops and meetings or learning from suppliers etc.

Details:

[In 2013, the UCL's key suppliers were identified and meetings took place with all of them.]

The supplier engagement programme has senior management buy-in at UCL but the suppliers themselves do not actively engage with the teams at UCL.]

Evidence reviewed:

[Programme suppliers: list of suppliers selected for the supplier engagement programme]

Supplier Development 20th November 2013: example of supplier meeting aiming to establish a performance baseline, including environmental objectives on packaging and carbon emissions

Email to GL attaching actions 131203.]

Recommendations:

[The objective setting as part of the supplier engagement programme (as per the evidence provided) is a good starting point for the UCL to build a partnership with its suppliers. This work should continue and follow up with the monitoring of these objectives to guarantee an ongoing performance assessment.]

If suppliers are disengaged, the UCL should focus on engaging them through workshops, regular meetings, target / goal setting and monitoring of the latter etc. to strengthen their relationship. Suppliers can play an important role in helping the UCL to achieve their own objectives and targets. The UCL should therefore play more of an active role to work with their suppliers rather than waiting for them to suggest opportunities for improvement (in cost / sustainability / value / etc.).]

Measurement and Progress

Q.14. What do you measure in terms of your performance in responsible procurement and supply chain management?

<input type="checkbox"/>	<p>We do not measure our performance in this area. OR We measure the sustainability impacts of our business as a whole (i.e. not specifically of procurement / supply chain management).</p>
<input checked="" type="checkbox"/>	<p>We have identified the key sustainability impacts of our procurement and supply chain functions through the monitoring of KPIs.</p>
<input type="checkbox"/>	<p>We have carried out a detailed sustainability impacts assessment of our procurement and supply chain functions and manage the high risk impact areas (i.e. through KPIs).</p>
<input type="checkbox"/>	<p>In addition to the above, we measure the outcomes and benefits of responsible procurement and supply chain management, e.g. the tonnes of CO2 emissions saved, local employment, tonnes of waste diverted from landfill, water & energy savings, labour standards etc.</p>

Details:

[The key sustainability impacts are identified and measured with the DEFRA Sustainable Procurement Prioritisation Tool.

Measuring sustainability impacts with suppliers is done on a case by case basis, such as with the contractors for paper and toner. A uniform approach has not been implemented yet because of the diversity of contracts and departments.

KPIs are set with some of the suppliers after the contract has been awarded. Penalty clauses are not written into the contracts in order for the UCL to establish and maintain a positive working relationship with their suppliers.]

Evidence reviewed:

[No evidence provided.]

Recommendations:

[A clear definition of the KPIs and how these can be achieved will help to identify how these can be incorporated in supplier contracts and / or post contract award supplier management. This will support the measurement of the UCL's performance in sustainable procurement and supply chain management.]

Measurement and Progress

Q.15. Do you compare your organisation's responsible procurement performance in this area with others?

<input type="checkbox"/>	We do not currently benchmark our responsible procurement performance against peer organisations.
<input checked="" type="checkbox"/>	We benchmark our responsible procurement performance against peer organisations.
<input type="checkbox"/>	We use the benchmarking to establish good practice and areas for improvement.
<input type="checkbox"/>	Senior management are informed and act on the benchmarking research, the good practice and areas for improvement.

Details:

[UCL complete the estate management record which compares a variety of universities. Further benchmarking information is / could be gathered through UniProg, a cooperation of the 5 largest research based universities in England. In the past, the UCL has also participated in the Green League which looks at a variety of environmental performance indicators.]

A formal benchmarking exercise is not in place and the above, a part from the Green League table, focuses mainly on cost rather than responsible procurement. However, there are informal discussions held between Heads of Departments on the subject.]

Evidence reviewed:

[Reviewed the estate management record during the audit.]

Recommendations:

[In the interest of establishing good practice and identify areas of improvement in responsible procurement, the UCL should either exchange with other universities or collate information on what they do in the area. Responsible procurement case studies of peer organisations should be reviewed to identify learnings and opportunities for UCL.]

During the audit, the suggestion was made to contact other universities with the UCL's "Green Impact" audit results and start a discussion to create a benchmark for responsible procurement. This will be reviewed during the next RPC audit.]

Appendix 1

Details:

N/A

Further comments to part 1

Additional findings and recommendations:

[Generally, there appears to be a lack of communication between teams, notably the procurement and the sustainability teams. This is something, Tony and John have started to address. The procurement function only really has influence over the large organisation wide contracts it manages. It remains “powerless”, however, when it comes to influencing purchasing activities across UCL as a whole. This is because any department or team across the university is able to send out purchasing orders. Senior Management should consider how the procurement function can be used to assist the users of the purchasing system outside the procurement team to deliver value for money and, at the same time, stay in line with the responsible procurement policy and strategy. There is therefore a case for the UCL to provide training and/or disseminate information on responsible procurement across the university to those who use the purchasing system.]

RPC review, part 2:

Step 1. What is your organisation's total annual procurement spend (including HR & financial services etc.)?

Total spend (excluding VAT)	£ 707,808,210
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Purchasing categories and risks

Are any of the categories provided in the top 6 spend categories?

[None of the spend categories provided form part of the top 6 spend categories. Their spend constitutes between 0.4% and 1.4% of the total procurement spend.]

What are the top 6 spend categories?

[Other Public Bodies, Estates, Laboratories, Professional Services, Computing, Energy & Water]

Step 2: Category type	Step 3: Total spend per annum	Step 4: Environmental Risk (H,M,L)	Step 5: Socio- economic Risk	Sustainability Risk (H,M,L)	Notes
1 Catering	£5,485,453.00	HIGH	MEDIUM	High	
2 Furniture	£4,519,602.00	MEDIUM	MEDIUM	Medium	
3 Cleaning	£9,930,394.00	MEDIUM	HIGH	High	
4 Office Suppliers incl MFDs	£3,145,981.00	MEDIUM	HIGH	High	
5 Safety & security	£8,876,288.00	LOW	MEDIUM	Low	
6					

What was the process for assessing the risks?

[The risk of the spend categories is assed using the DEFRA prioritisation tool.]

Comments and Recommendations

[The spend categories for which evidence was provided, individually, constitute for only around 1% of the total procurement spend. The UCL should focus on tackling its larger spend areas when addressing sustainability impacts in its supply chain. Additionally, the university should focus on what comes under the category "Other Public Bodies". This category presents over half of the total procurement spend but, as discussed during the audit, there is no visibility as to which contracts are covered by it.]

Responsible spend

Category 1: Contract purchase details

Category type:	Catering
Contract spend (excl VAT)	£800,048.00
Contract supplier:	Sodexo
Type of product or service:	Catering
Share of contract vs. category spend %	15%

Environmental / socio-economic benefits:

Prevention: waste generation, Substitution: responsible sourcing, Recycling: waste, Engagement: SMEs, Promotion: fair employment, Implementation: ethical sourcing

Comment: Use of LeanPath waste tracking system, Food for Life Silver award, Recycling of packaging etc., Use of SME sub-contractor, Payment of London Living Wage rate (LLWr), Increase in FairTrade sales

Environmental / socio-economic evidence reviewed:

See example monthly reports for progress against environmental plan.

See ITT and evaluation sheets for supplier selection process

Supplier selection process

Has sustainability been included in the supplier selection process for this contract?

Yes

No

Continuous improvement

Is the organisation actively working with the current supplier to improve sustainability for this contract?

Yes

No

Further comments:

The ITT uses best practice by clearly referring to the UCL's sustainability objectives and the organisation's policies and strategies and by asking the bidder to help meet these. The ITT also prepares good contract management with the supplier by requiring the bidder to demonstrate continuous improvement and fostering innovation as part of the contract delivery.

Continuous improvement is demonstrated through the quarterly sustainability meetings that Sodexo and the UCL have set up as well as their environmental management plan. The latter includes the identification and monitoring of improvement actions as well as communication and training of staff. All of these measures demonstrate best practice engagement between Sodexo and the UCL in tackling environmental impacts and improvements.

Category 2: Contract purchase details

Category type:	[Furniture]
Contract spend (excl VAT)	£[3,367,126.00]
Contract supplier:	[JPA Furniture]
Type of product or service:	[Furniture supply]
Share of contract vs. category spend %	[75%]

Environmental / socio-economic benefits:

[Reuse: waste, Recycling: waste, Implementation: sustainability index]

Comment: JPA offer a range of sustainability benefits to UCL including facilitating the reuse of discarded furniture and sending non-reusable furniture for recycling. In addition they are one of the few UCL suppliers to register with the CIPS Sustainability Index

Environmental / socio-economic evidence reviewed:

[Evidence includes recycling figures, correspondence demonstrating commitment to furniture reuse and correspondence relating to the CIPS Sustainability Index]

Supplier selection process

Has sustainability been included in the supplier selection process for this contract?

- Yes
 No

Continuous improvement

Is the organisation actively working with the current supplier to improve sustainability for this contract?

- Yes
 No

Further comments:

[The evidence shows that the UCL works with JPA to generate sustainability impacts. The next step would be to look how the UCL can reuse furniture internally and how furniture sent for reuse by JPA can generate social value.

To go forward, these impacts should be measured and monitored.

When going out for tender or renewing the contract with JPA, the generation of sustainability benefits through the contract should be included as a requirement in the ITT and the contract.]

Category 3: Contract purchase details

Category type:	[Cleaning]
Contract spend (excl VAT)	£[9,440,970.00]
Contract supplier:	[O&G]
Type of product or service:	[Soft services (inc cleaning and waste)]
Share of contract vs. category spend %	[95%]

Environmental / socio-economic benefits:

[Reuse: waste, Recycling: waste, Promotion: fair employment]

Comment: Recycling and waste management major component of contract. Bywaters (recycling contractor) provide on-site recycling and waste manager; Contract staff paid London Living Wage Rate

Environmental / socio-economic evidence reviewed:

[Reuse and recycling performance included in monthly management report]

UCL/O&G/Bywaters runners-up for CIWM (Chartered Institute of Waste Management) award

See also ITT for information about wage rate

Supplier selection process

Has sustainability been included in the supplier selection process for this contract?

Yes

No

Continuous improvement

Is the organisation actively working with the current supplier to improve sustainability for this contract?

Yes

No

Further comments:

[The evidence provided suggests that a range of recyclable and potentially reusable material, such as construction materials and furniture, has been collected by the contractor and classified as “general waste”. UCL should identify whether these materials and items are sent for recycling and reuse wherever possible as outlined as a requirement in the ITT.]

There is also scope for the UCL to work with their supplier on generating environmental and socio-economic sustainability benefits with the cleaning services provided. This could include the specs for cleaning products (i.e. recyclability, environmentally friendly, etc.), employing a local workforce and providing London Living Wage to mention a few examples.]

Category 4: Contract purchase details

Category type:	[Office Suppliers incl. MFDs]
Contract spend (excl VAT)	£[1,155,734.00]
Contract supplier:	[Office Depot]
Type of product or service:	[Stationary]
Share of contract vs. category spend %	[37%]

Environmental / socio-economic benefits:

[Substitution: recycled, Substitution: responsible sourcing, Implementation: FairTrade]

Comment: The stationary catalogue contains entries which have an environmental/social benefit. Typically these items contain recycled content or are responsible sourced. The catalogue also promotes Fair Trade products.

Environmental / socio-economic evidence reviewed:

[See catalogue for items which are annotated as having environmental/social benefit.

Associated spend/usage reports demonstrate that 7 of the top twenty items by spend have environmental/social benefits and 10 out of the top twenty items by usage have environmental/social benefits]

Supplier selection process

Has sustainability been included in the supplier selection process for this contract?

- Yes
 No

Continuous improvement

Is the organisation actively working with the current supplier to improve sustainability for this contract?

- Yes
 No

Further comments:

[In addition to choosing products with environmental credentials, UCL can take this forward in actively working with its supplier to improve sustainability on a wider scale for this contract. This may include initiatives to tackle the end of life of products. The purchasing data should be measured and monitored to feed into the achievement of the UCL's sustainability objectives.]

Category 5: Contract purchase details

Category type:	[Safety and Security]
Contract spend (excl VAT)	£[4,515,197.00]
Contract supplier:	[CIS]
Type of product or service:	[Security Services]
Share of contract vs. category spend %	[51%]

Environmental / socio-economic benefits:

[Promotion: fair employment]

[Comment: Staff paid London Living Wage Rate]

Environmental / socio-economic evidence reviewed:

[See ITT for information about wage rate]

Supplier selection process

Has sustainability been included in the supplier selection process for this contract?

- Yes
- No

Continuous improvement

Is the organisation actively working with the current supplier to improve sustainability for this contract?

- Yes
- No

Further comments:

[No evidence was provided to demonstrate continuous improvement.]

Further comments for part 2

Additional findings and recommendations:

The UCL should harness the best practice in place with some of its suppliers, such as Sodexo, to inform ITTs and contracts with suppliers, as well as contract management to go forward.

The following should be harmonised across the supplier base:

- Setting of sustainability targets with the supplier that feed in to the UCL's objectives
- Collection of data with the help of the supplier to monitor and measure progress against the targets
- Regular communication with the supplier.

Responsible Procurement Code review - Auditor report

Audit date:	
[19 th October 2015]	
Audited achievement	
Overall	SILVER
Part 1	
<i>Policy, Strategy and Communication</i>	[64%]
<i>People</i>	[63%]
<i>Procurement Process</i>	[80%]
<i>Supply Chain</i>	[63%]
<i>Measurement</i>	[50%]
Part 2	
SILVER	
Auditor	Signature
Name: [Cora Morena Fritz, Anthesis UK Ltd.] Address: [Unit 12.2.1, The Leathermarket, 11-13 Weston Street] City/Town: [London] Post Code: SE1 3ER	