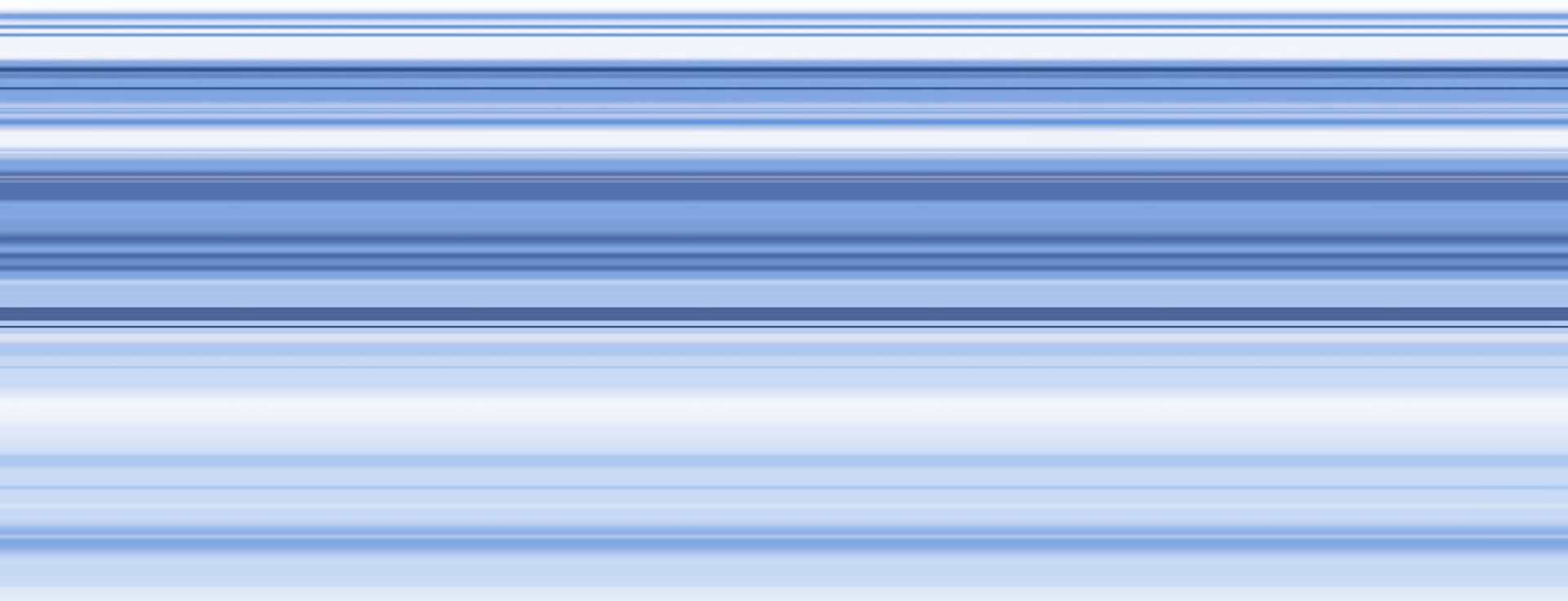


Delivering Change: Centre of Expertise in Sustainable Procurement



Sustainable Development: Putting sustainability into practice

18 February 2010



Agenda

- Government's vision, targets and performance
- Challenges faced by public sector organisations in delivery
- The delivery plan for sustainability progress, implementation and lessons for the wider public sector

2009 government progress report:

Environmental sustainable operations & government estates

Departments are demonstrating real progress and generally on track for 2010-11

	Performance Area	Performance 2008-09	Projected performance 2010-11
Central Government's Estate and Operations	Reduce CO ₂ from road vehicles by 15% by 2010/11 (2005/06 baseline)	17% reduction against baseline	23.7% reduction against baseline
	Reduce waste arisings by 5% by 2010 (2004/05 baseline)	13.7% reduction against baseline	18.6% reduction against baseline
	Increase recycling to 40% of waste arisings by 2010	Current re-cycling rate of 48.3%	69.8% of waste re-cycled
	Reduce CO ₂ from offices by 12.5% by 2010/11 (1999/00 baseline)	Reduction of 10% against baseline	17.8% reduction against baseline
	Reduce water consumption by 25% by 2020 (2004/05 baseline)	Reduction of 19.9% against baseline	24.4% reduction against baseline



2009 government progress report:

Sustainable procurement

Unfortunately the same level of progress is not being made against the Sustainable Procurement action plan; this needs to change

	Performance area	2008-09 Performance
Sustainable Procurement	Permanent Secretaries accountable for department's overall progress in Sustainable Procurement	All departments but 1 confirmed objectives have been set for Permanent Secretaries
	Key staff have sustainable procurement performance objectives	11 of 22 departments reported key staff have SPAP/SOGE objectives
	Departmental use of the 'Flexible Framework' self assessment tool	20 departments using Flexible Framework (7 achieved at least level 3 in all 5 areas)
	'Quick Win' minimum product standards included in relevant government contracts	15 out of 22 departments confirmed use of standards



The challenges

Central departments have told us they face a number of challenges, which must be overcome to deliver this agenda

Need for more leadership and to overcome cultural resistance:

- make sustainability a leadership priority and engage practitioners
- agree a vision and establish clear priorities
- recognise the disparate starting points of departments and tailor approach accordingly

Wide ranging, often conflicting policy agendas:

- agree priorities and develop a consistent message

Suppliers are confused:

- provide a clear pan-government message and signal to industry that sustainability is a business issue
- align expectations and behaviours with goals and objectives in supply base

Resource: lack of capacity to deliver the desired results:

- collaborative working may enable departments to make better use of limited resources
- ensure employees have the skills and capabilities to integrate sustainability

Delivery of long term cost reductions, value for money AND security of supply:

- understand sourcing trade-offs and make decisions transparent
- integrate sustainability into the delivery of “value for money”



Government Delivery: sustainable operations

- Reducing total carbon dioxide emissions, using less energy to provide the same level of energy service
 - Funding schemes: £20 million low carbon technology fund; Salix funding for energy efficiency
 - The launch of Energy Efficiency Whitehall, a competition for innovation
 - Carbon Reduction Commitment (CRC) Energy Efficiency Scheme.



Government Delivery: sustainable procurement

Our work programme seeks to address these challenges by defining and addressing policy and delivery priorities on a pan-government basis

--2009/2010 Focus--

Policy Priorities

1. Clarifying the policy landscape and implementing priorities
2. Creating a shared sustainable procurement vision and roadmap
3. Refresh of the targets

Delivery Priorities

Delivery Mechanisms

- | | |
|--|--|
| 1. Buying more sustainable goods and services | <ul style="list-style-type: none">➤ Embedding sustainability in pan-government procurements➤ Improving departmental understanding and take-up of Buy Sustainable - Quick Wins product standards |
| 2. Understanding and improving the sustainability of suppliers' operations | <ul style="list-style-type: none">➤ Increasing engagement with suppliers on sustainability, and in particular CO₂ emissions |
| 3. Capability development | <ul style="list-style-type: none">➤ Supporting Defra's Sustainable Procurement Toolkit Research Project➤ Supporting development of departmental sustainable procurement capability |
| 4. Stimulating the market to develop more sustainable solutions | <ul style="list-style-type: none">➤ Forward Commitment Procurement |

Lessons so far (running a change programme)

Key elements:

- **establishing a sense of urgency**
- **creating a guiding coalition**
- **developing a vision and strategy**
- **communicating the change vision**
- **empowering employees for broad-based action**
- **generating short-term wins**
- **consolidating gains and producing more change**
- **anchoring new approaches in the culture**

John Kotter, *Leading Change*

Useful links:

Further information can be found via the following web-links:

CESP website: www.ogc.gov.uk/cesp

Delivery plan update: http://www.ogc.gov.uk/sustainability_programme_progress.asp

Defra's Buy Sustainable Quick Wins' website: which has a set of sustainable specifications for a range of commonly-purchased products, such as IT equipment, white goods, paper (including tissue), etc

<http://www.defra.gov.uk/sustainable/government/what/priority/consumption-production/quickWins/index.htm>

Case studies from the Government estate which highlight innovative solutions and improvements made across government property and operations

http://www.ogc.gov.uk/case_studies_sustainable_procurement_and_operations_case_studies.asp

Policy through Procurement Action Plan:

http://www.ogc.gov.uk/policy_and_standards_framework_policy_through_procurement.asp