

Table 3: The CEPPI Flexible Framework

INDICATORS	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
VISION AND LEADERSHIP	We are an energy efficient organisation that seeks to progressively improve its energy efficiency over time	We are systematically addressing our energy and carbon hot spots to deliver progressive reductions in energy consumption and carbon	We actively create market demand for sustainable energy solutions	We create the market conditions to support energy transformation and the uptake of innovative solutions.	We take strategic actions and actively innovate to transform the energy market for the benefit of citizens, the environment and the economy.
POLICY AND TARGETS	Energy efficiency targets are in place, a plan to deliver them has Board backing, and we monitor and report on our performance	A Hot Spot and Renewables Action Plan is in place, has Board backing and we monitor and report on progress at Board level	Carbon reduction and renewables targets are in place and a plan of action is monitored and agreed at Board level. An innovation policy and plan is in place and monitored. We are aware of the wider City energy roadmaps and initiatives and the different stakeholders involved.	Medium term sustainable energy plan is in place. It includes demand side measures aimed at improving market conditions for city energy transformation. Delivery of the plan is a Board level responsibility. Actively engaged with other stakeholders in delivering wider City energy roadmaps and initiatives.	Long term energy transformation strategy is in place and delivery is a Board level responsibility. We play a leading role in addressing the challenges and opportunities of the wider City energy system.
PROCUREMENT	Energy efficiency included as evaluation criteria in relevant tenders; We aim to buy the most energy efficient goods and services; Our suppliers know that energy efficiency is important in the choices we make.	Aspects of pro-innovation procurement good practice are introduced in the procurement of major contracts; Procurement is seen as a supply chain management function	Evaluation of tenders includes embedded carbon and embedded energy consumption of goods and services. The procurement process and tender evaluation encourages and enables innovation. Alternative financing is adopted.	Innovation procurement methodologies are seen as normal. Demand side measures support and enable sustainable energy procurement in the wider City network. We promote the use of innovation procurement approaches among partner organisations.	Procurement is a strategic function that supports energy transformation and actively creates the market conditions for innovation in the organisation and beyond. We are seen as a good practice leader in innovation procurement.
CAPACITY AND CAPABILITY	Staff trained in whole life cost analysis and introduced to innovation procurement concepts.	Staff trained in the theory and practice of innovation procurement and introduced to key tools (user engagement, market engagement and outcome based requirements). Board level briefings on pro-innovation procurement as a strategic delivery tool.	Staff trained to understand the significance of embedded energy and carbon in the supply chain and in its use in specification and evaluation of tenders. Middle management trained in pro-innovation procurement and its role in delivering organisational objectives.	Peer learning and exchange among staff and with other organisations is facilitated.	Staff trained in energy transformation and strategic supply chain management. Internal and external recognition and publicity for achievements
ROLES AND RESPONSIBILITIES	Energy efficiency included in staff induction and job descriptions. An energy efficiency champion is appointed.	A middle management energy manager is appointed to develop, deliver and monitor hot spot and renewables plan. Roles of staff in the delivery of the hot spot and renewables plan included in their job description.	A pro-innovation procurement Champion is appointed. Innovation is seen positively by senior management.	Director level responsibility for the development, delivery and monitoring of the energy transformation plan. Staff encouraged and enabled to innovate by their line management. There is clearly established responsibility for engaging and working with stakeholders in the wider City energy system.	Director level responsibility for development, delivery and monitoring of energy transformation strategy. Director level responsibility for enabling and driving Innovation in organisation and City wide.