

THEME SHOWING LEADERSHIP			
KEY AREA	CURRENT ASSESSMENT	TO MOVE TO NEXT LEVEL WOULD MEAN...	AND WOULD REQUIRE.....
ENGAGING COUNCILLORS	<p>Minimum/Developing Councillors regard procurement and commercial issues as purely operational matters. The council is exploring the best approach to councillor engagement in procurement and commercial matters.</p>	<p>Mature - Councillor engagement is delivering better results across all procurement and commercial activity</p>	<p>Councillors to receive regular briefings and reports highlighting the contribution of procurement and commercial activity; Councillor training and development programme to include procurement and commercial modules</p>
ENGAGING SENIOR MANAGERS	<p>Mature Senior managers engaged with procurement and commercial issues, routinely taking advice at key decision points.</p>	<p>Leader - Council demonstrating better results from early procurement and commercial advice on projects</p>	<p>Senior Manager development programme to include procurement and commercial modules; Senior Managers routinely take advice re procurement issues at key decision points and at start of process</p>
WORKING WITH PARTNERS	<p>Developing/Mature Council acknowledges the business case for a cross council approach to design and implementation of solutions and is seeking to encourage this. Designing and implementing solutions as a single team in high value/high risk projects.</p>	<p>Leader - Designing and implementing solutions is the Council's normal way of working</p>	<p>Training programmes cover 'soft skills' of partnership working and shared processes</p>
ENGAGING STRATEGIC SUPPLIERS	<p>Minimum Firefighting. Ad hoc engagement with important suppliers usually when there is a problem to be resolved.</p>	<p>Developing - Acknowledges business case for improved strategic supplier management and is piloting engagement</p>	<p>Gather data and intelligence on suppliers and identify strategic suppliers; pilot engagement with a major supplier</p>

THEME <i>BEHAVING COMMERCIALLY</i>			
KEY AREA	CURRENT ASSESSMENT	TO MOVE TO NEXT LEVEL WOULD MEAN...	AND WOULD REQUIRE.....
CREATING COMMERCIAL OPPORTUNITIES	<p>Minimum/Developing Focused on business as usual and compliance. Some high value/high profile acquisitions examined for creating commercial opportunities.</p>	<p>Mature - Clear understanding of the ways in which new revenue generation opportunities can be created across the commercial cycle; end to end policies and processes promoting this approach in place across the organisation</p>	<p>Forward planning across the Council for all strategic contracts; opportunities to create new revenue streams considered by all departments; policy for options appraisal (make or buy) including commercial considerations in place and widely used; policy in place for market and supplier research and analysis; innovation included within tenders and scored at the evaluation stage; performance reporting includes commercial and social benefits as well as savings achieved across the organisation</p>
MANAGING CONTRACTS AND RELATIONSHIPS	<p>Minimum/Developing Compliance driven. Reactive approach to contract and relationship management. Identified the need to change and improve. Basic policies, procedures and systems in place.</p>	<p>Mature - All basic policies, procedures and systems in place to support contract and relationship management across the organisation and used in all departments</p>	<p>Dynamic contracts register through a purpose-built solution; change control policy for all contract changes and variations; standard documentation used across all departments; job roles are designated as contract/relationship manager and/or contain contract and relationship management activity; contract and relationship management is acknowledged as a core competency across the organisation, and included in induction and management programmes; contract management performance is reviewed in annual appraisals</p>

<p>MANAGING STRATEGIC RISK</p>	<p>Developing/Mature Good awareness of issues involved and potential threats with basic systems in place to manage should they occur. Taking a proactive approach to strategic risk management with all vulnerable areas identified and mitigating policies and plans in place.</p>	<p>Leader - all vulnerable areas identified and policies and plans in place and shared ownership, transparency and reporting with appropriate contractors</p>	<p>Effective policies re supply chain and contractor failure implemented in collaboration with relevant contractors; all contracts where modern slavery might occur are known and reporting measures and compliance checks are agreed and implemented by contractors; re GDPR, process in place to ensure that relevant contracts with data issues are identified and standard terms and conditions are in place; thorough understanding of impact of external events on high value/high risk contracts and contingency plans in place.</p>
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THEME ACHIEVING COMMUNITY BENEFITS			
KEY AREA	CURRENT ASSESSMENT	TO MOVE TO NEXT LEVEL WOULD MEAN...	AND WOULD REQUIRE.....
OBTAINING SOCIAL VALUE	<p>Minimum/Developing Compliant. Doing just enough to meet the conditions of The Act. Compliant but only proactively seeking social value in a few key contracts only.</p>	<p>Mature - Taking a pro-active approach to integrating social value into procurement and commissioning</p>	<p>Social value recognised as a core principle supported by a published social value policy and strategy; a process/policy to identify which contracts should include social value; Councillor/Cabinet/CMT member given responsibility for reporting and leading on social value and process for annual reporting in place; themes, outcomes and measures established as part of social value policy and available on website; commissioning projects to include social value at the core; social value requirements included in all relevant renders and weighted 5-10% in scoring; initiatives to build capacity and shape market with businesses, community and voluntary sector; market engagement and cross sector collaboration; working pro-actively with suppliers to support their understanding of social value; social value actions agreed at commissioning and procurement stage, bound into contracts and performance monitored.</p>

<p>LOCAL SMEs AND MICRO-BUSINESS ENGAGEMENT</p>	<p>Minimum/Developing Council does not see any benefits to be gained from SME engagement. SME organisations are engaged in a few key contracts only.</p>	<p>Mature - Taking a pro-active approach to integrating SME organisations into procurement and commissioning</p>	<p>Commissioners to facilitate relationships between SMEs and other providers and SMEs are encouraged to collaborate with larger organisations to respond to local need; SMEs are invited to contribute to the commissioning process and there are engagement events and communication channels; there is awareness of the needs of SMEs and a lead contact to upskill SMEs to participate in procurement; the capacities and capabilities of SMEs are understood and procurement processes are adapted to reflect this; contract management processes assess how prime contractors have engaged with SMEs in their supply chains and payment terms are monitored to ensure compliance; spend with SMEs is captured and analysed and a principal officer is given responsibility for improving engagement.</p>
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<p>ENABLING VOLUNTARY, COMMUNITY AND SOCIAL ENTERPRISE (VCSE) ENGAGEMENT</p> <p>Page 46</p>	<p>Mature Taking a proactive approach to integrating VCSE organisations into procurement and commissioning.</p>	<p>Leader - VCSE engagement is embedded into corporate strategy</p>	<p>Commissioners/procurers to work with VCSEs to inform them what the local need is and to establish long-term priorities of the community; small VCSEs form partnerships with larger providers; there is a lead commissioning contact and VCSEs are pro-actively invited to co-design the commissioning process, with engagement events and specified communication channels; VCSEs are asked for feedback, recognising their expertise; there is understanding of the capacity and capability of the VCSEs and engagement with them prior to tender; prime contractor relationships with VCSE organisations in their supply chain are monitored and whistle blowing procedures are in place for VCSEs in supply chains to highlight poor treatment; targets are set for expenditure on VCSEs and these are monitored and reported, including spend on VCSE organisations by prime contractors.</p>
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Key:

- Minimum
- Developing
- Mature
- Leader
- Innovator