

<b>THEME</b> <b>SHOWING LEADERSHIP</b>			
<b>KEY AREA</b>	<b>CURRENT ASSESSMENT</b>	<b>TO MOVE TO NEXT LEVEL WOULD MEAN...</b>	<b>AND WOULD REQUIRE.....</b>
<b>ENGAGING COUNCILLORS</b>	<p><b>Minimum/Developing</b> 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><b>Mature</b> - 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>
<b>ENGAGING SENIOR MANAGERS</b>	<p><b>Mature</b> Senior managers engaged with procurement and commercial issues, routinely taking advice at key decision points.</p>	<p><b>Leader</b> - 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>
<b>WORKING WITH PARTNERS</b>	<p><b>Developing/Mature</b> 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><b>Leader</b> - 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>
<b>ENGAGING STRATEGIC SUPPLIERS</b>	<p><b>Minimum</b> Firefighting. Ad hoc engagement with important suppliers usually when there is a problem to be resolved.</p>	<p><b>Developing</b> - 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>

<b>THEME</b> <b>BEHAVING COMMERCIALLY</b>			
<b>KEY AREA</b>	<b>CURRENT ASSESSMENT</b>	<b>TO MOVE TO NEXT LEVEL WOULD MEAN...</b>	<b>AND WOULD REQUIRE.....</b>
<b>CREATING COMMERCIAL OPPORTUNITIES</b>	<p><b>Minimum/Developing</b>            Focused on business as usual and compliance. Some high value/high profile acquisitions examined for creating commercial opportunities.</p>	<p><b>Mature</b> - Clear understanding of the ways in which new revenue generation opportunities can be created across the commercial cycle; end to end policies and processed 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>
<b>MANAGING CONTRACTS AND RELATIONSHIPS</b>	<p><b>Minimum/Developing</b>            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><b>Mature</b> - 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>

<b>MANAGING STRATEGIC RISK</b>	<b>Developing/Mature</b> 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.	<b>Leader</b> - all vulnerable areas identified and policies and plans in place and shared ownership, transparency and reporting with appropriate contractors	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.
--------------------------------	---	---	--

<b>THEME</b> <b>ACHIEVING COMMUNITY BENEFITS</b>			
<b>KEY AREA</b>	<b>CURRENT ASSESSMENT</b>	<b>TO MOVE TO NEXT LEVEL WOULD MEAN...</b>	<b>AND WOULD REQUIRE.....</b>
<b>OBTAINING SOCIAL VALUE</b>	<p><b>Minimum/Developing</b>  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><b>Mature</b> - 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><b>LOCAL SMEs AND MICRO-BUSINESS ENGAGEMENT</b></p>	<p><b>Minimum/Developing</b>  Council does not see any benefits to be gained from SME engagement.  SME organisations are engaged in a few key contracts only.</p>	<p><b>Mature</b> - 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>
--	---	---	--

<p><b>ENABLING VOLUNTARY, COMMUNITY AND SOCIAL ENTERPRISE (VCSE) ENGAGEMENT</b></p>	<p><b>Mature</b> Taking a proactive approach to integrating VCSE organisations into procurement and commissioning.</p>	<p><b>Leader</b> - 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>
---	--	--	--

Key:

Minimum
Developing
Mature
Leader
Innovator