Appendix 1 – Complete Objectives List with updates

Engaging Councillors

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	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.	Councillor engagement is delivering better results on some projects.	Councillor engagement is delivering better results across all procurement and commercial activity.	Councillor engagement is contributing to the success of a combined authority/ group of council's project or another innovative project.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
1	Procurement and Commercial Champions	The extent to which the role of procurement and commissioning is recognised by members.	3	NA, achieved baseline of '3' as agreed November 2021.	3	A score of '3' is defined as - Procurement and commercial are within the portfolio of a Cabinet member (or equivalent arrangements).
2	Reporting	The extent to which reporting is used to inform your councillors and those councillors in collaborative networks.	3	NA, achieved baseline of '3' as agreed November 2021.	3	A score of '3' is defined as - Councillors receive regular briefings and reports, going beyond formal requirements, which highlight the contribution of procurement and commercial. Commentary: The author is mindful of a new administration and whilst remains confident this score still applies, wishes not to simply assume the legacy score would carry forward and instead welcomes and further input to either clarify or enhance this objective.

						Specifically, are there any procurement related metrics which members wish to see? **Action:** To address any further request.
3	Councillor Development	The extent to which councillors are offered personal development programmes to support collaborative procurement.	2	The Council's Contract Procedure Rules are being revised. With this and the election in May 2023, it is not the correct timing to be rolling out this as new training. This action will be worked upon and made accessible under the current regime to Councillors as and when required but will be rolled out as part of Councillor inductions post election. **Action:** Category Management to create Councillor development programmes to be rolled out post election 2023 and once the new Contract Procedure Rules are live. **To be carried forward to 2023.**	2/3	This objective has been raised with colleagues and is being considered by the Member Development Advisory Group in November as part of the Part 2 - member training package - timing of delivery is therefore TBC. **Action:** Category Management to progress these conversations and for procurement training/development to be included in future member training.

Engaging Senior Members

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Senior management regard procurement and commercial issues as purely operational matters.	The council is exploring the best approach to obtaining procurement and commercial input into decision making.	Senior managers engaged with procurement and commercial issues, routinely taking advice at key decision points.	Council demonstrating better results from early procurement and commercial advice on projects.	Council procurement and commercial advice valued by leaders of combined authority/ group of council's projects or in connection with an innovative project.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
4	Influence and impact	The extent to which the corporate management team influences and makes an impact.	4	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Representation on corporate management team contributing to better strategic planning, coordination and decision-making. Commentary: A '5' can only be achieved by representation on joint Council boards. No further action at present.
5	Mission and strategy	The extent to which procurement is represented with a working mission and strategy.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Council has approved procurement and commercial mission to harness supplier innovation. Commentary: A '5' can only be achieved through joint Council strategies. No further action at present.

6	Processes	The extent to which procurement commercial advice is sought for managing projects.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Demonstrably better outcomes from projects due to early procurement and commercial advice. Commentary: A '5' can only be achieved through joint Council projects, which aren't always possible. No further action at present.
7	Senior managers development	The extent to which the management team is trained in procurement and commercial decision making.	2	As #3, due to the Council's Contract Procedure Rules being revised, it would be more appropriate to roll new training out once they have been approved. In the interim, the Category Management intranet pages have been substantially updated to reflect the entire procurement process and intrinsic links between the primary stakeholders which would assist in this area of development for all officers. **Action:** Category Management to create and distribute a procurement related development programme once the new Contract Procedure Rules are live. **To be carried forward to 2023.**	2/3	Commentary: As part of the discussions with workforce development, several new training packages have been proposed and this will also tie into the new 'corporate manager training programme'. Specifically, a new training item for 'managing officers undertaking procurement activity within your service' has been developed and will be made part of that. In addition, slides for the 'core responsibilities' training have been created and will start to be rolled out early November 2023. **Action:** Deliver training.

Working with partners

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	There are teams but they work in isolation from commercial and procurement advisers.	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.	Designing and implementing solutions as a single team is the council's normal way of working (policy).	Designing and implementing solutions as a combined authority or as a group of councils/ with health, fire, police, housing, VCSEs and other partners.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
8	Culture	The extent to which third parties are included in the design and delivery of solutions.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Working as a single team is the norm when the council cooperates with external partners.
9	Governance and processes	The extent to which partnerships are embedded in processes and structures.	3	NA, achieved baseline of '3' as agreed November 2021.	3	As expected, the in-situ governance process applies to all stakeholders, which is the threshold for the score given.

Commentary: A '4' can only be achieved by redesigning process for different project types and partners; however, due to the breadth of Medway services, a tiered governance process would only introduce ambiguity rather than certainty. No further action. |
| 10 | Staff development for | The extent to which staff development | 3 | NA, achieved baseline of '3' as agreed November 2021. | 3 | This objective scored '3' (mature) – defined as - Training programmes cover 'soft skills' of |

| partnership working | encompasses the benefits of partnership working. | | | | partnership working as well as council processes.

Commentary: The difficulty of progressing this further is the ability to dedicate resources to external needs that may never substantiate. No further action. |

Engaging Strategic Suppliers

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Firefighting. Ad hoc engagement with important suppliers usually when there is a problem to be resolved.	Acknowledges business case for improved strategic supplier management and is piloting engagement.	Delivering programme of engagement with strategic suppliers at council level.	Playing a leading role in a programme of engagement with strategic suppliers at combined authority/ group of council's level.	Playing a leading role in programme of engagement with strategic suppliers at regional/ national level.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
11	Data collection and analysis	The extent to which data on strategic suppliers is collected and utilised.	4	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Council shares data and intelligence on performance, cost, financial status, added social value and risk. Contributes to analysis of data and identification of strategic suppliers at combined authority/ group of council's level.

Commentary: Enhancing this objective further would have no tangible benefits for Medway. No further action. |

| 12 | Existing strategic suppliers engagement | The extent to which existing strategic supplier relationships are managed. | 3 | NA, achieved baseline of '3' as agreed November 2021. | 3 | This objective scored '3' (mature) – defined as - Roles and responsibilities allocated for monitoring and engaging strategic suppliers. Engagement toolkit adopted. Supply chain risk assessment carried out. Programme of engagement to identify and realise opportunities for cost reduction, performance improvement, added social value, mitigation of risk and so on. Improvement/cost reduction plans in place. Contingency planning where there is significant risk.

Commentary: Using the National Procurement Strategy, this can only be enhanced with combined relationship management, which isn't always possible. No further action. |
| 13 | Early engagement with future suppliers | The extent to which future strategic requirements are planned and managed. | 3 | NA, achieved baseline of '3' as agreed November 2021. | 3 | This objective scored '3' (mature) – defined as - Future needs signalled to the market using a variety of channels including publication of pipeline information and engagement events.

Commentary: Normal practice to engage early with bidders on significant projects to encourage innovative solutions. |

Creating Commercial Opportunities

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Focused on business as usual and compliance.	Some high value/ high profile acquisitions examined for creating commercial opportunities.	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.	Revenue generation and potential wealth creation is a standard part of all contract review meetings. Procurement staff are encouraged to enhance commercial skills and demonstrate commercial behaviours.	Organisations work collectively to identify and exploit new commercial opportunities through market shaping and shared working with development partners Organisations see staff innovation and knowledge/ information utilisation as a commercial opportunity.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
14	Forward planning	The extent to which forward planning is undertaken to maximise commercial attractiveness	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Forward planning is always undertaken across the organisation for all strategic contracts. Opportunities to create new revenue streams is considered by all departments and for all relevant expenditure categories. Procurement encouraged to contribute ideas for revenue generation in the forward planning process.
15	Options appraisal (Make/Buy)	The extent to which options appraisal is	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Options appraisal includes seeking commercial opportunities and/ or collaborative contracting

		included in the commercial cycle and the extent of options that are explored.				with others in the sector. Creation of new models for delivering services. Procurement viewed as an integral aspect of options appraisals. Commentary: This is primarily addressed via the governance reporting process.
16	Market/Supplier research/analysis	The extent to which supplier and market research is used to determine procurement and commercial decision making.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - A policy exists, setting out how and when market and supplier research/analysis must be undertaken and is used by all departments. Clear guidance on how to interpret and apply the findings, including commercial and social considerations, is in place and widely used. Procurement is asked to give advice on market and supplier research. Commentary: To score a '4', 'Outcomes from market and supplier research are used to shape and determine the content and timing of the procurement process used.' **Action:** use and embed market research into governance reporting to shape and determine the use of procurement processes used.
17	Tendering	The extent to which innovative tenders are utilised.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Tendering is seen as a commercial process by the organisation. Documentation is prepared to make it attractive to take part and is focused on innovation and opportunities. Procurement is seen as an integral contributor to the planning phase.

18	Performance reporting	The extent to which performance reporting is utilised to maximise leverage and influence.	2/3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Performance reporting is undertaken and includes commercial and social benefits achieved as well as savings across the whole organisation. Procurement is asked to produce summary reports for chief officers and elected Members on a monthly basis. Commentary: The performance reporting is outlined within the Gateway 4 reports and the summary report information is contained within the team's KPIs, which can also be shared.
19	Post contract review	The extent to which contract reviews are used to improve performance exploit new opportunities	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Post contract reviews undertaken as part of an organisational policy. Well defined criteria published for undertaking post contract reviews including the identification of commercial opportunities. Procurement is asked to support the post contract review process. Commentary: More often than not, this information is encapsulated within the annual Gateway 4 reports and gives Procurement Board an opportunity to harness any opportunities that may exist.

Contract and Relationship Management

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Compliance driven. Reactive approach to contract and relationship management.	Identified the need to change and improve. Basic policies, procedures, and systems in place.	All basic policies, procedures, and systems in place to support contract and relationship management across the organisation and used in all departments.	Well-developed policies, procedures, and systems in place to support contract and relationship management. Used to drive forward planning, cost control and contractor performance.	Contract and relationship management recognised by the leadership team as being essential to driving ongoing improvement and better service outcomes. Systems, procedures, and staff delivering consistently high results.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
20	Information storage/ accessibility	The extent to which a contract register is implemented and used to influence procurement planning and decision making.	3	**Comment(s):** The Category Management team maintains a contract register and has been working with all services areas with third party expenditure to ensure the information is up to date and accurate. **Action(s):** Category Management to continue working with service areas to ensure the data continues to be accurate and fully accessible to all. This will be supported by Forward	3	The Category Management team continues to hold up-to-date contracts register, which complies with the Transparency Code. **Action:** Through CMT, the Category Management team is working with all services to re-map all existing contracts Medway Council has. This in turn will facilitate a Forward Procurement Plan which will be used to identify synergies/duplications/alternative ways of working on future procurement activity. This is a phased programme of work

				Procurement Plans for each directorate detailing when existing contracts expire for consideration.		with Assistant Directors being approached sequentially.
21	Change control	The extent to which a change control policy is implemented and used to manage variations.	3	**Comment(s)**: All contracts are inclusive of change control procedures but more scrutiny and/or challenge needs to feed into why changes are being made, especially with consideration to financial impact. **Action(s)**: Category Management to redesign the contract change controls to ensure they are subject to the correct level of scrutiny and consideration is given to the pertinent points of the decision.	4	Scrutiny and decision making for existing contracts has been bolstered. All contract variations now have a more formal process and ensure that the changes are necessary and/or beneficial for the organisation. This also applies to contract extensions, where the recommendation for such is presented to Procurement Board before being exercised.
22	Supplier financial distress	The extent to which suppliers in financial distress are identified and managed.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Standard supplier financial distress clause included in all major contracts for services.
23	Savings and benefits delivery	The extent to which savings and other benefits are identified and delivered through the life of a contract.	2	**Comment(s)**: There is no central responsibility for contract management, as such each team has their own approach and expectation of the contracts they hold. There needs to be a central means of contract management to ensure the organisation is consistent in its approach, which also provides a high-level ability to scrutinise performance. Whilst Gateway 4 reports are reported to Procurement Board,	3	It's worth noting that the Category Management team is not responsible for contract management, as once a contract has been awarded, this responsibility resides with the lead officers. Category Management colleagues have prepared and shared with lead officers, contract management literature to support proper contract management. The team has also re-introduced the annual Gateway 4

				they are only applicable to tenders over the governance threshold. **Action(s)**: To work with colleagues to implement a corporate contract management solution to ensure officers manage and monitor the performance and deliverables of their contracts, and to facilitate the exploration of further savings/efficiencies.		reports, which require services leads to prepare high level contract management information for further scrutiny. In terms of a contract management solution, due to the breadth of Council services, whilst on paper a beneficial solution, it may disincentive innovation and contract development during their term. **Action:** to explore the mandatory completion of the Government Commercial College's Contract and/or Relationship Management training for all applicable services.
24	Recognition/ cultural acceptance	The extent to which the value of contract and relationship management is recognised and embedded in the management culture.	2	**Comment(s):** There are several job profiles within the organisation which are geared towards delivering this objective, however, across the authority the importance of contract management is not fully understood or harnessed. This action should be indirectly addressed by the adoption of a corporate contract management solution. **Action(s):** This is a difficult object for Category Management to directly influence as to get to a mature level, job profiles and appraisals need to be inclusive of this. As the contract and relationship management isn't a centralised function, this would be the	3	Whilst not directly within the remit of Category Management, as the team has been part of MedPay Phase 2, the Job Evaluation stage as well as the revised Career Progression Framework, should support standardising this across the organisation. Coupled with the developments regarding contract management, specifically the sub-theme of supplier relationship management, good progress has been made in awareness to this objective in the past year.

				responsible of the relevant service areas to adopt.		
25	C&RM skills and knowledge	The extent to which officers are trained in contract and relationship management and encouraged to enhance their professional skills.	2	**Comment(s):** Unfortunately, staff have limited access to any contract and relationship management skills and knowledge programme. This action has been scored down as the competencies required to effectively manage contracts in the current economic climate has changed and if more difficult, therefore officers need more support in being able to do so effectively. **Action(s):** To improve this area, corporate training must be made available to raise the profile of C&RM to ensure it becomes a core competency of all services. This would include holding briefings and training sessions with periodic literature as refreshers and review meetings.	3	Whilst not a knowledge programme as such, the aforementioned 'contract management' training and wider series of procurement related training should support services leads being more acutely aware of their roles and responsibilities. This will be progressed further within the 'my core responsibilities' corporate training, which will be a pre-requisite of all existing and new officers to the organisation. **Action:** (as #23) to explore the mandatory completion of the Government Commercial College's Contract and/or Relationship Management training for all applicable services. For these disciplines to then be reflected within Gateway reports.

Managing Strategic Risk

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Compliance driven. Doing enough to meet statutory requirements.	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.	All vulnerable areas identified and policies and plans in place and shared ownership, transparency and reporting with appropriate contractors.	Effective policies and plans in place in all areas, shared with contractors with contingency plans in place and active management of all strategic risks.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
26	Fraud and financial loss	The extent to which financial loss opportunities are identified and removed.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Systems in place to target both financial loss and fraud with a proactive approach to issues such as irregular transactions, duplicate payments, and fake creditors/invoices. Commentary: To become a '4', 'Audit teams working closely with all departments to make this a priority.' No further action.
27	Supply chain and contractor failure	The extent to which supply chain failure risks are identified and managed.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Expenditure categories/ contracts where this might occur identified. A suitable policy developed and risk register with mitigating actions in place. Commentary: With the cost of living rising and the increase in businesses ceasing trading, this has become a concern for all contract held by

						the organisation so whilst bespoke solutions are not in place, various alternative frameworks/approaches are on standby should this come to fruition.
28	Modern slavery (Legislation)	The extent to which modern slavery legislation is understood and embedded within the commercial process.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Basic checks made with appropriate contractors. To score a '4', 'Agreed reporting measures and compliance checks agreed and implemented by appropriate contractors.' **Action:** to explore the introduction of reporting measures on appropriate contracts.
29	GDPR (Legislation)	The extent to which GDPR legislation is understood and embedded within the commercial process.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Pre-defined policy and process in place to identify contracts where data issues will occur reflected in standard Terms and Conditions. Good engagement with contractors.
30	External events (e.g. Brexit)	The extent to which contingency plans are put in place for high risk external events.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Thorough understanding of the possible impact on all high value/risk contracts. Contingency plans in place in the event of contract failure. **Action**: to maintain the key contract lists and contingency plans as necessary.

Obtaining Social Value

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Compliant. Doing just enough to meet the conditions of The Act.	Compliant but only proactively seeking social value in a few key contracts only.	Taking a proactive approach to integrating social value into procurement and commissioning.	Social value embedded into corporate strategy and have comprehensive frameworks for management and delivery.	Social value is a core operational metric, integrated into all directorates/ departments and activities with regular reporting against targets.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
31	Policy and scope (social value)	The extent to which the requirements of the Social Value Act are embedded into corporate policy.	3	There is a draft policy which is being tested in a live setting, which is consistently delivering outcomes. At point of tender, service areas are asked to consider the entire range of Social Value Measures and select the most appropriate to the specification, and, by doing so, appropriately tailored benefits to the services are being obtained.	4	A Social Value policy as well as further literature has been created and published on the Category Management Intranet pages, as well being referenced in mandatory introductory training to all new officers.\n\nMany of the Social Value measures form the basis of the priorities within the Council Plan - it's assumed that awareness is therefore corporate, and officers will address how they are delivered via action #34.
32	Social value internal management	The extent to which social value awareness is embedded across all management levels.	2	There is greater officer awareness of social value and the way in which it can be applied to generate wider benefits has been established.\n\n**Action:** This will be incorporated in the	3	Social Value has been included in the introductory training to officers that is a mandatory training course for new officers at Medway. Furthermore, SV is contained within the revised intranet pages for better inclusion and consideration within all projects.

				new training package, to support objectives 3 & 7.		As above, many of the Social Value measurements form the basis of the priorities within the Council Plan - it's assumed that awareness is therefore corporate, and officers will address how they are delivered via action #34
33	Social value TOMs (themes, outcomes and measures)	The extent to which social value TOMs are, reported and used.	3	There is a cost associated to localising the proxies, this work cannot proceed until the policy is in place.	3	The Category Management team record the value of Social Value offered against each awarded contract. Furthermore, it is up to contract managers to ensure these benefits are fully realised and report back and shortfalls.
34	Commissioning for social value	The extent to which social value requirements are embedded in the commissioning process.	3	The procurement cycle and literature regarding its application has been redrafted with a common theme of Social Value. This is to be overlayed with the commissioning cycle but from a procurement perspective, has been addressed.

Action: Commissioning to overlay the Social Value thread within the process cycles. | 4 | With the introduction of the revised Contract Procedure Rules and the revised procurement training, the procurement cycle has become an infographic detailing all stages and involvement required from various officers, which is coupled with supporting guidance. This cycle is available on the revised intranet pages and at the core of the procurement activity, sits social value that requires up front and continued consideration throughout the entire procurement process. |
| 35 | Procurement (social value) | The extent to which social value requirements are embedded in the procurement process | 4 | All procurement related governance reports are inclusive of the full evaluation process and the social value sought. On a wider note, corporate reports are inclusive of environmental considerations, which is an element of Social Value. | 4 | As per previous year's comment. |

36	Social value market engagement	The extent to which obtaining social value is part of market engagement and third party relationships.	3	Major procurements are kick-started with a market engagement event. The events serve to introduce the opportunity and discuss how the market can be best used to generate wider benefits to any subsequent contract.	3	As per previous year's comment.
37	Social value contract management	The extent to which social value requirements in contracts are managed.	3	Each service area is responsible for contract management and outlining delivery when the contract is reviewed as part of the gateway four process. Officers through procurement board stress the importance of appropriate measures against targets for all contracts **Action:** Category Management to continue supporting the implementation of a new Contract Management system.	3	Supporting training and literature is in place to ensure social value deliverables are realised as actuals within the term of all contracts. However, there may not be sufficient resources to manage the contracts as intended - this is a corporate issue, not a procurement one.
38	Cross sector collaboration	The extent to which obtaining social value is embedded in a wider collaborative environment.	3	This is being delivered and has been rolled out on specific grant funded projects through collective buying power. It can be challenging to combine Social Value aspirations with other public bodies however, we will continue to consider and where appropriate.	3	As per previous year's comment.
39	Reporting social value	The extent to which progress in obtaining social value is communicated and reported.	3	Social Value has been sought and delivered where appropriate within all Medway Council contracts since the start of the 2021/2 financial year. This information will also be available on the	3	As per previous year's comment.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
				Council's contract management platform, once live.		
40	Social value governance	The extent to which social value is embedded and managed in the commissioning and procurement process.	2	Social Value continues to be applied and evaluated on each appropriate tender. **Action:** Organisation to create a social value policy.	3	Social Value policy has been produced and is on the Category Management intranet pages. Furthermore, the social value committed at the point of award is being captured and monitored. Note that the value, size, and the scope of projects is not static and therefore this is for info only, not a trackable metric.

Local SME and Micro-Business Engagement

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Council does not see any benefits to be gained from SME engagement.	SME organisations are engaged in a few key contracts only.	Taking a proactive approach to integrating SME organisations into procurement and commissioning.	SME engagement is embedded into corporate strategy.	SME engagement is a core operational way of doing business, integrated into all directorates/ departments and activities with regular reporting against targets.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
41	Policy and scope (SMEs)	The extent to which small business engagement is	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Commissioners engage regularly with SMEs, both on an individual basis and collectively to achieve desired market outcomes. Support is

		included in commissioning and procurement policies.				provided to SMEs to understand how to respond to Council requirements.
42	SME relationships	The extent of communications with small business are communicated with.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - There is responsive willingness to facilitate relationships between SMEs and certain larger providers. Some of the benefits of this are being realised. As a result of this, SMEs have formed some partnerships with larger providers.
43	Commissioning with SMEs	The extent to which commissioning opportunities are extended to small businesses and developed for mutual benefit.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - There is good knowledge of how SMEs' local expertise can add value and attempts are made to integrate them into the wider service provision. SME representatives are invited to contribute to the commissioning process. There are some general engagement events and communication channels. There is interest in SME partnership working.\n\nCommentary: Whilst there is a good internal knowledge of how SMEs can add value, this is not always seen through tender responses, so is difficult to further implement.
44	Market engagement with SMEs	The extent to which small businesses are encouraged and supported to engage in	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - SMEs are seen as part of a diverse supply chain but they are not seen as a provider with a particularly unique value. Efforts are made to establish a lead contact for SMEs with the view to upskilling SMEs to participate in procurement. There is awareness of SMEs'

		delivering public services.				need for support to effectively contribute to the commissioning process. Efforts are made to clarify jargon and facilitate SMEs' input and participation, but SMEs are often unable to effectively feed in. Commentary: It's worth noting that the tender process has been standardised where possible and SMEs have the same opportunity as all other bidders.
45	Procurement with SMEs	The extent to which procurement processes engage and build relationships with small businesses.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - Processes have been adapted to ensure that SMEs are fully engaged from the outset. There is proactive engagement with SMEs and relevant infrastructure bodies ahead of publishing a notice to tender. This gives SMEs sufficient time to galvanise resources to put together a bid and shape the service. There is good understanding of the capacity and capability of SMEs. Where appropriate, after evaluating service specifications and contract sizes, processes are adapted to reflect this capability. Commentary: The SME landscape is well known and supplier engagement events as well as the simplification of tender documentation are prime examples of how we engage and encourage this part of the market.
46	Contract management with SMEs	The extent to which the requirements of small businesses	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Contract management processes assess how prime contractors have engaged with SMEs in their supply chains. Contracts with SMEs are

		are reflected in ongoing contract management.			monitored, and regular feedback provided. Prime contractor payments terms in supply chains are monitored to ensure compliance. Commentary: The main area stopping this objective scoring higher is the requirement for 'Full monitoring of prime contractor supply chains.' Whilst this is aspirational, due to resourcing, it's not always possible.
47	Governance of SME engagement	The extent to which the engagement of small businesses is monitored and reported.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - SME spend is captured and analysed to determine how engagement might be improved. A principal officer has been given responsibility for improving engagement. Commentary: Some of the objectives to score a '4' have been addressed, but as a public body, the aspiration of working with SMEs needs to comply with the public contract regulations also.

Engaging VCSEs (Voluntary, Community and Social Enterprises)

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Subsection high level principle/ specific behaviour:	Organisation does not see any benefits to be gained from VCSE engagement.	VCSE organisations are engaged in a few key contracts only.	Taking a proactive approach to integrating VCSE organisations into procurement and commissioning.	VCSE engagement is embedded into corporate strategy.	VCSE engagement is a core operational way of doing business, integrated into all directorates/ departments and activities with regular reporting against targets.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
48	Policy and scope (VCSEs)	The extent to which VSCE engagement is included in commissioning and procurement policies.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Commissioners/ procurers have started to communicate to the market what the local need is, and the desired market outcomes. However, small VCSEs remain unaware of their place in the market. Short-term needs are a priority but there is some effort to bring in the community via small VCSEs to consider long-term and preventative needs. Commentary: Advancing this objective revolves around prime contractors making opportunities for VCSE's, which it outside of our control as an organisation.
49	VCSE relationships	The extent of communication with VCSEs.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - There is some acknowledgment for the convening role that commissioners/procurers

						can have and what the benefit of facilitated relationships between small VCSEs and other providers could bring. They have started to make some efforts to bring these parties together. VCSE 'umbrella' organisations are used as a go between where they exist. Commentary: In particular, several contracts are put together specifically for this market, most notably, the VCS tender.
50	VCSE engagement measurement	The extent to which VCSE engagement is measured and reported.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Commissioners have recognised the value in employing small VCSEs to reach users, where they could seek insightful service feedback, but have yet to engage them in the process.
51	Commissioning with VCSEs	The extent to which commissioning opportunities are extended to VCSEs and developed for mutual benefit.	3	NA, achieved baseline of '3' as agreed November 2021.	4	This objective scored '4' (leader) – defined as - There is strong knowledge of the value small VCSEs bring in providing niche, localised services; they often draw upon their broad community outreach and actively integrate them into their service provision. A variety of relevant small VCSEs are proactively invited to contribute to co- design in the commissioning process. There are designated voluntary sector engagement events and specified communication channels. Efforts are made to establish continuous partnership working with VCSE organisations Commentary: Partnership working and early engagement events allow the development of the commissioning process where practical.

| 52 | VCSE market engagement | The extent to which VCSEs are encouraged and supported to engage in delivering public services. | 3 | NA, achieved baseline of '3' as agreed November 2021. | 3 | This objective scored '3' (mature) – defined as - Small VCSEs are seen as part of a diverse supply chain but they are not seen as a provider with a particularly unique value. Efforts are made to establish a lead contact for small VCSEs with the view to upskilling VCSEs to participate in procurement. There is some awareness of small VCSEs' need for support to effectively contribute to the commissioning process. Some efforts are made to clarify jargon and facilitate charities' input and participation but charities are often unable to effectively feed in.

Commentary: The difficulty in developing this objective further is the lack of feedback in terms of what restricts VCSE's bidding/engaging in Council opportunities. Whilst a register of attendance at engagement events is held, is at the VCSE's discretion as to whether or not they bid. |
| 53 | Procurement with VCSEs | The extent to which procurement processes engage and build relationships with VCSEs. | 3 | NA, achieved baseline of '3' as agreed November 2021. | 3 | This objective scored '3' (mature) – defined as - There is some consideration of whether a prescriptive procedure is needed for procurement exercises, the light touch regime and DPSs are used wherever appropriate. There is some prior engagement with a limited amount of small VCSEs ahead of publishing a notice of tender. However, small VCSEs often remain unable respond in time. There is an attempt to better understand the capacity and capability of small VCSEs, and adapt procurement processes to reflect this. |

					However, this has not yet enabled small VCSEs to better participate in the commissioning process.
54	Contract management with VCSEs	The extent to which the requirements of VCSEs are reflected in ongoing contract management	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Contract management structures are beginning to consider how prime contractors should engage and manage their sub contracts with smaller VCSEs yet to be set.
55	Governance of VCSE engagement	The extent to which the engagement of VSCEs is monitored and reported.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - VCSE spend through procurement activity is captured and analysed to determine how engagement might be improved. A principal officer has been given responsibility for improving engagement. Commentary: Specifically, these metrics are captured within the team's KPIs but again, the aspiration to work and award work to VCSE's needs to comply with the Public Contracts Regulations.

Enablers

This subsection encapsulates specific, cross-cutting issues and therefore the individual scoring criteria has been included for each.

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Objective 56 - Developing Talent - scoring criteria	Recruits staff with appropriate experience/ professional qualifications (eg CIPS).	Recruits staff with appropriate experience/ professional qualifications and responds to ad hoc requests for training and development.	Service plan includes support for staff to obtain professional qualifications and for apprenticeships.	Planned approach to talent development in relation to future procurement and contract management workload including: • Contracts pipeline • Resourcing plan • Competency framework • Remuneration strategy • Comprehensive training and development plan including provision for development of staff not currently in procurement or contract management roles • Secondments to and from the private sector and VCSE sector.	Planned talent development (as for Leader) but at combined authority/group of councils level.

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Objective 57 - Exploiting digital technology - scoring criteria	Basic purchase ordering functionality for some products and/or services using finance and/ or operational systems. Limited procurement and contract management information available via static sources.	Use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all services/ products. May include some human intervention and paper trails. Some procurement and contract management Information available online to all stakeholders with appropriate search and filtering. Use of electronic tendering and quotations system for some tenders/ quotes (either as a dedicated system or tender box rental).	Use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all services/ products fully automated and paperless, with human intervention being restricted to exceptions only. Comprehensive procurement and contract management information available online to all stakeholders with appropriate search and filtering. Use of electronic tendering and quotations system for all tenders/ quotes (either as a dedicated system or tender box rental). Access and interaction to all of the above possible from any electronic mobile device.	• Access to a Procure to Pay (P2P) system via secure mobile application, promoting a self-service approach for suppliers. (Access should include online viewing of payment records/status and the ability to auto convert orders to invoices). • Technology used to forward plan all strategic acquisitions and to underpin sourcing and procurement decision making. • Performance monitoring and communications underpinned by dashboards and diagnostics.	Mobile applications designed for supplier and contractor interactions including future opportunity alerts, contract management, contractor performance ratings and procurement satisfaction levels. Shared systems and information with delivery partners (including voluntary sector/ local businesses) and other councils and citizens. Knowledge management, accessing paper and electronic sources to build comprehensive intelligence about contracts, markets and trends.

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Objective 58 - Enabling Innovation - scoring criteria	Ability to capture and harness procurement innovation in organisation non-existent.	Innovation only considered in a few contracts where technology is involved.	Outcomes based on procurement and market making are the 'standard' way of doing things. Innovative procurement approaches are not just applied to technology but to established services.	• Innovation in procurement and contract management is mainstreamed. • Procurement techniques such as innovation partnerships, pre-commercial procurements used regularly.	All contracts reviewed to identify new service delivery and income generation models. Procurement challenges and innovative potential solutions shared across councils and regions.

Score:	1 - Minimum	2 - Developing	3 - Mature	4 - Leader	5 - Innovator
Objective 59 - Embedding change - scoring criteria	Success depends on individuals, no organisational engagement.	New approaches and ideas applied in isolated procurement processes.	Procurement change comprehensively applied across multiple projects and departments.	Senior leaders recognise the importance of procurement and contract management, and promote as a way of leading and managing organisational change.	Procurement and contract management are key drivers of organisational change and are embedded at all levels in the organisation. Lessons learned shared with other organisations at regional and national level.

#	Objective	Description	2022 Score	2022 Comments and Action	2023 Score	2023 Comments and Action
56	Developing talent	The extent to which staff are recruited and developed in relation to procurement and contract management.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Service plan includes support for staff to obtain professional qualifications and for apprenticeships. Commentary: This objective will progress to a '4' as the team concludes their MedPay review as the supporting items such as remuneration framework and secondment opportunities is explored and codified.
57	Exploring digital technology	The extent to which digital technology is used to underpin the procurement cycle.	2	Currently no ability to deliver against this as both systems are on different contract end dates. **Action:** Consider how integration between the two systems would be possible whilst they are still both in contract. Remove from the strategy as this continues to be explored.	3	This objective scored '3' (mature) – defined as - Use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all services/ products fully automated and paperless, with human intervention being restricted to exceptions only. Comprehensive procurement and contract management information available online to all stakeholders with appropriate search and filtering. Use of electronic tendering and quotations system for all tenders/ quotes (either as a dedicated system or tender box rental). Access and interaction to all of the above possible from any electronic mobile device. Commentary: Whilst not a true P2P system, the Category Management team validates the setting up of new suppliers and therefore ensures they have been properly procured prior to being set up for use. In addition, all of

						the procurement and contract management information has been updated and made available on the Council's intranet pages and training developed and made accessible to all colleagues.
58	Enabling innovation	The extent to which innovation in procurement and contract management is recognised and adopted.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Outcomes based on procurement and market making are the 'standard' way of doing things. Innovative procurement approaches are not just applied to technology but to established services. Commentary: This score can only be achieved through more consistent/standard use of innovative partnership procedures, which are not always appropriate to meet the need. C&RM is a precursor to this action and therefore will be addressed in the final year of this strategy.
59	Embedding change	The extent to which change management in procurement and contract management is used to drive wider organisational change.	3	NA, achieved baseline of '3' as agreed November 2021.	3	This objective scored '3' (mature) – defined as - Procurement change comprehensively applied across multiple projects and departments. **Action:** To explore, create, consult, and finalise the relevant policy and strategic changes associated with the roll out of the Provider Selection Regime as well as the Procurement Bill.