

KPI	Where we are now:	Where we want to be:	Actions	By when
High level principle/ specific behaviour	Developing The Council is exploring the best approach to Elected Member engagement in procurement and commercial matters.	Leader Elected Member engagement is delivering better results across all procurement and commercial activity.	CMR contract portfolios have been established, with meetings to go in to diaries from April 2023. These will be in addition to platinum review meetings. A request has been made to democratic services to support. Category strategies to be made available on the intranet for Members to view from April 2023 Commercial awareness training and procurement training to be provided during 2023. Work with HR and OD has commenced on commercial awareness training.	Q1 23 Q1 23
	Developing The Council is exploring the best way for Elected Members to champion procurement and commercial matters.	Mature Procurement and commercial are within the portfolio of a Cabinet member, and wider cabinet and council members are fully engaged on contracts within their portfolio.	Specific commercial briefings to be scheduled from 23/24 FY as per the above.	Q1 23
Reporting	Developing Council is exploring better ways of informing Elected Members about procurement and commercial activities.	Leader Elected Members are performing their roles more effectively due to enhanced reporting arrangements.	Power BI dashboard to be made available to all elected members. Output from the commercial board to be made available to all elected members from April 2023 onwards.	Q1 23
Training & development	Minimum No formal training for Elected Members on procurement and commercial issues.	Leader Development programmes have resulted in better Elected Member engagement with procurement and better decisions.	Commercial awareness training and procurement training to be provided as per the above. Website to be updated to include "knowledge library" for procurement. Launch date 1st April 2023 (subject to final sign-off March 2023)	Q1 23
High level principle/ specific behaviour	Mature Senior Leaders engaged with procurement and commercial issues, routinely taking advice at key decision points.	Leader Council demonstrating better results from early procurement and commercial advice on projects.	Commercial Board CMR meetings	Complete Q1 23
		Leader Representation on corporate management team contributing to better strategic planning, coordination, and decision-making.	Commercial Board chaired by the chief executive, with representation of the CFO, Strategic Director for Commercial and Change, and Assistant Director for Transformation and Commercial	Complete
Mission and strategy	Developing Procurement strategy being reviewed and refreshed.	Mature Council has approved a procurement strategy aligned to corporate and service strategies.	New strategy developed and signed off, with metrics mapped to corporate plan. Service level performance KPIs also developed.	Complete
Processes	Mature Structured approach to project management clearly defining roles and responsibilities in relation to procurement and commercial advice.	Leader Demonstrably better outcomes from projects due to early procurement and commercial advice.	New procurement thresholds approved, allowing focus on strategic activities Commercial board established providing earlier engagement and input.	Complete Complete
			Improving position on our service level KPIs required. Refreshed Service Level KPIs have been developed.	Q1 23
Training & development	Minimum No formal training for senior leaders on procurement and commercial issues.	Mature Senior leader development programmes include procurement and commercial modules for all participants.	Develop commercial training for Members, Senior leaders and Officers, as well as practitioners. This should include generic training (commercial acumen), and specific training. Work has commenced with HR and OD Knowledge library (website) and general engagement should be sufficient.	Q2 23 Q1 23
		Developing Council acknowledges the business case for a cross-council approach to design and implementation of solutions and is seeking to encourage this	Mature Designing and implementing solutions as a single team in high value/high risk projects	Commercial board established Commercial management meeting reviews.
Culture	Developing Benefits of a change in culture recognised. Pilots challenging attitudes and behaviours	Mature Working as a single team is 'the way we do things here'	Member engagement meetings Corporate governance review - including refresh of the constitution Mandatory training for commercial practitioners, and included in induction.	Q1 23 Q2/3 23 Q2 23
			Move to category management business partnering approach.	Ongoing
Governance and processes	Mature The team approach is supported by: • corporate and service planning and budgeting processes • a structured approach to project management • effective governance arrangements.	Leader The team approach is supported by: • joint planning and budgeting processes • common approach to project management. • strong cross- organisation governance structures.	Member engagement meetings and chief exec engagement on commercial board. Commercial board established Forward plan development Category strategies finalised and aligned to operational strategy Finance and DLT engagement on commercial matters CSP commercial review	Q1 23 complete complete Q2 23 Ongoing Complete

Training & development	Minimum Training and development programmes do not cover partnership working.	Mature Training programmes cover 'soft skills' of partnership working as well as council processes.	Identify soft skills training courses for partnership working	Q3 23 Complete
High level principle/ specific behaviour	Minimum Firefighting. Ad hoc engagement with important suppliers, usually when there is a problem to be resolved.	Mature Delivering programme of engagement with strategic suppliers at council level.	Commercial board established Annual supplier deep dive reviews for platinum contracts	Ongoing from Q1 23
				Q3 23
Data collection and analysis	Developing Council has partial data and intelligence on its suppliers and is developing criteria it will use to identify strategic suppliers.	Mature 1. Council routinely collects and analyses data and intelligence on supplier performance, cost, financial status, added social value and risk. 2. Council strategic suppliers identified according to agreed criteria. 3. Council has visibility of strategic supplier supply chains.	Develop Supplier Risk Matrix with assessment of all strategic suppliers underpinning the category strategies Power BI dashboard in development. Supplier risk scores to be captured Platinum contracts will have supply chains mapped. V.High risk contracts have supply chains mapped	Q3 23 Q4 23 Q3 23
Engagement of existing strategic suppliers	Minimum 1. Roles and responsibilities in relation to strategic suppliers not defined. 2. Engagement (when it happens) is firefighting in response to a crisis.	Mature 1. Roles and responsibilities allocated for monitoring and engaging strategic suppliers. 2. Engagement toolkit adopted. 3. Supply chain risk assessment carried out. 4. Programme of engagement to identify and realise opportunities for cost reduction, performance improvement, added social value, mitigation of risk and so on. 5. Improvement/cost reduction plans in place. Contingency planning where there is significant risk.	Suppliers categorised as platinum, gold, silver and bronze. Supplier management and review process being developed with categorisation based on gold, silver, bronze and platinum suppliers (categorisation complete) Category strategies developed with savings plans identified	Complete Q2 23 Q2 23
Early engagement with future strategic suppliers	Developing 1. Future information on forward plans published. 2. Experience of early market engagement on at least one council project.	Mature 1. Future needs signalled to the market using a variety of channels including publication of pipeline information and engagement events. 2. Normal practice to engage early with bidders on significant projects to encourage innovative solutions.	Evidenced across certain categories presently. New legislation for PIN notice equivalent, and publication of 2 year forward plan for contracts over £2m. Subject to legislative changes being published. Anticipated Q2 24 Forward plan needs to be developed Category process developed. This includes early market engagement requirement, and market shaping requirement at step 2 of 8	Q2 24 Complete Complete
High level principle/ specific behaviour	Developing Some high value/high profile acquisitions examined for creating commercial opportunities.	Leader 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.	Commercial training. Supplier management review process Commercial board	Q1 23 Q2 23 complete
Forward planning	Developing Forward planning is undertaken in some areas and/or for some acquisition types. Opportunities to create new revenue streams is sometimes investigated in some departments and for some expenditure categories.	Leader Forward planning for contracts has developed to form an integral part of the organisation's budget setting and expenditure forecasting process. Procurement can contribute ideas for revenue generation in the forward planning process.	Category strategies with developed savings plans Engagement with the finance business partners	Q2 23 ongoing
Options appraisal (Make or Buy)	Developing Undertaken for high profile/high value projects and exercises. Evaluation criteria sometimes incorporating commercial and social considerations.	Leader Options appraisal includes seeking commercial opportunities and/ or collaborative contracting with others in the sector. Creation of new models for delivering services. Procurement viewed as an integral aspect of options appraisals.	New category process has make versus buy as step 1 Engagement with heads of procurement group and district procurement heads. Lead of West Mids heads of procurement group Commercial board	complete ongoing complete
Market and supplier research and analysis	Developing Undertaken when a new requirement is sought and/or where there have been problems on an earlier contract. Research sometimes includes looking for commercial opportunities or gaps in the market.	Leader Outcomes from market and supplier research are used to shape and determine the content and timing of the procurement process used. Outcomes are also used to contribute to the risk management process and options appraisal process. Procurement viewed as an integral aspect of market and supplier research and analysis.	Category strategies being developed for all areas of spend. Critical sourcing activity will include a bespoke sourcing strategy - template drafted and commercial board will define the need Adoption of the Verto solution will facilitate a more project management driven approach to sourcing, with identification and management of risks through out. Embedding Category process. This has supplier and market research and engagement upfront.	Q2 23 Q3 23 Q3 23 complete / ongoing
			Investigating sourcing data solutions, such as procurement leaders and beroe	ongoing. Q4 23

Tendering	<p>Mature Innovation is seen by the organisation as an important factor in the tendering process and scored at the evaluation stage.</p> <p>Tenders viewed as needing to have a legal/commercial balance are focused on attracting the best bids. Procurement is asked to contribute to the planning phase.</p>	<p>Innovator Tendering opportunities are focused on innovation and opportunities and done in conjunction with development partners to maximise market attractiveness.</p>	<p>Heads of procurement group - engagement and chair</p> <p>District procurement heads group</p> <p>Category expertise development - training plans to be developed based on commercial college</p>	<p>Complete</p> <p>Q3 23</p> <p>Q2 23</p>
Performance reporting	<p>Developing Performance reporting is undertaken and includes commercial and social benefits achieved as well as savings but restricted to specific procurement exercises and some departments.</p> <p>Summary reports are produced by Procurement for service heads on an annual basis.</p>	<p>Leader Performance reporting is seen as an integral part of the organisation's culture with reports on commercial and social benefits achieved included in a performance dashboard.</p> <p>An annual report for the Leadership team and potential delivery partners covering achievements and aspirations is published by the organisation. Procurement is viewed as an integral aspect of performance reporting and is viewed by the leadership as contributing to commercialism.</p>	<p>Power BI dashboard developed. Will include performance against social value KPIs</p> <p>Annual purchasing report to be produced for consideration by the Commercial Board. Chaired by Chief Exec</p>	<p>Q4 23</p> <p>Q4 23</p>
Post contract review	<p>Minimum Occasional post contract reviews undertaken but restricted to some departments and/ or categories of expenditure.</p> <p>Seen as something that is done after poor contract performance or contract failure.</p>	<p>Innovator Contract reviews and relationships are seen as a continuous process and fundamental to improved performance and the creation of new opportunities.</p> <p>Reviews are extended to sector partners so that supplier relationship management can be undertaken in partnership with multiple organisations.</p>	<p>New contract review and supplier relationship review processes developed.</p>	<p>Q2 23</p>
High level principle/ specific behaviour	<p>Developing Identified the need to change and improve. Basic policies, procedures, and systems in place.</p>	<p>Innovator Contract and relationship management recognised by the leadership team as being essential to driving ongoing improvement and better service outcomes.</p> <p>Systems, procedures, and staff delivering consistently high results.</p>	<p>Commercial Board developed</p>	<p>Complete</p>
Information storage and accessibility	<p>Developing Contracts register exists with some access possible, mainly viewing and searching capability.</p> <p>Data held is incomplete/ out of date, but efforts are being made to increase data quality and the percentage of third party spend listed on the register.</p>	<p>Leader Contracts Register is dynamic and fully accessible to all who need to use it.</p> <p>Information is always up-to-date with comprehensive, complete and accurate records on all contracts.</p> <p>Contracts register has action/renewal alerting capabilities for contract owners and managers and in-built Learning Management capability.</p>	<p>Systems review in progress. Likely to identify a need for new systems (current contract in place)</p>	<p>Q2 24</p>
Change control	<p>Developing A change control policy exists for capturing the details of any changes or variations made to some contracts.</p> <p>Standard documentation is available and used by some departments.</p>	<p>Leader All contract changes and variations processed through change control stored on the contracts register.</p> <p>Details shared online with contract managers, owners, and contractors.</p>	<p>Systems review in progress. Likely to identify a need for new systems</p>	<p>Q2 24</p>
Supplier financial distress	<p>Developing Structured approach to early engagement of suppliers in financial difficulties.</p>	<p>Innovator Implementing advanced approach to supplier financial distress extending beyond contract clauses.</p>	<p>Supplier in distress process being redeveloped. A structured approach is already in place for high-risk areas, such as social care and construction</p>	<p>Q4 23</p>
Savings & benefits delivery	<p>Developing A formal policy is in place for capturing savings and accruing benefits from contracts but is not uniformly implemented.</p>	<p>Innovator A proactive system is in place in partnership with contractors to review all contracts for potential savings, cost reductions and benefits realisation.</p> <p>Contractors work with the organisation on an ongoing basis to reduce costs and eliminate potential waste.</p>	<p>YOKOTEN assessments to be conducted across all Gold and Platinum contracts to identify savings</p> <p>Standard agenda item on all Gold and Platinum review meetings</p>	<p>Q4 23</p> <p>Q2 23</p>
Recognition and cultural acceptance	<p>Developing There is recognition by the organisation of Contract and Relationship management in some departments.</p> <p>Job roles are designated as contract manager and/or contain specific contract and management activity in their content description in some departments.</p>	<p>Leader Regular briefings and meetings are held to brief all staff involved in contract and relationship management on commercial, developments, new initiatives, and professional development.</p>	<p>Commercial board has agenda items covering these areas, with minutes and supporting documentation produced to be disseminated to the relevant teams.</p>	<p>Complete</p>

Skills & knowledge	Minimum Staff have limited access to any contract and relationship management skills and knowledge programmes.	Leader Contract and Relationship Management is acknowledged as a core competency across the organisation. Staff are invited to undergo advanced/ specialist training where contract management accounts for more than 20 per cent of their job role.	Commercial college has been adopted, and a training plan in development for all commercial officers	Q1 23
			Training plan recommendations to be established for non-commercial officers (foundation training only)	Q3 23
			New contract management toolkit has been drafted and will be finalised during 2023/24	Q2 23
High level principle/ specific behaviour:	Developing Good awareness of issues involved and potential threats with basic systems in place to manage should they occur.	Mature Taking a proactive approach to strategic risk management with all vulnerable areas identified and mitigating policies and plans in place.	New assessments of contract and supplier risk required.	Q4 23
			Supplier categorisation and commercial strategies will include an assessment of supplier risk, albeit this will need updating following the full reassessment in Q4.	Q2 23
Fraud and financial loss	Mature 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.	Leader Well defined systems in place targeting both financial loss and fraud. Active deployment and use of analytical software. Audit teams working closely with all departments to make this a priority.	Systems presently assessed as being inadequate. Working with financial colleagues to understand how this can be addressed. There has been no identified fraud to date, however system and process controls require improvement. Audits are undertaken periodically.	Ongoing. Ongoing
	Developing Aware of the risks and issues involved and attempting to identify where this may occur.	Innovator Full picture of all high-risk suppliers and contractors with supply chain vulnerabilities identified. Active management of, and reporting against, high risk suppliers and their supply chains.	As above; Supplier in distress process being revised. Suppliers and contracts being risk assessed.	Q3 23 Q4 23
Modern slavery (Legislation)	Developing Aware of the legislation and how it might manifest itself in supply chains.	Leader All contracts where modern slavery might occur are known. Agreed reporting measures and compliance checks agreed and implemented by appropriate contractors.	Modern slavery to be assessed as part of the Supplier Risk Assessment process	Q4 23 Q1 23
	Developing Aware of legislation and taking steps to ensure compliance.	Leader 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.	Checklist to be developed with the IGT to allow easy identification of impacted contracts. Standard terms include GDOR conditions, and additional terms to be added to contracts where this is a high risk.	
External events (e.g., Ukraine/ Russia conflict)	Developing Keeping abreast with central government briefings and taking appropriate action, as and when required.	Leader Thorough understanding of the possible impact on all high value/risk contracts. Contingency plans in place in the event of contract failure.	For Gold and Platinum contracts, recovery and risk mitigation plans to be developed	Q4 23
High level principle/ specific behaviour:	Developing Compliant but only proactively seeking social value in a few key contracts only.	Leader Social value embedded into corporate strategy and have comprehensive frameworks for management and delivery.	Social value is now embedded in to the corporate procurement strategy	Complete
			New Social Value stipulations drafted for incorporation in to ITT (draft presently). Further work needs to be undertaken on how these can be incorporated without adding cost. Work to be undertaken with all service area leads (ADs) on how social value requirements can be included in contracts, and how social value can be leveraged. Small business concordat to be developed Social value charter to be refreshed Supplier social value awards to be developed.	Q4 23 / Q1 24 Q3 23 Q2 24 Q2 24 Q2 24
Policy and scope	Developing No specific policy in place. Only complies with the Act (i.e., services above UK procurement threshold).	Leader 1. Social value requirements applied procurements above & below UK thresholds. 2. Requirements are tailored to reflect size and scope of contract. 3. Social value embedded into all procurement routes where appropriate.	Social value assessment mechanisms and calculations to be agreed. As above	Q1 24

Internal management	Developing No senior officer given a direct reporting responsibility for social value.	Leader 1. Individual named officer(s) given responsibility for reporting to board/elected member, managing and delivering social value across procurement and commissioning. 2. Relevant officers are provided with social value training and resources to implement social value strategy.	Head of Commercial will undertake this role. A support officer within the Place category has been identified for operational delivery. Strategic Lead for Corporate will own a programme of work on this moving forward.	Q1 24
Measurement: Themes, outcomes, and measures (TOMs)	Developing Measuring some limited form of social value, e.g., SME spend.	Leader 1. Measure social value in both non-financial & financial terms against outcomes and themes. 2. Local TOMs (including values) updated on an annual basis with evidence and methodology to support. 3. Outcomes weighted systematically to council and local priorities (i.e., targeting).	As above	
Commissioning	Developing Some attention given in larger contracts to commissioning for social value.	Leader 1. Social value threaded through commissioning cycle. 2. All new contracts assessed before procurement for their potential contribution to social value objectives. 3. TOMs adjusted to against overall social value delivery strategy. 4. Social value is embedded within guidance, resources, templates.	To be addressed. Commissioning doesn't sit within the commercial team presently. In terms of "commissioning" as a activity with the commercial cycle, activities outlined above will address this.	Ongoing
Procurement	Developing 1. Social value is mentioned in tenders (where relevant) relating to services but no weightings or specific score allocated. 2. Tenderers asked for social value commitments to improve the economic, social, and environmental wellbeing of the relevant area.	Leader 1. Social value requirements included in all tenders (contracts and frameworks). 2. A specific scoring and weighting system in place of at least 10% of the total score. 3. Relevant 'Gateways and Checks' in place to ensure consistency in tenders. 4. Processes in place to ensure lessons learnt and feedback incorporated for continuous practice improvement including policy and toolkit development.	Actions above on criteria and incorporation in to contracts We include social value in all suitable contracts presently, with 10% weighting. Gateway processes developed through commercial board, with social value required to be outlined in all commercial papers submitting to board	Complete Complete
Market engagement and partnerships	Developing 1. Initial but ad hoc steps taken in market engagement around social value. 2. Some information is made available to suppliers to support their understanding of social value.	Leader 1. Regular 'supplier summits' held to build capacity & to get feedback. 2. Case studies and examples of innovation provided to illustrate the different levels/actions. 3. A market development plan forms part of the policy underpinning commissioning development and action plan. 4. A specific focus on upskilling of local micro, small, medium sized enterprises, business and VCSE organisations.	Supplier engagement sessions to be established Supplier accreditation process to be developed.	Q2 24 q3 24
Contract management	Developing Contracts not monitored in any coherent way for social value afterwards.	Leader 1. Performance reviews and regular feedback and action taken to ensure continuous improvements to social value implementation and delivery. 2. Processes in place to ensure lessons are learnt and feedback incorporated for continuous practice improvement, including benchmarking and case law. 3. Meetings regularly held with contractors to discuss delivery of social value.	Supplier and contract review process aligning to the supplier categorisation in development. Social value will be a standard agenda item, and will fall under performance management	Q2 23
Cross sector collaboration	Developing Limited collaboration through joint occasional contract with other public sector bodies held regarding social value.	Leader 1. Cross sector committee formed to develop and manage the delivery of joined up social value policies and shared TOMs. 2. Regular meetings and feedback sessions held. 3. Shared implementation plan.	WCC will chair the West Midlands Procurement group, where social value will be discussed at each meeting.	Q1 23
Reporting	Developing Limited or informal social value reporting and feedback only.	Leader 1. Regular feedback to cabinet/scrutiny committee on social value. 2. Annual reporting includes benchmarking and progress against targets.	CMRs will be updated on each contract within their portfolio. Scrutiny can be updated as desired	Q1 23 Ongoing

Governance and accountability	<p>Developing Council/authority has met the requirements of the Act to 'consider' social value and this is minuted.</p>	<p>Leader 1. Cabinet member has direct oversight of social value performance. 2. Social value has been embedded into commissioning and procurement practice, tools, resources and processes with a ratified policy and toolkit that are published. 3. Social value implementation is underpinned by an overarching action plan. 4. Social value is measured and reported on regularly.</p>	<p>Approach to be agreed with each CMR.</p> <p>Other actions as above</p>	Q2 23
High level principle/ specific behaviour:	<p>Developing SME organisations are engaged in a few key contracts only.</p>	<p>Leader SME engagement is embedded into corporate strategy.</p>	Improving position. This is embedded in the strategy, but the strategy now needs to be delivered.	Ongoing
Policy and scope	<p>Developing 1. Commissioners have started to communicate what local needs are and the desired market outcomes. 2. No policy or strategy in place for addressing SMEs.</p>	<p>Leader 1. Commissioners engage regularly with SMEs, both on an individual basis and collectively to achieve desired market outcomes. 2. Support is provided to SMEs to understand how to respond to Council requirements. 3. Full policy or strategy in place to direct the organisation's engagement with SMEs.</p>	Actions above	
Facilitating good relationships with SMEs	<p>Developing Relationships between SMEs and other providers are not facilitated. It is not considered to be an area where intervention is needed or appropriate. As a result of this, there is an absence of consortia and networking in the locality.</p>	<p>Leader 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.</p>	This is to be considered with the category strategies, with a particular focus on Place and People categories, construction and social care.	Q2 23
Commissioning	<p>Developing 1. There is some knowledge of how SMEs' local expertise can add value and attempts are made to integrate them into the wider service provision. 2. A limited number of 'usual suspects' SMEs are invited to contribute to the commissioning process. There are some general engagement events and communication channels that they can feed into but response is low/knowledge of them is limited. 3. There is interest in SME partnership working but no lasting relationship has been established.</p>	<p>Leader 1. There is strong knowledge of the value SMEs bring in providing niche, localised services and actively integrate them into their service provision. 2. A wide variety of relevant SMEs are proactively invited to contribute to the commissioning process. There are some designated voluntary sector engagement events and specified communication channels. 3. Efforts are made to establish continuous partnership working with SME organisations.</p>	This will develop as market knowledge improves through the category management approach. We will reassess this in 12 months to determine if the position has improved as a result of adopting category management, and embedding supplier management.	Q1 24
Market engagement and partnerships	<p>Developing 1. There is knowledge of the SME landscape and the value they could bring to public services, but this is unevenly distributed across Council departments. 2. There is no point of contact for SMEs. They are assumed to understand the commissioning process and how to participate. 3. Communication materials rely on jargon and no dedicated support exists to make processes more accessible to SMEs.</p>	<p>Leader 1. Good understanding of the local SME landscape and their value exists. 2. There is a lead commissioning contact who takes some responsibility for facilitating SMEs' input into the commissioning process. 3. A conscious effort is made to clarify language and procedures related to the commissioning process. SMEs are fully aware of ways to feed in.</p>	Not presently, but see above.	
Procurement	<p>Developing 1. There is a prescriptive procedure for all procurement exercises and little awareness of how SMEs might engage. 2. There is engagement with a limited number of SMEs ahead of notices of tenders being published. However, there is little or no understanding of the capacity or capability of SMEs and processes are not adapted to their needs. 3. Dynamic purchasing systems (DPS) used by certain areas of the Council.</p>	<p>Leader 1. Processes have been adapted to ensure that SMEs are fully engaged from the outset. 2. 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. 3. 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.</p>	<p>PPQ to be revised to simplify.</p> <p>Thresholds for participation to be reviewed and set at as low a level as reasonable</p> <p>Guidance material to be published for SMEs on how to completed tenders effectively.</p> <p>Requirements to be disaggregated where appropriate to allow SME engagement. This won't affect the commercial rules on value aggregation.</p>	<p>Q4 23</p> <p>Complete</p> <p>Q3 23</p> <p>Ongoing</p>

Contract management	<p>Developing</p> <p>Some parts of the Council manage contracts with SMEs but this is not consistent.</p> <p>Contract management only relates to the prime contractor. There is no expectation on how subcontracting relationships with smaller SMEs should be conducted.</p>	<p>Leader</p> <p>Contract management processes encourage proactive engagement with SMEs in prime contractor supply chains.</p> <p>Regular meetings occur with SMEs that have council contracts where they are provided with feedback to enable them to improve and apply for other work.</p> <p>Whistleblowing procedures in place to enable SMEs in supply chains to highlight poor treatment by prime contractors.</p> <p>Full monitoring of prime contractor supply chains.</p>	The new contract management toolkit will include these requirements	Q3 23
Governance, accountability, and reporting	<p>Developing</p> <p>Some analysis of SME spend is captured but no actions are taken based on the information gathered.</p>	<p>Leader</p> <p>Targets are set for expenditure on SMEs and these are monitored and reported on at Officer level boards. Performance on engagement with SMEs by the council is reported to scrutiny committee on a regular basis. Prime contractors required to provide data on payment times to SMEs in supply chains and this information is reported to members. A balanced scorecard is used to assess the council's use of SMEs and treatment in supply chains.</p>	We monitor expenditure with local suppliers but we don't set targets presently. Work is being undertaken with a 3rd party in supplier insights, including SMEs. Aspirational targets (rather than formal targets) can then be established.	Q2 24
High level principle/ specific behaviour:	<p>Developing</p> <p>VCSE organisations are engaged in a few key contracts only.</p>	<p>Leader</p> <p>VCSE engagement is embedded into corporate strategy.</p>	To be reviewed with commissioning team. Likely to be incorporated in to the SME processes.	Q2 24
Policy and scope	<p>Developing</p> <p>1. There is no ongoing communication with the market regarding the local need, long-term strategies and desired outcomes. Small VCSEs are unaware of their role in responding to such needs.</p> <p>2. Services are commissioned to address current needs and have little or no focus on prevention and long-term needs of the community. VCSEs are not invited to inform service provision.</p>	<p>Leader</p> <p>1. Commissioners/procurers have informed the market what the local need is and the desired market outcomes. Small VCSEs can make efforts to collaborate with organisations to respond to local need.</p> <p>2. There is a good balance between addressing short-term needs and working with small VCSEs to establish the long-term priorities and needs of the community.</p>	As above	
Facilitating good relationships with VCSEs	<p>Developing</p> <p>Relationships between small VCSEs and other providers are not facilitated. It is not considered to be an area where intervention is needed or appropriate. As a result of this, there is an absence of consortia and networking in their locality.</p>	<p>Leader</p> <p>There is responsive willingness to facilitate relationships between small VCSEs and certain larger providers. Some of the benefits of this are being realised. As a result of this, Small VCSEs have formed some partnerships with larger providers via VCSE umbrella organisations where they exist.</p>	As above	
Measurement	<p>Developing</p> <p>There is no or little time given to the strategic evaluation and impact measurement of services. The perspective of small VCSEs and users is not sought.</p>	<p>Leader</p> <p>Commissioners/procurers often ask small VCSEs to aid them in the user feedback process, recognising their expertise in this area.</p>	As above	
Commissioning	<p>Developing</p> <p>1. There is no or little knowledge of the local expertise that small VCSEs can bring to public services and their ability to reach more marginalised parts of the community. Small VCSEs are not integrated into the wider service provision.</p> <p>2. There is no, or minimal, VCSE engagement throughout the commissioning process. There are no established communication channels or designated engagement events for small VCSEs.</p> <p>3. There is no partnership working or ongoing relationships.</p>	<p>Leader</p> <p>1. 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.</p> <p>2. 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.</p> <p>3. Efforts are made to establish continuous partnership working with VCSE organisations.</p>	As above	

<p>Market engagement and partnerships</p>	<p>Developing 1. There is little knowledge of the small VCSE landscape and the value they could bring to public services. 2. There is no point of contact for small VCSEs. They are assumed to understand the commissioning process and how to participate. 3. Communication materials rely on jargon and no dedicated support exists to make processes more accessible to small VCSEs.</p>	<p>Leader 1. Good understanding of the local small VCSE landscape and their value exists. 2. There is a lead commissioning contact who takes some responsibility for facilitating small VCSEs' input into the commissioning process. 3. A conscious effort is made to clarify language and procedures related to the commissioning process. Charities are aware of ways to feed in.</p>	<p>As above</p>	
<p>Procurement</p>	<p>Developing 1. There is a prescriptive procedure for all procurement exercises and little use of Dynamic Purchasing Systems (DPS) or flexibilities possible under the 'light touch' regime. 2. There is little to no prior engagement specifically aimed at small VCSEs ahead of notices of tenders being published. This is a major barrier in their ability to create a bid in time. 3. There is little to no understanding of the capacity and capability of small VCSEs and processes are not adapted to their capability. This excludes small VCSEs from the commissioning process.</p>	<p>Leader 1. The Light Touch Regime and the use of DPSs are taken advantage of in most cases. There are attempts to adapt processes to ensure that small VCSEs are fully engaged. 2. There is proactive engagement with small VCSEs and relevant infrastructure bodies ahead of publishing a notice to tender. This gives small VCSEs sufficient time to galvanise resources to put together a bid and shape the service. 3. There is some understanding of the capacity and capability of small VCSEs. In certain cases, after evaluating service specifications and contract sizes, processes are adapted to reflect this capability.</p>	<p>DPS are now used extensively, as is the light touch regime</p> <p>As above</p>	<p>Complete</p>
<p>Contract management</p>	<p>Developing Some contract management but this is not consistent across the organisation. Contract management structures only relate to the prime contractor. There is no expectation on how subcontracting relationships with smaller VCSEs should be conducted.</p>	<p>Leader Prime contractor relationships with VCSE organisations in their supply chain are taken into consideration when evaluating the large providers' contract performance. Whistleblowing procedures in place to enable VCSEs in supply chains to highlight poor treatment by prime contractors.</p>	<p>As above</p>	
<p>Governance, accountability, and reporting</p>	<p>Developing Some analysis of VCSE spend through procurement activity is captured but no actions are taken based on the information gathered.</p>	<p>Leader Targets are set for expenditure on VCSEs and these are monitored and reported on at officer level boards. These include spend on VCSE organisations by prime contractors. Performance on engagement with VCSEs by the council is reported to scrutiny committee on a regular basis. A balanced scorecard is used to assess a council's use of VCSEs and treatment in supply chains.</p>	<p>As above</p>	