

Procurement Matters Update 2021/22

Cabinet Member for Finance and Commissioning

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| Date: | 7 June 2022 |
| Agenda Item: | 4 |
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| Key Decision? | NO |
| Local Ward Members | Full Council |



Cabinet

1. Executive Summary

- 1.1 The Procurement Team was established in Oct/Nov 2020 and the Procurement Strategy was approved in December 2020.
- 1.2 This is the second Procurement Matters report to Cabinet covering 2021/22 and provides an update on progress made against the Action Plan in **APPENDIX A** and Key Performance Indicators, as well as reflecting on the wider work undertaken to date by the Procurement Team.

2. Recommendations

- 2.1 To note the contents of this report and the planned actions in the Action Plan at **APPENDIX A**.

3. Background

- 3.1. In December 2020 the Procurement Strategy was approved by Cabinet and the Procurement Team has been working to deliver the action plan and support the aspirations in the document.
- 3.2. The Procurement Strategy was developed following an assessment against the Local Government Association's toolkit with an initial focus on 'getting the basics right' and recognising the need to be realistic with aims and timescales with a relatively small team in place.
- 3.3. The Local Government Association invited all councils to carry out a self-assessment against the National Procurement Strategy Maturity Assessment. We have completed this assessment and submitted the results. Following a period of evaluation we will receive a report that will enable us to benchmark ourselves against other similar organisations.
- 3.4. The Maturity Assessment includes 11 main sections which are then broken up into sub-sections. A summary assessment was carried out in 2020 against the main sections only as part of the Procurement Strategy development work.
- 3.5. In this subsequent self-assessment, the Council has either maintained or improved our scores in the past 12 months. More details are provided at **APPENDIX B**.
- 3.6. The Procurement Strategy has overall aims of improving the way in which we carry out procurement activities, moving from a reactive to a proactive model based on forward planning, as well as seeking to develop the added value we can obtain via social value and environmental sustainability.
- 3.7. The Procurement Team has continued to work across the whole organisation to:
 - understand the current procurement and contracting environment both internally and externally
 - build relationships with colleagues to make the team known and accessible
 - improve record keeping including contracts register and forward procurement plan
 - provide guidance and support in relation to procurement and contracting activity

The Progress on the Action Plan during 2021/22

- 3.8. The Procurement Strategy has an initial focus on 'getting the basics right' and recognises the need to be realistic with aims and timescales with a relatively small team in place.
- 3.9. Therefore the Action Plan will be delivered over a number of years and realistic timescales have been assigned by the Procurement Manager to each action.
- 3.10. The Action Plan update at **APPENDIX A** shows progress to date with those actions scheduled for 2021/22 summarised below:

| What we plan to achieve | Status | Procurement Strategy Outcomes |
|--|-------------------------------|--|
| A flexible and responsive procurement team | | |
| <ul style="list-style-type: none"> Undertake engagement with customers through a feedback survey | Ongoing | Regular feedback sought and received from stakeholders during projects and via management/LT |
| A fully populated electronic contract register | | |
| <ul style="list-style-type: none"> Update with information received | Completed | All contracts that we are aware of are now published on the contracts register if required |
| A fully populated forward looking work plan | | |
| <ul style="list-style-type: none"> Update with information received and procurement initiation form content Regular engagement with officers and managers Regular procurement updates to officers | Completed (Bfwd from 2020/21) | <p>Future Procurement Plan has been approved by cabinet</p> <p>Meetings with Finance Team and budget holders continuing. Ad-hoc meetings with stakeholders</p> <p>Regular attendance at LT booked in the diary</p> |
| Improve visibility of procurement opportunities | | |
| <ul style="list-style-type: none"> Future Procurement plan to be published on the website in the form of anticipated procurement opportunities | Completed | Future Procurement Plan approved by Cabinet. Committee report will show on LDC website |
| Recognise and embed social value (potentially adopt National Themes, Outcomes and Measures (TOMs) Framework for Social Value measurement) | | |
| <ul style="list-style-type: none"> Develop a social value policy and guide for officers | Pending | A Member Task Group may be utilised to establish priorities for the Council in this area of developing policy |
| <ul style="list-style-type: none"> Consider the inclusion of social value criteria in each relevant procurement | Completed | Social Value has a 10% evaluation weighting on each procurement that requires a Procurement Initiation Plan |
| Environmental Sustainability | | |
| <ul style="list-style-type: none"> Develop criteria for environmental sustainability for inclusion in procurement | Pending | A Member Task Group may be utilised to establish priorities for the Council in this area of developing policy |
| Improve engagement with local suppliers | | |
| <ul style="list-style-type: none"> Widen advertising of relevant contract opportunities to include social media Identify local suppliers and encourage them to register on e-tendering system | Completed (Bfwd from 2020/21) | <p>New CPRs include advertisement pathways and suggested routes</p> <p>Think Local approach is in development. Procurement team always advise stakeholders to gain quotes from local companies</p> |
| All procurements with a value of over £10,000 are agreed with Procurement Team | | |
| <ul style="list-style-type: none"> Regular monitoring process | Completed | New CPRs include requirement for this liaison directly including Procurement Initiation Plan |
| Ensure that the procurement elements of the Contract Procedure Rules (CPRs) remain fit for purpose | | |
| <ul style="list-style-type: none"> To review the procurement elements of the CPRs | Completed | New CPRs approved by Council and are now in use |
| Procurement Information Transparency Code 2015 requirements are met | | |
| <ul style="list-style-type: none"> Regular monitoring process | Ongoing | Working through Transparency requirements and identifying any missing publications |
| Ensure opportunities for collaboration are explored | | |
| <ul style="list-style-type: none"> Approach local authorities when a new procurement is initiated to understand scope for collaboration | Ongoing | <p>Procurement Manager is a member of the west midlands heads of procurement network</p> <p>Ad-hoc emails sent when appropriate</p> <p>Joint procurements with Tamworth for Occupational Health Services etc.</p> |

- 3.11. To measure the success of the Procurement Strategy a ‘balanced scorecard’ of Key Performance Indicators (KPIs) was developed based on strategic, financial, operational and compliance/risk themes.
- 3.12. The Procurement Strategy will be delivered over several years and therefore improvements in some KPIs will take time to manifest.
- 3.13. The baseline for each KPI identified in the Procurement Strategy together with the 2021/22 performance, where it has been possible to collect data, is shown in detail below:

| Key Performance Indicator | Baseline | 2020/21 | 2021/22 | Trend | Procurement Strategy Outcomes |
|---|----------|-----------|-----------|----------|---|
| Strategic | | | | | |
| % of spend in Lichfield District | 12% | 9.05% | 11.36% | Positive | The level of Council spend in Lichfield District. |
| Number of tenders with social value criteria | NEW | 2 | 8 | Positive | To assess the application of social value principles in procurement activity. |
| Financial | | | | | |
| Financial savings in total (cashable) | NEW | (£40,000) | (£99,351) | Positive | The level of contract cashable savings. |
| Gross annual financial savings achieved (cashable) | NEW | (£10,000) | (£25,900) | Positive | The level of annual cashable savings. |
| Net annual financial cost/(savings) achieved (cashable) | £120,832 | £110,832 | £88,158 | Positive | The net level of annual cashable savings after taking into account the direct cost of the Procurement Team. |
| Any other annual financial savings (non-cashable) | NEW | (£2,740) | (£97,606) | Positive | The level of other annual efficiency non cashable savings. |
| Operational | | | | | |
| % of suppliers paid within 30 days – target 90% | 86.15% | 86.06% | 84.48% | Negative | How promptly suppliers are paid in line with social value objectives. |
| % of procurement opportunities published | NEW | 0% | 7% | Positive | The level of procurement opportunity provided to suppliers through open procurements. |
| Compliance / Risk | | | | | |
| Number of waivers to Contract Procedure Rules (CPRs) | 10 | 21 | 41 | Negative | The number of times the application of Contract Procedure Rules are ‘waived’. The detailed reasons are reported annually to Audit & Member Standards Committee. |
| Number of legal challenges | 0 | 0 | 0 | Positive | The number of times the Council is legally challenged in Procurement activity. |

- 3.14. In addition, the Forward Procurement Plan has been developed and therefore we expect to see the number of procurement activities for like-for-like requirements increase. This, together with regularising current arrangements to inform the plan, will hopefully increase the amount of ‘cashable’ savings.
- 3.15. The Action Plan update at **APPENDIX A** also shows that in addition to the ongoing and pending actions in 2021/22, there are a **6 actions** scheduled for 2022/23.

What is on the Horizon for Procurement?

- 3.16. **Draft Procurement Bill**– In response to the green paper that was published on the Government’s proposed changes to public procurement as a result of Brexit and joining the World Trade Organisation Government Procurement Agreement (WTO GPA) directly. Headlines of the green paper included are; a reduction in the number of Above Threshold procedures to 3 (Open, Flexible, Emergency), stronger support for social value, localism and environmental impact being included in evaluation criteria, longer terms for framework agreements, and a rationalisation of the legislation into one document (currently general, utilities, defence and concessions). This bill will now make its way through the Houses of Parliament when Parliamentary time allows and eventually will be published as an Act.
- 3.17. **Procurement Policy Note (PPN) 01/22 Contracts with suppliers from Russia and Belarus** – the first PPN of 2022 in response to the Russian invasion of Ukraine. The aim of the PPN is to inform contracting authorities on how they can cut ties with companies backed by the states of Russia and Belarus. As far as we are aware, we do not have any contracts with companies from Russia or Belarus.
- In relation to new procurements the PPN suggests “Decline to consider (or otherwise exclude from participating in the procurement) bids from suppliers who are constituted or organised under the law of Russia or Belarus, or whose ‘Persons of Significant Control’ information states Russia or Belarus as the place of residency”
- 3.18. **Social Value, Think Local & Environmental Sustainability** – we are planning to work with Members to explore the variety of formats social value, think local, and environmental sustainability can take, drafting Social Value, Think Local and Environmental Sustainability policies and an action plan to implement them. We have already started to make contact with local colleges in order to capitalise on those commitments already received from contractors in the intervening period as well as continuing to ask bidders for commitments in appropriate procurement projects.
- 3.19. **Local & Regional Spend** – in order to provide more in depth data on this, in addition to the KPI for % of spend in Lichfield District above, we will monitor the number of local and regional suppliers that are invited to participate in procurement activities and the number of those that are then successful at contract award. This information will reflect procurement related activity in particular and the impact of the Think Local policy referred to above.

| Alternative Options | The Council could decide that a new Procurement Strategy is needed and develop one that is different in the outcomes it would like to achieve. | | | | | | | | | | | | | | | | | | | | |
|--|--|-----------------|------------------|---------------|-------|------------------------|----------------|--|----------------|----------------------------|------------------|-----------------|------------------|--|-----------|--|--|----------------------------|----------------|--|--|
| Consultation | The Leadership Team have provided input into this report. | | | | | | | | | | | | | | | | | | | | |
| Financial Implications | <p>The Medium Term Financial Strategy included a Revised budget for savings in 2021/22 from procurement of (£49,860).</p> <p>The budgetary treatment of annual savings identified in the Key Performance Indicators is shown below:</p> <table border="1"> <thead> <tr> <th></th> <th>Procurement</th> <th>Service Areas</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Approved Budget</td> <td>£49,860</td> <td></td> <td>£49,860</td> </tr> <tr> <td>Procurement Savings</td> <td>(£24,500)</td> <td>(£1,400)</td> <td>(£25,900)</td> </tr> <tr> <td>Finance & Procurement other savings/income</td> <td>(£24,750)</td> <td></td> <td></td> </tr> <tr> <td>Budget not achieved</td> <td>£10,610</td> <td></td> <td></td> </tr> </tbody> </table> | | Procurement | Service Areas | Total | Approved Budget | £49,860 | | £49,860 | Procurement Savings | (£24,500) | (£1,400) | (£25,900) | Finance & Procurement other savings/income | (£24,750) | | | Budget not achieved | £10,610 | | |
| | Procurement | Service Areas | Total | | | | | | | | | | | | | | | | | | |
| Approved Budget | £49,860 | | £49,860 | | | | | | | | | | | | | | | | | | |
| Procurement Savings | (£24,500) | (£1,400) | (£25,900) | | | | | | | | | | | | | | | | | | |
| Finance & Procurement other savings/income | (£24,750) | | | | | | | | | | | | | | | | | | | | |
| Budget not achieved | £10,610 | | | | | | | | | | | | | | | | | | | | |
| Approved by Section 151 Officer | Yes | | | | | | | | | | | | | | | | | | | | |
| Legal Implications | Potential forthcoming changes to procurement legislation as detailed above. The Procurement Manager will keep monitoring this area for any developments. | | | | | | | | | | | | | | | | | | | | |

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| Approved by Monitoring Officer | Yes |
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| Contribution to the Delivery of the Strategic Plan | <ol style="list-style-type: none"> 1. The work of the Procurement Team contributes towards the strategic aim of “a council that is fit for the future” ensuring compliance to internal and external regulations as well as seeking value for money outcomes. 2. Effective procurement can contribute to the achievement of Strategic Plan outcomes primarily in relation to developing prosperity and being a good Council. |
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| Equality, Diversity and Human Rights Implications | No specific implications. |
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| Crime & Safety Issues | No specific implications. |
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| Environmental Impact | <ol style="list-style-type: none"> 1. Social Value and Environmental Sustainability form part of the Procurement Strategy. 2. Environmental impact can be considered as part of procurement exercises, where applicable and proportionate, and included in evaluation criteria; improvement in environmental measures possible through application of Procurement Strategy (for example reduction in CO2 emissions, increased use of sustainable materials, reduction in waste). |
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|----------------------------------|---------------------------|
| GDPR / Privacy Impact Assessment | No specific implications. |
|----------------------------------|---------------------------|

| | Risk Description & Risk Owner | Original Score (RYG) | How We Manage It | Current Score (RYG) |
|---|--|---|---|---|
| A | The Council’s procurement ambitions have not been articulated and agreed Head of Finance and Procurement / Procurement Manager | Likelihood : Red Impact : Yellow Severity : Yellow | The Procurement Strategy will articulate where the Council wants to be and how it plans to get there | Likelihood : Green Impact : Green Severity : Green |
| B | Local suppliers are not provided with the opportunity to bid for Council procurements Head of Finance and Procurement / Procurement Manager | Likelihood : Red Impact : Yellow Severity : Yellow | Procurement opportunities will be part of a forward looking plan and will also be communicated more widely to provide greater opportunities | Likelihood : Yellow Impact : Yellow Severity : Yellow |
| C | Procurement performance is not monitored and transparent Head of Finance and Procurement / Procurement Manager | Likelihood : Yellow Impact : Yellow Severity : Yellow | There will be a suite of Key Performance Indicators that will be regularly monitored | Likelihood : Green Impact : Green Severity : Green |

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| D | Non-compliance with legal, regulatory and constitutional requirements Head of Finance and Procurement / Procurement Manager | Likelihood : Yellow Impact : Yellow Severity : Yellow | The new Procurement Team will be able to ensure compliance and this will also will be monitored by Internal Audit | Likelihood : Green Impact : Yellow Severity : Yellow |
| E | Procurement savings/value for money are unrealised Head of Finance and Procurement / Procurement Manager | Likelihood : Red Impact : Yellow Severity : Yellow | The new Procurement Team will be able to establish greater rigour in the Procurement process | Likelihood : Green Impact : Yellow Severity : Yellow |
| F | Procurements are reactive rather than planned and therefore do not achieve value for money Head of Finance and Procurement / Procurement Manager | Likelihood : Red Impact : Yellow Severity : Yellow | The Procurement Team will engage with service areas to minimise reactive procurement | Likelihood : Yellow Impact : Yellow Severity : Yellow |

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| Background documents | Cabinet Report December 2020 (Procurement Strategy) Cabinet Report September 2021 (Procurement Matters Update) Cabinet Report May 2022 (Future Procurement Plan) |
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| Relevant web links | |
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Action Plan Update

| | What we plan to achieve | What we plan to do | Target Year | 2021/22 Status | 2022/23 Status to date | Comments |
|-----------------------|--|--|-------------|----------------|------------------------|---|
| | | Support CIPS training and appropriate legal courses | 2020/21 | On-Going | On-Going | Procurement Specialist CIPS Level 5 to develop knowledge and skills, potential to move on to Level 6 |
| | Enhance procurement knowledge in the council | Identify gaps in knowledge and develop additional training courses | 2022/23 | Pending | Pending | Will link in with new CPRs ¹ and ways of working to upskill colleagues across the council |
| | A flexible and responsive procurement team | Undertake engagement with customers through a feedback survey | 2021/22 | Pending | On-Going | Regular feedback sought and received from stakeholders during projects and via management/LT |
| Systems and Processes | A fully populated electronic contract register | Update with information received | 2021/22 | Completed | Completed | All contracts that we are aware of are now published on the contracts register if required |
| | To move towards LDC Requests for Quotations (RFQs) and Invitations to Tender (ITTs) to be run via e-tendering system | Training programme for staff | 2022/23 | Started | Started | Procurement Team has completed ProActis 2 day training on use and admin of the system New CPRs direct use of the system dependent upon different pathways - training programme to reflect this |
| Visibility and Data | | Update with information received and procurement initiation form content | 2021/22 | On-going | Completed | Forward plan approved by cabinet |
| | A fully populated forward looking work plan | Regular engagement with officers and managers | 2021/22 | Completed | Completed | Meetings with Finance Team and budget holders continuing Ad-hoc meetings with stakeholders |
| | | Regular procurement updates to officers | 2021/22 | Completed | Completed | Regular attendance at Leadership Team and engagement in Manager’s Forum when needed |
| | Improve visibility of procurement opportunities | Future work plan to be published on the website in the form of anticipated procurement opportunities | 2021/22 | On-Going | Completed | Forward plan approved by Cabinet. Committee report will show on website |

¹ Contract Procedure Rules – Part of the Council’s Constitution

APPENDIX A

| | What we plan to achieve | What we plan to do | Target Year | 2021/22 Status | 2022/23 Status to date | Comments |
|---|---|---|-------------|----------------|--|---|
| | | All current procurement opportunities to be published | 2021/22 | On-Going | On-Going | New CPRs include updated guidance on when to advertise opportunities |
| | Publish and monitor expenditure with suppliers, SMEs and VCSEs in Lichfield District | Monitoring spend through the new finance system | 2022/23 | Started | On-Going | Basic information already published; more detailed information pending implementation of new finance system |
| Suppliers and Social Value | Recognise and embed social value (potentially adopt National Themes, Outcomes and Measures (TOMs) Framework for Social Value measurement) | Develop a social value policy and guide for officers | 2021/22 | On-Going | On-Going | Waiting for Member Task Groups to be started for work to commence in detail; some background work has been undertaken |
| | | Consider the inclusion of social value criteria in each relevant procurement | 2021/22 | On-Going | Completed | Social Value has a 10% evaluation weighting on each procurement that requires a Procurement Initiation Plan |
| | Environmental Sustainability | Develop criteria for environmental sustainability for inclusion in procurement | 2021/22 | Pending | Pending | Waiting for Member Task Groups to be started for work to commence in detail in conjunction with Social Value Policy; some background work has been undertaken |
| | Improve engagement with local suppliers | Develop selling to the council guidance and publish on LDC website | 2022/23 | Pending | Pending | New CPRs being in place to ensure information provided is up-to-date |
| | | Attendance at any relevant Meet the Buyer events | 2020/21 | Pending | Pending | Will form part of the social value policy The new Procurement Manager will work towards this |
| | | Widen advertising of relevant contract opportunities to include social media | 2021/22 | On-Going | Completed | New CPRs include advertisement pathways and suggested routes |
| | | Identify local suppliers and encourage them to register on e-tendering system | 2021/22 | Completed | Completed | Think Local approach is in development Procurement team always advise stakeholders to gain quotes from local companies |
| | | Identify demand for 'how to tender' workshop in advance of any significant procurements and or general workshop | 2022/23 | Pending | Pending | Will follow from above engagement project |
| All procurements with a value of over £10,000 are | Regular monitoring process | 2021/22 | Completed | Completed | New CPRs include requirement for this liaison directly including Procurement Initiation Plan | |

APPENDIX A

| | What we plan to achieve | What we plan to do | Target Year | 2021/22 Status | 2022/23 Status to date | Comments |
|----------------------------|---|--|-------------|----------------|------------------------|--|
| | agreed with Procurement Team | | | | | |
| | Ensure that the procurement elements of the CPRs remain fit for purpose | To review the procurement elements of the CPRs | 2021/22 | Completed | Completed | New CPRs are now in use |
| | Procurement Information Transparency Code 2015 requirements are met | Regular monitoring process | 2021/22 | On-Going | On-Going | Working through Transparency requirements and identifying any missing publications |
| Collaboration | Ensure opportunities for collaboration are explored | Completion of all relevant surveys from buying organisations | 2020/21 | On-Going | On-Going | Completed as and when received |
| | | Host or attend knowledge transfer meetings with neighbouring authorities to share forward looking work plans | 2022/23 | Pending | On-Going | Ad-hoc chats taking place as needed |
| | | Approach local authorities when a new procurement is initiated to understand scope for collaboration | 2021/22 | On-Going | On-Going | Procurement Manager is a member of the west midlands heads of procurement network Ad-hoc emails sent when appropriate Joint procurements with Tamworth for Occupational Health Services etc. |
| Contract Management | Improve post contract award and commercial outcomes | Development of a contract management guide for officers | Later Years | Pending | Pending | Ad-hoc support being given when needed |
| | | Support key officers in commercial negotiations and continuous improvement activities | 2020/21 | Started | On-Going | Ad-hoc when requested Income achieved through procurement of contactless car park payments |

Completed in 2020/21

| | What we plan to achieve | What we plan to do | Target Year | 2021/22 Status | 2022/23 Status to date | Comments |
|-----------------------------|--|--|-------------|----------------|------------------------|--|
| Professionalise Procurement | A fully staffed & trained procurement team | Recruit to permanent roles | 2020/21 | Completed | Completed | Procurement Manager & Procurement Specialist joined Oct/Nov; immediate engagement with the Procurement Team from across the organisation |
| | High performing procurement function | Develop a series of KPIs | 2020/21 | Completed | Completed | KPIs included in Procurement Strategy and being monitored |
| | | Continue to support the embedding of self-service | 2020/21 | Completed | Completed | New CPRs state that Procurement Team will upload all contracts to the register |
| | | Procurement Team to use the system on behalf of officers as required | 2020/21 | Completed | Completed | Procurement Team using e-tendering system as needed to run RFQ/ITT/Further Competitions |
| Compliance | All relevant contracts are advertised on Contracts Finder (CF) | Regular monitoring process | 2020/21 | Completed | Completed | When appropriate CF is used to advertise opportunities CPRs state this must occur |
| | | Representation at heads of procurement networks | 2020/21 | Completed | Completed | Member of West Midlands Social Value Taskforce; liaising with West Midlands Heads of Procurement Group |

Local Government Association National Procurement Strategy
Maturity Assessment

1 - Minimum 4 - Leader
2 - Developing 5 - Innovator
3 - Mature

| Main Section | Sub-Section | Sep-20 | Sep-21 |
|---|---|--------|--------|
| Engaging Councillors | Proc. and commercial champions | 1 | 3 |
| | Reporting | | 3 |
| | Councillor development | | 1 |
| Engaging senior managers | Influence and impact | 2 | 3 |
| | Mission and strategy | | 3 |
| | Processes | | 1 |
| | Senior managers development | | 2 |
| Working with partners | Culture | 2 | 2 |
| | Governance and processes | | 2 |
| | Staff development for partnership working | | 1 |
| Engaging strategic suppliers | Data collection and analysis | 1 | 2 |
| | Existing strategic supplier engagement | | 1 |
| | Early engagement with future suppliers | | 1 |
| Creating commercial opportunities | Forward planning | 1 | 2 |
| | Options appraisal (Make or Buy) | | 1 |
| | Market/supplier research/analysis | | 1 |
| | Tendering | | 1 |
| | Performance reporting | | 1 |
| | Post contract review | | 1 |
| Contract and relationship management | Information storage/accessibility | 1 | 2 |
| | Change control | | 1 |
| | Supplier financial distress | | 1 |
| | Savings and benefits delivery | | 1 |
| | Recognition/cultural acceptance | | 1 |
| | C&RM skills and knowledge | | 1 |
| Managing strategic risk | Fraud and financial loss | 2 | 2 |
| | Supply chain and contractor failure | | 2 |
| | Modern slavery (Legislation) | | 2 |
| | GDPR (Legislation) | | 2 |
| | External events (e.g. Brexit) | | 2 |
| | | | 2 |
| Obtaining social value | Policy and scope (social value) | 1 | 2 |
| | Social value internal management | | 2 |
| | Social value TOMs (themes, outcomes and measures) | | 2 |
| | Commissioning for social value | | 2 |
| | Procurement (social value) | | 2 |
| | Social value market engagement | | 1 |
| | Social value contract management | | 2 |
| | Cross sector collaboration | | 2 |
| | Reporting social value | | 2 |
| | Social value governance | | 2 |
| Local SME and micro-business engagement | Policy and scope (SMEs) | 2 | 1 |
| | SME relationships | | 2 |
| | Commissioning with SMEs | | 1 |
| | Market engagement with SMEs | | 2 |
| | Procurement with SMEs | | 2 |
| | Contract management with SMEs | | 1 |
| | Governance of SME engagement | | 2 |
| Engaging VCSEs | Policy and scope (VCSEs) | 2 | 1 |
| | VCSE relationships | | 2 |
| | VCSE engagement measurement | | 2 |
| | Commissioning with VCSEs | | 2 |
| | VCSE market engagement | | 2 |
| | Procurement with VCSEs | | 2 |
| | Contract management with VCSEs | | 1 |
| | Governance of VCSE engagement | | 2 |
| Enablers | Developing talent | | 3 |
| | Exploring digital technology | | 2 |
| | Enabling innovation | | 2 |
| | Embedding change | | 2 |