

Appendix 1

Procurement Maturity Assessment, Scoring, Attributes and Procurement Strategy Action Plan

		1 - Development	2 - Tactical	3 - Planned	4 - Superior	Attribute	Consensus	Actions	Timeframe	Strategic Objective
1. PROCUREMENT LEADERSHIP AND GOVERNANCE	<u>1.1 Does the organisation provide clear leadership of the procurement activity?</u>	Responsibility for procurement activity is not defined. There is no distinct procurement function and no clear leadership for procurement in the organisation.	Procurement is seen as a distinct function. Responsibility for procurement clearly attributed to an individual and defined within job description(s). There is ad hoc reporting of procurement activity to senior management e.g. major projects.	The Head (leader) of Procurement is responsible for managing all procurement activity and processes within the organisation. Procurement provides reports to senior management at least annually and can access senior management team (SMT) level discussion to raise procurement issues.	Procurement leader is responsible and accountable for all procurement activity and provides regular management reports to the SMT or equivalent The Head (leader) of Procurement is considered part of a senior 'peer group' with other business functions; sits on appropriate key steering groups, project boards etc.; Plays a full leadership role in wider public sector, professional and collaborative initiatives; provides active personal leadership of wider networks.	Organisational	2	Procurement to report against strategy actions to EG on an annual basis. Procurement to approve all POs above the £10k quotes threshold	Year 1	A Leading Commercial Organisation
	<u>1.2 Is the Procurement function responsible for the effectiveness and quality of procurement activity across the organisation?</u>	Responsibility for non-pay spend is not formally devolved or controlled.	Procurement has a high degree of influence over Purchasing Procedures but has a low level of involvement in departments' sourcing research and specification activities.	The whole organisation follows corporate Purchasing Procedures established by the procurement function. Only a small proportion (in terms of spend) of sourcing research and specification is conducted without procurement support and influence.	All sourcing research and specifications for high value or high-risk procurement have strong Procurement team input.	Organisational	2	Include procurement process in Business Cases to include procurement validation ahead of approval	Year 1	A Leading Commercial Organisation
	<u>1.3 Does the procurement function effectively manage relationships with internal stakeholders?</u>	Procurement stakeholder management is on an informal, sometimes unrecorded basis.	Ad hoc recorded reviews with internal stakeholders. Defined roles and responsibilities with some stakeholders. Frequency and composition of meetings is inconsistent	Clearly defined roles with key stakeholders, appropriate to needs. Regular recorded reviews with stakeholders focusing on future procurement activity and relationship	Procurement department has a formal process for stakeholder management which is consistently applied. Partnership approach focusing on joint development of business cases and strategy.	Organisational	2	Procurement to attend Budget forecast meetings to capture Procurement Plans	Year 1	A Leading Commercial Organisation
	<u>1.4 How clear is the process of delegation and authority for procurement?</u>	There is no clear process of delegation or authority for procurement	The published scheme of delegated purchasers sets out authority levels and separation of duties (for contracts and purchasing transactions) which are reviewed regularly.	The Head of Procurement or equivalent is responsible and accountable for ensuring all staff comply with the scheme of delegation. Compliance with the scheme is subject to regular internal audit.	The separation of duties and authority levels are embedded into computer systems to ensure compliance and appropriate authority for all transactions.	Organisational	4			
	<u>1.5 Does internal audit provide assurance that the organisation's internal control systems for procurement are adequate and effective?</u>	There is no evidence of internal or external audit review of procurement over the last 3 years.	There is an internal audit strategy or framework to provide assurance that basic standards of procurement practice are adequate, and an audit has been carried out in the last 3 years. Actions in response to any basic shortcomings identified by internal audit have been fully implemented or have a plan for implementation.	An internal or external audit of procurement has been carried out in the last year. The audit scope is comprehensive and covers strategic and transactional aspects of procurement. Actions in response to any significant gaps or issues have been fully implemented or have a plan for implementation.	Annual internal or external audits of procurement have highlighted no significant (red or highest level) risks in the past three years	Governance	3			
2. PROCUREMENT STRATEGY AND OBJECTIVES	<u>2.1 How developed is the organisations procurement strategy?</u>	No documented Procurement Strategy for the organisation or some strategic direction documented, although not complete. There is no link between the organisation's procurement strategy and the organisation's strategic plan	A documented and current Procurement Strategy has been signed off by the SMT or appropriate committee. Procurement Strategy is aligned to the organisation's strategic plan and core business and service objectives and the wider public sector procurement policy It is communicated to the Procurement team and all those with delegated authority.	Strategy communicated across the organisation. The strategy defines the organisation's position with regard to sustainability in procurement. An action plan has been developed from the procurement strategy complete with objectives and performance measures and is updated at least annually. Team objectives reflect the procurement strategy.	The Strategy is fully aligned with sectorial strategies and policies e.g. recommendations from the Diamond Report. The organisation's procurement strategy also covers continuous improvement of its procurement activities (e.g. PMA action plan), collaboration and supplier management, with specific reference to core business and services strategies. Individual staff objectives reflect the procurement strategy	Governance	1	Produce approved Procurement Strategy and Action Plan, to include targeted internal communications plan	Year 1	A Leading Commercial Organisation
	<u>2.2 Is there a clear process for procurement involvement in strategic reviews of service provision? These reviews would normally consider options such as outsourcing, insourcing, shared services, etc.</u>	No formal process or policy exists, and procurement is not involved in the strategic reviews of services.	Procurement is involved on a reactive basis in strategic reviews, e.g. at the end of the process.	Clear approach for reviewing services is in place and it ensures that Procurement is involved at an early (strategic) stage and there is evidence of this.	Procurement initiates research on market opportunities for strategic innovations to current service delivery and subsequently makes the case for change at a senior level.	Governance	1	Design a contract/service review process, capturing change opportunities to be included in Procurement Performance Reporting	By Year 3	A Leading Commercial Organisation
	<u>2.3 How well is the procurement strategy supported by senior management within the organisation?</u>	There is no Procurement Strategy or Procurement objectives are set out in the Procurement Strategy but are not understood or reported.	The Senior Management Group have signed up to the Strategy	Most senior managers provide full support for the Strategy through communications and provision of resource to support implementation of procurement objectives, including change projects.	All senior managers have signed up to the Strategy and provide full support for its implementation.	Governance	1	Implement requirement for Directors to sponsor tenders and participate in tender boards	Year 1	A Leading Commercial Organisation
	<u>2.4 Has the procurement function developed, and acted on, an improvement plan for the organisation?</u>	No plan in place or there are no clear benefits identified.	An improvement plan has been developed and is being implemented. The plan is largely resourced and owned by the Procurement function. Benefits and savings are being measured, but it is early for results	The improvement plan is owned by a Procurement Board, or equivalent, and jointly resourced across departments. The plan is on schedule and delivering results.	The improvement plan has been delivered and the organisation has adopted a continuous improvement approach to its procurement performance. Procurement performance is owned by the SMT. Regular reports identify savings and benefits from further improvements.	Organisational	1	Procurement to report against Strategy and Action Plan to Audit Committee and annually to EG (cross ref 1.1)	Year 1	A Leading Commercial Organisation
	<u>2.5 What level of external collaboration exists to identify and adopt good procurement practice?</u>	No representation outside of the immediate organisation	Collaboration with other HEIs or other public sector bodies has led to sharing of best practice where appropriate. Best practice from other organisations has been sought and utilised as appropriate.	Collaboration to develop best practice with peer organisations or other public sector bodies. Collaborating with Consortia or professional procurement bodies on best practice.	Recognised as a lead organisation in procurement best practice areas, including development of strategy and policy. Active role in networks (including non-public sector organisations) addressing procurement best practice. The organisation demonstrates evidence of actively facilitating and promoting improved procurement performance across other organisations.	Collaboration	2	Implement structured collaborative procurement arrangements with 2 comparable charities/NGOs and 2 WWF offices	By Year 3	Collaboration with every stakeholder
	<u>3.1 Are specifications for the procurement of goods and services designed to maximise value for the organisation and its customers? (e.g. output specs., technology roadmaps, legislation, whole life costing)?</u>	Many specifications developed without market intelligence and supplier specifications are used as a matter of course.	The organisation can demonstrate that key contracts are based on robust specifications and output specification where appropriate. There is evidence that the Procurement function has actively challenged requirements and specifications.	Key contracts are based on output specifications (where appropriate) which have been developed based on market research and in line with recognised best practice	Market engagement is undertaken prior to issuing the Invitation to Tender through supplier awareness days / open meetings etc. and the market intelligence obtained is used to develop specifications. In addition, specifications for key contracts show an appropriate mix of (a) future-proofing commercial and legislative changes and (b) value for money review and benefit sharing on a whole-life cost or total acquisition cost basis.	Supplier Strategy and Policy	3			
	<u>3.2 How early and to what extent is the procurement function involved with internal customer teams in the design and development of their business plans and strategies?</u>	No input from Procurement	Regularly work with internal customer teams on procurement of existing and future goods, works and services based on their business plans and strategies.	Procurement function is engaged by some internal customers in the joint development of business plans and strategies.	Procurement function is engaged at all levels with all internal customer teams on the development of their business plans and strategies.	Category Management	1	Procurement to form part of the standard consultation process on all new matters of strategy and policy.	By Year 3	Collaboration with every stakeholder

3. DEFINING THE SUPPLY NEED	3.3 To what extent are the development and management of commodity strategies and the rationalisation of goods, works and services based on reliable and robust internal information?	There is no internal spend data, or data is not sufficiently detailed at line item level to enable the development of strategies or identify opportunities to rationalise good, services or works.	Spend data at line item level is available and is used to develop some commodity strategies. Some work done to identify opportunities to rationalise goods services and works.	Some forecast data is available and used. Information informs commodity / project strategy. Regular work done to identify opportunities to rationalise goods services and works.	Detailed management information, including line item detail and forecast data, informs all relevant procurement decisions. Information is easily formatted and accessed. Procurement regarded as key source of business intelligence for internal customer strategies. Embedded process including change control for rationalising goods, services and / or works.	Information Systems/P2P	2	Develop a category management approach and design category strategies for main areas of spend, such as Professional Services, IT and Digital.	By Year 3	Best in Class Procurement and Purchasing Practices
	3.4 Is there effective Demand Management early in the procurement process?	No effort yet made by procurement function to manage demand.	Some examples of demand management exercises, e.g. review and challenge of internal requirements, service or product rationalisation, alternative service models, etc.	Review and regular challenge of demand as part of procurement process, including some benefits. Some demand management processes and guidance in place, and some benefits can be demonstrated	Significant improvements and benefits can be demonstrated. Demand management fully integrated in procurement processes. Full demand and consumption data available 'real time' and linked to service improvements	Category Management	2	Procurement to proactively manage expiring contracts 4 months in advance of end date.	Year 1	Best in Class Procurement and Purchasing Practices
	3.5 To what extent, and how, is detailed and rigorous supply market analysis used to drive strategy development?	Basic information exists on current suppliers. Limited / no analysis is completed to support strategy development. Little investment in supply market research.	Research conducted inconsistently across the market. Supply market reviews conducted when required. Some understanding of supply markets on an on-going basis. Sources of spend data (e.g. The Hub) used for research purposes prior to some procurement exercises	Research conducted frequently across the market when developing new strategies. Sources of spend data are used for research where appropriate to identify suppliers to inform the commodity strategy.	Most commodity/project strategies are based on comprehensive research of the supply market, including the supply chain. Cost and service drivers fully understood and used to drive strategy decisions.	Category Management	1	Procurement to publish market up dates internally. Update tender board template to include market info.	Year 1	A Leading Commercial Organisation
	3.6 Are mechanisms in place to encourage new suppliers and ensure openness and transparency?	Buyer profiles are not on a freely accessible advertising portal Contracts are not advertised on a freely accessible advertising portal	There is a clear process for introduction of new suppliers. Potential new suppliers are referred to standard documentation or information Buyer Profile has been set up on a freely accessible advertising portal e.g. InTend and/or Organisation's Procurement website and some contracts are advertised and award notices are published on the portal. Automated process for low-value procurement is being utilised where appropriate (e.g. GeM RFO, Pcards)	Use of automated process for low-value procurement. Advertising contracts is embedded in organisation's procedures and being used across the organisation, with the majority of contracts being advertised and some award notices published. Meet the Buyer events are being held if appropriate. Comprehensive web information for new suppliers. Suppliers are sounded out in early discussions or involved in market testing. Positive action compliant with EU Regulations is taken to increase opportunities for smaller and medium sized enterprises (SMEs).	All contracts are advertised, and all award notices are published, over the Organisation's tender threshold, on a freely accessible advertising portal. Contracts publicised in specialist journals as well as other freely accessible advertising portal when appropriate. Organisation continuously seeks to increase opportunities for SMEs and review innovative supply ideas as well as measure and report performance against SME participation in procurement exercises.	Supplier Strategy and Policy	2	Every tender to be openly advertised on contractsfinder or equivalent	By Year 3	A Leading Commercial Organisation
COLLABORATIVE PROCUREMENT	4.1 Are commodity strategies and business cases for local contracts and Framework mini comp's developed in line with recognised best practice	No standard approach consistent with the recognised best practice for developing appropriate commodity / project strategies.	The procurement team develops commodity strategies or business cases based on best practice.	There is an organisation-wide sourcing approach in line with recognised best practice. Delegated procurement officers (who make contracts) develop commodity strategies or business cases supported by the procurement team.	Examples of commodity strategies or business cases have been developed using recognised best practice and are shared as best practice across the sector. The organisation demonstrates evidence of actively facilitating and promoting improved procurement performance across other organisations.	Category Management	1	To be addressed through Business Case and Category Management approaches (cross ref 1.2 and 3.3)	Year 1	A Leading Commercial Organisation
	4.2 To what extent are the (local contracts and -mini comps from frameworks) requirement developed as part of a cross functional team (e.g. a UIG type activity) when demand crosses departmental boundaries?	Requirements are developed in isolation and take no account of up to date end users' requirements.	The requirements are developed involving cross functional input for some of the eligible contracts (involving more than one department).	The requirements are developed involving key cross functional input for most eligible contracts.	The requirements are developed involving key cross functional input for nearly all, >80%, of eligible contracts.	Category Management	3			
	4.3 How much of the overall spend (including local contracts and national/sector framework agreements) is covered by signed off commodity / project strategies? All strategies should include forecast savings and/or benefits.	Less than 50% of spend covered by commodity / project strategies.	Between 50% -70% of spend covered with commodity / project strategies that include forecast savings and/or benefits.	Between 70% -90% of spend covered by commodity / project strategies that include forecast savings and/or benefits.	Over 90% of spend covered by commodity / project strategies that include forecast savings and/or benefits.	Category Management	1	To be addressed through Budget Forecast and Business Case process (cross ref 1.2 and 1.3)	By Year 3	Best in Class Procurement and Purchasing Practices
	4.4 How does the organisation take account of sustainability in its procurement activity?	Procurement strategy, policy and procedures take no account of sustainability OR Strategy, policy and procedures in place, but no outcomes from these are in evidence.	Sustainable procurement strategy, policies and procedures are in place and are incorporated into major projects. Some social, environmental and economic sustainability outcomes have been delivered.	The organisation can demonstrate that procurement exercises have successful sustainability outcomes and are meeting the sustainability targets from the procurement strategy. There are clear objectives and actions within an improvement plan to build capacity for SME engagement and to increase community benefits as an outcome of the procurement process. Organisations can evidence progress against the action plan.	Evidence shows that sustainability is considered by all procurement practitioners at every stage of the procurement process across all areas of influenceable spend, covering supplies, services and works. The procurement team can demonstrate the success of the above.	Category Management	2	Design and implement training, templates and guidance to support the implementation of Environmental policy with outcomes/achievements to be reported through ISO14001	Year 1	Sustainability in all Procurement
	4.5 How does the organisation monitor its progress towards demonstrating sustainable procurement practices and processes?	The organisation has not yet assessed itself against the Flexible Framework (FF) self-assessment tool or There is no evidence of assessment against any sustainability measurement tool and no plans to implement sustainable procurement processes or practices.	The organisation has assessed itself against the FF. It has a plan of improvement activities required to achieve level 3 in the FF and can demonstrate progress against the objectives or the organisation has completed an internal audit of sustainability practices. It may not have developed sustainability initiatives however there are plans and timelines, with some progress shown against these, in place to: •Define a sustainability champion for the institution •Develop a Sustainability Policy to be agreed by senior management team •Utilise tools to assess sustainability risk of all contracts in place (e.g. Prioritisation Tool) •Develop sustainability targets and implement key performance indicators (KPI's) with suppliers •Hold sustainability training for staff •Consult with suppliers on sustainability policies •Incorporate sustainability in the appraisal processes for all staff	The organisation has assessed itself at level 3 in all 5 areas of the Framework and can evidence the outcomes of their achievement or the organisation has developed sustainability practices and procedures. It has a clear interest in sustainability and is able to evidence the following: •There is a sustainability Champion in place •A Sustainability Policy is in place and is endorsed by senior management •Training for staff has been held and refresher training is available •Risks associated with sustainability are assessed against all contracts •KPI's in place for key contracts •There has been consultation with suppliers on sustainability policies •Sustainability is incorporated in the appraisal processes for all staff •Sustainability is considered part of business as usual processes	The organisation can demonstrate through outcomes that they have achieved level 4 in the FF and have a plan in place to achieve L5 within 2 years or the organisation has well documented sustainability processes and procedures and is able to evidence the following has been achieved or will be achieved within the next 2 years: •Sustainability achievements are publicised via case studies to include the benefits achieved •Practices are often shared with other institutions •Awards have been received in recognition of achievements •Sustainability strategy is regularly reviewed and externally scrutinised •Future priorities are well documented, and the strategy is recognised and publicised by senior leaders •KPI's in place with major suppliers with progress rewarded or penalised based on performance •Senior management involved in direct dialogue with major suppliers around sustainability and improving their record •Measures in place to inform strategy development •Evidence of benchmarking against other organisations •Benefits of sustainable procurement are evidenced, independently audited and available in the public domain	Corporate Social Responsibilities	2	Supplier Code of Conduct to be rolled out. Sustainable Procurement Considerations to be included in Tender Board templates, Environmental Manager to supervise CSR impact assessment and evaluation as part of tender processes.	Year 1	Sustainability in all Procurement

4. PROCUREMENT COMMODITY / PROJECT STRATEGIES AND C	4.6 How does the organisation manage and mitigate risk during the procurement process?	There is little evidence of risk management during procurement	Risk reporting takes place on a reactive basis. Financial stability checked at selection stage. T & Cs are standard for, and used by, the organisation as a matter of course. Obvious conflicts of interest are managed as they arise.	Risk reporting, including sustainability and reputational, is regular and proactive with mitigation plans in place. Management of financial risk based on segmentation is built into mobilisation plans for contracts, including ongoing monitoring of key suppliers' financial stability. T & Cs includes elements of business continuity, e.g. for software, TUPE, etc. The organisation recognises the need for action to protect against fraud and has plans to address it. Processes identify, and address, potential conflicts of interest before they arise.	Measures are in place to protect the organisation from fraud and from involvement of organised crime in organisational contracts.	Governance	2	Implement a Procurement Risk Register and review process for strategically important and high risk contracts.	Year 1	A Leading Commercial Organisation
	4.7 How are suppliers selected within the organisation?	There is no formalised selection process for suppliers. or Supplier selection process is inconsistent, and the responsibility or final decision does not lie within procurement.	There is a clear supplier selection process that is consistently applied throughout the organisation. This process can distinguish between different value/risk profiles on the expected procurement activity. Procurement is responsible for the process. Organisations can demonstrate that the standard Pre-Qualification Questionnaire (PQQ) has been consistently used during the selection process where a two-step selection and award process is necessary. Organisation is adopting a proportionate approach that reduces the need for suppliers to duplicate responses to selection questions across the HE sectors.	The supplier selection process should be well communicated throughout the organisation. Procurement is accountable for the application of the supplier selection process across the organisation.	The organisation acts to reduce the burden of the selection process for suppliers and to improve the process. Organisations are measuring impact of their selection process on SME access to main contract or sub-contracts.	Governance	2			
	4.8 Do post procurement reviews take place to identify lessons to be learned from the process and to determine whether planned benefits and VFM was achieved?	There are no post procurement reviews.	Post procurement reviews are conducted for some contracts considered by the organisation as high risk. Lessons learned for these are sometimes circulated, but not consistently or systematically.	Post procurement reviews are conducted for all high and medium risk contracts based on segmentation. Lessons learned are always circulated for these cases.	There is a clear and systematic process for circulating lessons learnt. Procurement officers consistently review lessons from earlier projects and adopt revised practices. Independent post project reviews are conducted where appropriate.	Governance	1	Implement Lessons Learnt Log as part of tender process	Year 1	A Leading Commercial Organisation
	4.9 How is the organisation increasing its local/regional collaborative procurement with other public bodies?	Not developing locally arranged contracts in collaboration with other HEI's or Public Sector bodies.	The organisation can demonstrate at least 1 local procurement collaboration contract within the past 12 months. The organisation's role may be solely as a participant rather than leading.	The organisation can demonstrate participation in several local collaborative contracts within the past 12 months. The organisation has analysed spend and other information internally and with potential partners to identify opportunities with anticipated savings and benefits. This has resulted in a plan for future collaboration which is incorporated into the organisation's procurement plan.	The organisation regularly leads on local collaborations and has embedded local collaboration as part of its procurement procedures. The organisation (at least) annually reviews the opportunities for collaboration with its partners based on market and demand analysis. The organisation tracks and is increasing the number, scope and share of spending on locally arranged contracts on an annual basis.	Collaboration	1	Participate in Surrey Procurement Group, Charity Sector Procurement Group, CIPS Branch events. Contribute to shared contracts registers. Take an active leadership role in the Network Procurement Group	By Year 3	Collaboration with every stakeholder
	4.10 Is the organisation working with centres of expertise/consortia on collaborative procurement?	Currently acting independently or utilising only a very small number of collaborative contracts.	The organisation participates in more than 60% of applicable CoE/Consortia contracts.	The organisation participates in more than 75% of applicable CoE/Consortia contracts, including active participation in UIGs where required, and other aspects of the development of the contracts.	The organisation participates in more than 90% of applicable CoE/Consortia contracts, including active participation in UIGs where required, and other aspects of the development of the contracts. The organisation leads contract development groups where required and is involved in other aspects of the development of the contracts.	Collaboration	1	Complete mapping exercise to identify existing consortia agreements for WWF contracts	Year 1	Collaboration with every stakeholder
	4.11 Which evaluation criteria are used during local procurement exercises?	Lowest price, or lowest price with selective focus on operational requirements, e.g. delivery/availability	Most Economically Advantageous Tender is used. MEAT takes into account technical and commercial criteria e.g. quality and a rigorous assessment of price/quality ratio (not just criteria used for last contract).	Sustainability criteria appropriate to the commodity / project strategy are considered and reflected in tender evaluation.	Whole life costs and total acquisition costs are incorporated for all appropriate tenders and evaluation criteria also reflect lessons learned from previous exercises internally or externally to the organisation.	Supplier Strategy and Policy	2	Create model evaluation templates to include Sustainability aspects	Year 1	Sustainability in all Procurement
	4.12 Does the organisation incorporate social action and associated social benefit into its procurement activities?	The organisation does not make reference to a commitment to social action and social benefit in any corporate statements/plans	There is a stated corporate commitment to enabling some social benefit as a result of the organisation's procurement activities. The role of sustainability champion has been allocated and social action and benefit is a stated priority.	The organisation can demonstrate at least one delivered social action project with identified social benefits already accrued or to be accrued. As examples this may include a contract with a Supported Business or a Social Enterprise or having obtained, or actively working to obtain, Fairtrade accreditation	The organisation can demonstrate at least 3 social action projects, delivered or in the process of being delivered, with identified social benefits already accrued. Plans are in place for further such projects.	Corporate Social Responsibilities	2	Identify contract opportunities for engaging charitable or social enterprises, for example in the Office supplies and Services sub-category	By Year 3	Sustainability in all Procurement
SUPPLIER MANAGEMENT	4.13 Do contracts/ engagements demonstrate strong management of sustainability responsibility in the supply chain. Has the risk been analysed on exposure?	Sustainability is not considered nor risk analysed.	Some awareness and basic management with sustainability clauses in major contracts.	Detailed awareness of the reputational risk exposure from the supply chain with clauses in contracts. Demonstration of due diligence and key risks management.	Strong management of reputational risk and mitigating actions identified. Sustainability as a core requirement and clauses in contracts. Positive PR achieved on sustainability where possible. Key suppliers manage sustainability in their own supply chain. Any gaps identified and action plans in place.	Corporate Social Responsibilities	2	Implementation and audit of specific (Network agreed) ethical and environmental clauses in standard Terms and Conditions and supply chain.	Year 1	Sustainability in all Procurement
	5.1 How does the organisation ensure that all local contracts and frameworks are being used?	No processes in place to ensure that procurement monitor contract usage and maverick spend.	Procurement ensure users know how and where to find contract information and are aware of purchasing procedures. Mechanisms have been put in place to promote use of contracts like catalogues, and targeted communications and training for delegated purchasers. Some contracts have an implementation plan to embed it across the organisation. Some attempt to monitor and address off-contract/maverick spend.	The majority of appropriate contracts have an implementation plan which include targets and timescales to ensure uptake. There are clear procedures and plans in place to deal with off-contract/maverick spend. Action on off-contract spend is based on analysis of organisational spend data. Consumption is monitored against forecasts as appropriate.	The organisation can evidence how successful the drive to eliminate off-contract spend has been and the savings and benefits delivered. Consumption data informs demand management and future spend analysis.	Collaboration	2	Procurement Waivers to be prohibited for any expenditure where designated approved/preferred suppliers already exist.	Year 1	Best in Class Procurement and Purchasing Practices
	5.2 Does the organisation have a clear understanding of its contract coverage?	Contract register does not exist or covers less than 50% of procurement spend.	Contract register in place covering over 50% of organisation's procurement spend. An organisational contract register contains most of the following: contract name, supplier name, contract start & end dates, total value, annual value, basic savings data, level of contract management (hi/med/lo), contract manager, local/framework/mini-comp. procurement route applied	Contract register in place covering over 75% of organisation's procurement spend.	Contract register in place covering over 90% of organisation's procurement spend. Contract register (and/or benefits tracker where appropriate) also includes forecast and secured annual savings, actual savings realised (e.g. budget cut).	Reporting and KPI	4	Medium to high risk contracts to be included on risk register, including contract owner. (cross ref: 4.6)	By Year 3	Collaboration with every stakeholder
	5.3 How are contracts and suppliers managed across the organisation?	Contracts and suppliers are managed on a reactive basis by the end-user. No overall strategy for contract and supplier management e.g. no supplier segmentation in place.	The organisation is using elements of a contract and supplier management approach in line recognised best practice for some suppliers. There is a written commitment published for being open, fair and transparent with suppliers.	The organisation uses a contract and supplier management approach in line with recognised best practice based on segmentation. Contract users input to supplier performance rating for high and medium segments of supply base.	The organisation has a fully implemented supplier and contract management strategy and regularly achieves savings and benefits directly through contract and supplier management. High and medium segments have exit strategies in place. The organisation has produced case studies of its best practice and has shared them across the sector	Supplier Strategy and Policy	1	Medium to high risk contracts to be included on risk register, including contract owner. (cross ref: 4.6)	Year 1	Collaboration with every stakeholder

5. CONTRACT AND SUPPLY	5.4 During the life of the contract, how proactive is the organisation's approach to the review of specification of current products and services to deliver benefits?	No review or challenge of current products and services.	Design of current products and services is assessed to achieve reduced cost only. Procurement is involved on a reactive basis.	Users and Procurement pro-actively review and challenge existing products & services for some key purchases, delivering benefits as a result.	Users and Procurement pro-actively review and challenge existing products and services for all key purchases, delivering benefits as a result.	Category Management	3			
	5.5 Does the organisation manage supply risk during the life of the contract?	Management of supply risk is reactive.	Contracts and suppliers have been segmented and risks identified, but little active risk management is visible.	Business continuity strategies have been developed for top segment of the supply base. Risk register includes agreed risks and contingencies and is reviewed on an ad hoc basis.	Supplier risk environment (e.g. importance of the contract to the supplier, impending mergers, etc.) is reviewed at regular contract review meetings for the top segment. Risks include regular review of external factors and are escalated to appropriate risk registers. Corporate risk register contains plans for mitigation for business-critical contracts.	Governance	2	High risk contracts to include identified Business Continuity Plans	By Year 3	A Leading Commercial Organisation
	5.6 Do suppliers have an opportunity to provide structured feedback to the organisation during the life of the contract?	Suppliers feedback on an ad hoc basis.	Suppliers have opportunity to feedback on contract performance during review meetings.	Suppliers feedback as part of formal review process on the organisation's supplier management processes. Feedback from suppliers has driven some improvements in the organisation.	The organisation systematically utilises supplier feedback to: 1.support continuous improvement of overall procurement processes 2.develop products or services 3.deliver additional savings and benefits during the life of the contract	Supplier Strategy and Policy	1	Medium to high risk suppliers to be invited to give feedback on relationship risks/opportunities	Year 1	Collaboration with every stakeholder
	5.7 How are supplier and organisational processes developed during the life of the contract to deliver benefits to the organisation?	No evidence of suppliers being developed.	Supplier reviews result in ad hoc service, process or product improvements.	Contract performance improvement is a standing item during supplier reviews. Performance improvements deliver benefits to both parties. Reward sharing is built into contracts covering several departments and is measured to demonstrate benefits.	The organisation has a supplier development programme which targets a small number of suppliers from the top segment of the supply base. It involves investing in supplier capability (e.g. skills or process development) to achieve organisational benefits.	Supplier Strategy and Policy	2	Establish Supplier recognition scheme which awards exceptional performance and ancillary contributions to WWF	By Year 3	Collaboration with every stakeholder
6. KEY PURCHASING PROCESSES AND SYSTEMS	6.1 How effective is the process for receiving and authorising payment for goods, services & works?	There is no corporate visibility and control over the process for payment of suppliers based on delivery or completion of work. Low (<50%) 1st time match rate on 2-way match (purchase order and invoice).	Goods deliveries are planned and are receipted against the order and a Goods Receipt Note (GRN) is registered against the order. There is a corporate process to authorise the completion of works or services prior to invoicing Low to medium (50%-75%) 1st time match rate on 2-way match (purchase order and invoice)	A high percentage of receipt and payment transactions are processed through a P2P system according to organisational policy. High 1st time match rate (75%-90%) on 3-way match (order, GRN (or completion cert, etc.) and invoice).	All receipting, matching and payments are controlled in line with organisational policies and delegation is embedded in software allowing for a high percentage of automation in the P2P process. 1st time match rate is over 90% optimisation of packaging and delivery processes (i.e. reduction in number of boxes/packages) is agreed with key suppliers (if appropriate) or volume suppliers of goods.	Information Systems/P2P	3.5			
	6.2 What is the organisation's performance in terms of payments to suppliers?	No reporting available to measure payment performance and /or frequent cases of late payment and/or some instances of supply stoppages resulting.	80% of payments achieve organisational or sectoral target on receipt of a valid & approved invoice	90% of payments achieve organisational or sectoral target on receipt of a valid & approved invoice.	Superior-Good payment terms are promoted in the supply chain with the organisation monitoring success.	Corporate Social Responsibilities	2	Target of less than 25% of POs to be raised retrospectively and payment of 95% of valid invoices within 30 days.	by Year 3	A Leading Commercial Organisation
	6.3 Are suitable technology-based tools in place and used?	Basic manual processes in place e.g. paper based requisitioning process Significant duplication of effort still evident in managing the Supply Chain transactional process e.g. goods receiving. Management information is mainly derived from the Finance System's Accounts Payable (creditors) module.	The organisation uses requisitioning and ordering software (either integrated or stand- alone) which has reduced manual processes. There are local / home-grown databases which hold information on the organisation's procurement activity. The organisation uses purchasing cards, consolidated invoicing and self-billing according to their strategy.	Suitable technology solutions are in place and being used for the majority of the following: 1.Contract database 2.eRequisition and Ordering 3.eTendering 4.eEvaluation 5.eAuctions 6.eInvoicing 7.Content management/catalogues 8.Contract and supplier management 9.Data warehouse 10.Publishing notices and awards 11.Spend analysis tool 12.Automated goods receipting	The organisation uses a variety of integrated solutions to manage the flow of procurement information between procurement, finance and service software. Supplier information is regularly analysed for savings and efficiencies, as well as benchmarked against prior year expenditure. Requisition and ordering software are used as the recognised ordering process with appropriate business and approval workflows in place. Management Information is used from the systems in daily work	Information Systems/P2P	3			
	6.4 How does the organisation ensure that products and services are correctly and consistently coded, that prices are correct and updated in a timely manner and that this information is available in the general ledger/finance system?	There is little visibility or control of how goods and services are coded across the organisation beyond the departments buying them.	Standardised item and commodity/service coding and pricing exists within departments. eProcurement and/or other purchasing systems may interface with ledger, but infrequent control, review and updating of prices and financial coding. Some double entry exists.	Content management (catalogue or alternative) operates at an organisational level to ensure standardised item and commodity/service coding for the majority of spend (by value) on goods and services. Regular control, review and updating of codes and prices through a catalogue management system / e-procurement and/or other purchasing systems takes place. Procurement are responsible for ensuring effective corporate coding for organisation-wide procurement but may not be involved in all department-specific coding.	Content management ensures standardised item and commodity/service coding for >80% of spend (by value) on goods and services. eProcurement and departmental service applications are integrated with ledger. Frequent reviews and updating of prices and financial coding takes place. Procurement are responsible for ensuring effective corporate coding for all procurement activity and reports.	Information Systems/P2P	3			
	6.5 Has the organisation assessed its procurement process automation and information requirements and implemented an ICT strategy to meet them?	Systems are developed on departmental lines.	The organisation has assessed some aspects of its procurement process automation and information requirements and these have been actioned.	3.A procurement ICT strategy and business case have been developed and approved by senior management. This includes: 1.the automation of appropriate procurement processes to reduce cost, labour and errors 2.the provision of easy access to information to: - develop new contracts -do effective supplier management and contract mobilisation -continuously improve the procurement processes and performance of the organisation -provide tailored reports to all stakeholder groups on procurement performance 3.opportunities to work with, and exploit, any national and sectoral information projects Implementation is underway.	The full strategy has been implemented and embedded in the organisation. The requirements are re-visited on an annual basis.	Information Systems/P2P	2.5	IT infrastructure review strategy to be developed, including roadmap for purchasing and related finance systems and applications	Year 1	Collaboration with every stakeholder
	7.1 How proactive is the Procurement department in terms of planning future resources?	No evidence of manpower planning, ad hoc based on cost, not requirement. No clear links to recruitment, development & training. Procurement team managers not involved.	A clear & comprehensive plan is in place for the Procurement department. The plan is linked to recruitment, development & training. There may be key skills / resource gaps but there are clear plans to address these.	The Procurement Department staffing plan is integrated with the organisation's business planning process. There are no key skills / resource gaps, or any identified gaps will be filled within the next three months.	The Procurement Department staffing plan includes requirements arising from national procurement strategies and policies, including resource requirements for managing change. There are no key skills / resource gaps, or any identified gaps will be filled within the next three months.	Resource and Skills	1	Procurement plan to include resourcing proposals for identified activities	Year 1	A Leading Commercial Organisation

7. PEOPLE	<u>7.2 Do Procurement Professionals contribute to initiatives to improve procurement efficiency and effectiveness? E.g. improving efficiency in procurement processes, removing duplication etc.</u>	Procurement Professionals never contribute to improvement initiatives to improve procurement efficiency and effectiveness.	Procurement Professionals sometimes contribute to initiatives to improve procurement efficiency and effectiveness. It is always the same limited number of individuals who contribute (this should be gauged proportionately to the size of the Procurement team).	Procurement Professionals regularly contribute to initiatives to improve procurement efficiency and effectiveness. A variety of individuals contribute (this should be gauged proportionately to the size of the Procurement team). The initiatives are always instigated and led by senior management within the Procurement team.	Procurement Professionals at varying levels within the Procurement team instigate and lead procurement efficiency and effectiveness initiatives.	Resource and Skills	2	Amend procurement thresholds to improve opportunity for effective procurement for medium value contracts as follows: <£10k = 1 Quote, £10k - £50k = 3 Quotes, >£50k = Tender process.	Year 1	A Leading Commercial Organisation
	<u>7.3 Do Procurement Professionals and Officers have their competency levels assessed using the nationally available Procurement Competency Framework or a similar competency framework?</u>	Not aware of the Procurement Competency Framework or similar frameworks. Procurement Officers do not have their procurement related competency levels assessed.	Awareness of the Procurement Competency Frameworks or similar frameworks that includes procurement competencies. They are used on an ad-hoc basis with procurement personnel, to assess some procurement related competency levels.	The Procurement Competency Framework (or similar) outputs are used to assess procurement competency levels as part of the regular (at least annual) performance review/management process and are used to identify future development and training requirements.	The Procurement Competency Framework (or similar) is used to identify competency profiles for procurement posts and for assessing procurement personnel competency levels. The framework is used to identify skills gaps for individuals and for the wider procurement network which inform strategic training and development plans.	Resource and Skills	1	Develop procurement skills matrix for procurement related groups (Procurement Unit, Buyers, Contract Owners) in the organisation. Propose methods of upskilling to address skills gaps	Year 1	Collaboration with every stakeholder
	<u>7.4 How well established are the training and development support structures for Procurement Professionals and Officers? Is there a designated budget for procurement training which is equivalent to the training budget allowed for another specialist areas?</u>	No training plans exist, or training plans are primarily focused on "on the job" training and guidance or in response to 'ad-hoc' requests by members of staff. There is no specific budget allocated for the training of Procurement Professionals and Officers.	Training plans focused on individual skills assessments. Training primarily mixture of internal training and ""on the job"" guidance. Opportunities for development using mentoring and secondments are not utilised. There is a small budget allocated for training of Procurement Professionals and Officers however it is considerably less than the training budget allowed for other specialist areas within the organisation.	Internal & external training is aligned to individual skills assessments and training requirements. Some development opportunities exist via mentoring or secondments. The training has been followed up and there is evidence that the training has been effective. There is a specific budget allocated for training of Procurement Professionals and Officers which is equivalent to that of other specialist areas within the organisation.	Internal & external training is aligned with both organisation's strategy and individual skills assessments and training plans. Opportunities for development using mentoring and secondments are an integral part of the training and development of staff. The training session have been followed up and there is evidence that the training has been effective (e.g. tests, commodity strategies completed after training courses). There is a specific budget allocated for Procurement Professionals and Officers which is equivalent to that of other specialist areas within the organisation.	Resource and Skills	2	£10k Budget to be allocated to procurement upskilling in accordance with skills matrix and training plan	Year 1	Collaboration with every stakeholder
	<u>7.5 Is there a process in place for ensuring that non-procurement staff who have authority to procure have the appropriate competency levels.</u>	There is no process in place to identify non-procurement staff who are actively involved in the procurement process.	A process to identify non-procurement staff who are actively involved in the procurement process is being developed. A training programme is being produced which will form part of the delegated procurement process.	A number of non-procurement staff who are actively involved in the procurement process have been identified and have completed appropriate levels of training.	There is a well-established delegated procurement process in place, which is linked to financial thresholds. Before non-procurement staff are given the authority to procure they have to successfully complete an appropriate level of training. Their competency levels are assessed on a regular basis as part of the performance review/management process.		3			
	<u>7.6 How proficient with EU Procurement Legislation are the Procurement Professionals and Officers within the organisation (including those with delegated purchasing authority)?</u>	Little/no or "old" knowledge of EU Procurement legislation. Last evidence of training > 2 years ago or marginal knowledge of EU Procurement Legislation. Last evidence of training < 2 years - refresher level only.	Good general knowledge with evidence of the practical application of EU Procurement Legislation within the Procurement department e.g. advertising of contracts. Some evidence of training in the past 12 months. No process in place for ensuring that staff involved in the procurement process, but are not located in the Procurement department, have the appropriate knowledge or know where to seek advice. Procurement Professionals and Officers provide advice and guidance on EU Legislation to colleagues across organisation. Any challenges on breach of EU Legislation over last 12 months have not been upheld.	Good general knowledge with evidence of the practical application of EU Procurement Legislation within the procurement department. Register of all staff attending appropriate levels of training on an annual basis. Some staff who are in the procurement process, but are not located in the procurement department, have received training on EU procurement legislation. Procurement Professionals and Officers provide advice and guidance on EU Legislation to colleagues across organisation. Any challenges on breach of EU Legislation over last 12 months have not been upheld.	Comprehensive understanding with evidence of practical application of EU Procurement Legislation within the procurement department. Regular and appropriate training plans in place to keep knowledge current and to required levels for all staff involved in the procurement process. Procurement Officers provide advice and guidance on EU Legislation to colleagues across organisation. Any challenges on breach of EU Legislation over last 12 months have not been upheld	Resource and Skills	NA	Procurement unit staff to maintain CIPS membership and record CPD to demonstrate appreciation for EU and local procurement directives	Year 1	A Leading Commercial Organisation
8. PERFORMANCE MEASUREMENT	<u>8.1 How well defined are the procurement performance measures?</u>	No specific procurement measures or procurement measures are set but not understood or reported.	Procurement measures defined but focus largely on financial benefits of tendering. Ad hoc reporting of performance against objectives reviewed by senior management.	Measures include benefits from contract and supplier management and performance against them reported to senior management regularly.	Measures include benefits from strategic re-design of requirements (service re- design) and Procurement Manager regularly reports and discusses measures and achievements at Board level.	Reporting and KPI	3			
	<u>8.2 Do Procurement Officers and relevant managers get appropriate, timely and accurate procurement spend information?</u>	Little or no systematic reporting information is available e.g. variance analysis, comparison of outturn against budget, performance against targets & measures	As part of standard financial reporting, Procurement Officers and relevant managers routinely get relevant, timely and accurate statements of procurement spend at line item level against budgets. Procurement Officers and relevant managers receive reports on variances over a specified amount.	Financial reporting includes spend against budget and variance analysis. Areas of high costs are scrutinised and reviewed on a regular basis. Budget holders report unusual patterns or variances to Procurement.	Financial reporting also defines and measures performance targets.	Information Systems/P2P	3			
	<u>8.3 Do all appropriate stakeholders receive, and act on, relevant procurement reports?</u>	No clear approach, few reports	Procurement reports provided for procurement line management and senior management team on demand.	Reports are provided to some internal procurement customers highlighting opportunities, risks and trends in departments.	All procurement customers and stakeholders receive reports. These highlight opportunities and risks that procurement work with them to realise and mitigate respectively.	Reporting and KPI	2.5			
	<u>8.4 Is procurement spending monitored to ensure that it realises its anticipated benefits and savings against targets?</u>	No monitoring evident, few reports	Basic attempts are made to monitor procurement outcomes on a contract by contract basis. There may be gaps in the analysis and no overall picture of performance is provided.	Consistent documented processes and two-way feedback is the norm. Formal customer feedback survey is completed at least once a year. Feedback is regularly acted on and customers are kept informed of progress.	Procurement benefits and savings are clearly defined at project and business level and are quantified in terms of clearly improving business performance. Performance information is highly accessible and easy to interpret. Any remedial decisions based on the performance information are communicated and documented appropriately. All benefits and savings are on track and some are being delivered ahead of schedule	Information Systems/P2P	2	Internal stakeholders who are involved in procurement projects to be included in lessons learned sections (cross ref: 4.8)	By Year 3	Collaboration with every stakeholder
	<u>8.5 How does procurement use customer feedback to improve its performance?</u>	Limited customer feedback obtained.	There is a process for customer feedback, but it is not regularly used and there is no process for systematically acting on the feedback.		The feedback process results in a formal action plan to improve performance which is updated regularly. There is clear evidence that results from previous customer feedback surveys are actioned and show improvements	Organisational	1	Procurement Strategy Action plan to be updated annually to address stakeholder feedback from lessons learned (cross ref 4.8 and 5.6)	By Year 3	Collaboration with every stakeholder
	<u>8.6 Does the organisation contribute to analysis of trends in public sector procurement by supplying relevant information?</u>	Little reporting takes place or data is out of date.	Some of the BPIs have been completed and reported. Annual Spend Return is submitted on time to relevant Consortia A PMA has been initiated and scores will be reported for the organisation through the Procurement Shared Service	All 7 BPIs are completed and reported. Annual Spend Return is submitted on time to relevant Consortia. A PMA has been undertaken and scores reported for the organisation through the Procurement Shared Service, the organisation works with the relevant Consortia to provide commodity spend data and future demand spending patterns.	Organisations participate in national working groups to shape the MI requirements and analysis. A sustainable procurement action plan for the organisation has been published.	Reporting and KPI	NA	Progress against PMA to be reviewed annually in consultation with Director of Finance.	By Year 3	A Leading Commercial Organisation