

VFM, competition & efficiency

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Regulatory framework	No or incomplete regulatory infrastructure	Weak regulatory infrastructure	Infrastructure exists but not embedded	Sound infrastructure embedded & mostly observed without need for remedial action or sanction	Sound infrastructure fully embedded & observed	Sound infrastructure fully embedded & observed and regularly reviewed and updated	Sound infrastructure fully embedded & observed Regularly reviewed and updated CPA UOR judgement = 4
Compliance	Evidence of whole-scale non-compliance	Evidence of significant non-compliance	Evidence of non-compliance	Low incidence of non-compliance	Very little non-compliance	Non-compliance is the exception	Non-compliance is the exception
Vulnerability to 3rd party challenge & intervention	High risk and unlikely that any challenge could be defended	High risk and unlikely that any challenge could be defended	Medium risk and uncertainty as to whether all/any challenges could be defended	Low to medium risk but most challenges could be defended	Low risk and most challenges could be defended	Low risk but few challenges that could be confidently defended	Low risk. Challenge is the exception. Challenges can always be confidently defended
Organisational skills, knowledge & competencies	Lack of skills, knowledge and expertise across the organisation	Low level general skills, knowledge and expertise across the organisation	Limited investment in general skills staff training & development, inconsistent profile	Adequate investment in general skills staff training & development across the Council	Planned investment in general skills training that meets the needs of commissioning departments	Planned investment in general skills training that meets the current & future needs of the Council	Planned investment in general skills training that meets the current & future needs of the Council
Specialist procurement skills, knowledge & competencies	No investment in specialist procurement resources	Limited investment in specialist procurement resources that falls well short of meeting the actual service needs of the Council	Limited investment in specialist procurement resources that meets some but not all of the service needs of the organisation	Adequate investment in specialist procurement function that meets the priority service needs of the organisation most of the time	Appropriately resourced and resilient specialist procurement function that meets the current service needs of the organisation	Appropriately resourced specialist procurement function that meets the current & projected future service needs of the Council	Award winning specialist procurement function & advisory support services that is well resourced and meets the current & future needs of the Council
Strategy & policy	Lack of coherent strategy & policy framework for procurement	Weak and inconsistent strategy & policy framework for procurement	Discrete strategy & policy framework for procurement	Coherent strategy & policy framework for procurement that is linked to overall corporate strategy & plan	Coherent strategy & policy framework within overall Council strategy that supports strategic management and decision making	Coherent strategy & policy framework linked to overall corporate strategy and seen as key driver for strategic management and decision making	Coherent strategy & policy framework fully aligned to corporate strategy & plan and seen as core to strategic management practices at the Council
Whole life costing/value	No use of whole life costing/value	Little use of whole life costing/value	Some use & awareness of WLC but no coherent policy or approach	Acceptance & use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm
Stimulating the market place	No attempts to stimulate the market place	Adhoc or uninformed attempts to stimulate the market place	Awareness of requirements but no capacity to support in practice	Awareness of requirements but little capacity to support in practice	Some efforts to develop market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services	Market place development core to procurement and approach fully aligned with the strategic management of the Council
Innovation & new technologies	No evidence of innovative procurement solns and/or use of new technologies	Some evidence of adhoc use of innovative procurement solns and/or use of new technologies	Limited planned use of innovative procurement solns and/or use of new technologies	Planned use of innovative procurement solns and/or use of new technologies but limited in nature and scope of application	Universal use of innovative procurement solutions and use of new technologies within defined & time-bound plan	Well developed universal use of innovative procurement solns and/or use of new technologies within plan	Regarded as best practice site for innovative procurement solns and/or use of new technologies
MIS & use of performance management information	No management and performance information	Inadequate and unreliable management and performance information	Limited but reliable management and performance information	Reliable management and performance information systems used for basic monitoring and reporting purposes	Reliable MIS used to target, track and direct procurement activities in addition to standard monitoring & reporting	Reliable MIS used to target, track and direct procurement activities, inform the budget process and resource allocations	Reliable MIS used to target, track and direct procurement activities, inform the budget process and drive resource allocations

Performance Management

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Management information systems	Little or no use of MIS to support performance management routines	Limited use of MIS but restricted in scope and unreliable/poor quality base data	Some use of MIS but restricted in scope and management routines not embedded	Established use of reliable MIS and related management routines but limited in scope and impact	MIS used to actively inform the roll-out of the procurement strategy and development work across the organisation	MIS used to actively inform planned spend and development agenda at the Council	MIS analysis central to the strategic decision making of the Council
Performance measures	No use of agreed performance measures for procurement	Initial review but no consistent use or agreed basket of PIs for management purposes	Agreed basket of measures but data capture, reporting and monitoring routines not embedded	Agreed basket of measures, adequate data capture arrangements and management routines in place	Basket of measures fully reflect best practice indicators agreed nationally, regularly reviewed and monitored	All as 5 along with benchmarking activities to identify areas for improvement	All as 6 & outcomes built into overall efficiency & strategic procurement programme
Monitoring and reporting	No established monitoring and reporting arrangements	Some monitoring and reporting but limited in scope and visibility	Monitoring and performance management routines established in principle but not embedded	Monitoring and performance management routines established and embedded	Monitoring and reporting routines meet all best practice requirements	Monitoring and reporting routines meet all best practice requirements and result in positive action being taken by the Council to remedy or improve current practice	Monitoring and reporting routines meet all best practice requirements and integrated into the strategic management and decision making routines of the Council
Strategy & policy	Lack of coherent strategy & policy framework for procurement	Weak and inconsistent strategy & policy framework for procurement	Discrete strategy & policy framework for procurement that incorporate performance management requirements	Coherent strategy & policy framework for procurement incorporating best practice performance management arrangements that is linked to overall corporate strategy & plan	Coherent strategy & policy framework within overall Council strategy that drives performance management needs and supports decision making	Coherent strategy, policy & integral performance management framework linked to overall corporate strategy, seen as key driver for strategic management and decision making	Coherent strategy, policy & integral performance management framework linked to overall corporate strategy, fully aligned to corporate strategy & plan and seen as core to strategic management practices at the Council
Process & innovation	Transactional and localised activity No coherent data capture or information management infrastructure	Transactional and localised activity. Weak information management infrastructure and insufficiently supported (evident technology and/or other resourcing limitations)	Some evidence that corporate and local processes have built in performance data needs	Procurement activity transacted in a way that ensures standard management and performance information can be collected across the organisation	Procurement activity transacted in a way that ensures good management and performance information can be collected across the organisation	Universal arrangements ensure comprehensive management and performance information is collected across the organisation with minimum administration	As 6. Accurate and timely performance information informs all procurement decisions and drives efficiency and improvement
Stimulating the market place	No attempts to use performance information to understand the market place	Some adhoc analysis of the market place to support discrete procurement exercises	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Some planned effort to use performance data to stimulate the market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services based on sound performance data and analysis	Analysis based market place development core to procurement and approach fully aligned with the strategic management of the Council

Sustainability

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Strategy & policy	The organisation does not have a procurement strategy and policy framework that considers sustainability	The organisation gives little or no consideration to sustainability issues in its procurement strategy and policy framework	The organisation gives some consideration to sustainability in its procurement strategy and policy framework	Sustainability considerations are incorporated within the overall strategy and policy framework for procurement	Sustainability considerations are fully intergated within the overall strategy and policy framework for procurement which is fully reflected in supporting working practices and processes	As 5. The strategy includes actions recommended by Sustainable Procurement Taskforce for the UK to become an EU leader on sustainable procurement by 2009	As 5 and the strategy ensures all actions recommended by Sustainable Procurement Taskforce are achieved by 2009
Organisational skills knowledge & competencies	Lack of skills, knowledge and experience of sustainability across the organisation	Low level general skills & knowledge of sustainability across the organisation	General skills & knowledge base across the Council with some local adhoc expertise	Good basic general skills and knowledge of sustainability issues in procurement across the organisation	Developed general skills, knowledge and localised specialisms according to service understanding of sustainable procurement considerations across the organisation	Developed general skills, knowledge and expertise of sustainability across the organisation supported and maintained by robust corporate procurement training plan	Well developed general skills, knowledge and expertise of sustainability across the organisation underpinned by corporate procurement training plan and seen as a best practice Council
Best practice compliance	No evidence of compliance with sustainable procurement best practice requirements	Adhoc evidence of compliance with sustainable procurement best practice requirements	No coherent approach to promoting compliance with sustainable procurement best practice requirements	Coherent approach to promoting universal compliance with sustainable procurement and evidence of some local good practice for specific schemes	Coherent approach to promoting universal compliance with sustainable procurement best practice requirements and evidence of much local good practice for specific schemes	Best practice requirements built into every procurement exercise	Seen as best practice exemplar authority
Process & Innovation	The organisation does not take account of sustainability within its standard procurement processes and documentation including T&C's	Little evidence that the organisation takes account of sustainability issues within its standard procurement processes and documentation including T&C's	Evidence that the organisation takes some account of sustainability within its standard procurement processes and documentation including T&C's	Evidence that the organisation clearly takes account of sustainability within its standard procurement processes and documentation including T&C's	Well developed approach to sustainability taken into account within the organisations standard procurement processes and documentation including T&C's to deliver desired contract outcomes	Well developed approach to sustainability within standard procurement processes and documentation including T&C's to deliver desired contract outcomes and support the delivery of overall Council objectives	Innovative and imaginative approach to sustainability within standard procurement processes and documentation including T&C's as well as consideration in WLC seen as a best practice Council
Stimulating the market place	No attempts to develop the market place for sustainable supplies & services	Some adhoc analysis of the market place to support discrete procurement exercises and promote sustainability and sustainable procurement solutions	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Some planned effort to use Council purchasing power to stimulate the market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services	Analysis based market place development core to procurement and approach fully aligned with the strategic management of the Council
Whole life costing/value	No use of whole life costing/value	Little use of whole life costing/value	Some use & awareness of WLC but no coherent policy or approach	Acceptance & use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm

Partnership & Collaboration

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Strategy & Policy	The organisation does not have a procurement strategy and policy framework that considers the use of partnering and collaboration procurement issues and solutions	The organisation gives little or no consideration to partnering and collaboration issues in its procurement strategy and policy framework	The organisation gives some consideration to partnering and collaboration opportunities in its procurement strategy and policy framework	Partnering and collaboration considerations are incorporated within the overall strategy and policy framework for procurement	Partnering and collaboration considerations are fully intergrated within the overall strategy and policy framework for procurement which is fully reflected in supporting working practices and processes	As 5 and the approach taken actively fosters effective partnering procurement and collaboration initiatives	As 5 and the approach taken ensures all partnering and collaboration opportunities are fully exploited and help deliver the objectives of the LAA and shared service agenda
Organisational skills knowledge & competencies	Lack of skills, knowledge and experience of partnering and collaboration procurement across the organisation	Low level general skills & knowledge of partnering and collaboration procurement across the organisation	Low level general skills & knowledge of partnering and collaboration procurement across the organisation but pockets of developed specialism	Good basic general skills and knowledge of partnering and collaboration procurement issues across key services in the organisation	Developed general skills & knowledge across the organisation and localised expertise and training according to service need	Developed general skills & knowledge across the organisation supported and maintained by robust corporate procurement training plan	As 6 and seen as a best practice authority for Comprehensive Area Assessment purposes
Specialist procurement skills, knowledge & competencies	No investment in specialist procurement resources to support partnering or other collaborative procurement exercises	Limited investment in specialist procurement resources that falls well short of meeting the actual service needs of the Council	Limited investment in specialist procurement resources that meets some but not all of the service needs of the organisation	Adequate investment in specialist procurement function that meets the priority partnering needs of the organisation most of the time	Appropriately resourced and resilient specialist procurement function that meets the current partnering needs of the organisation	Appropriately resourced specialist procurement function that meets the current & projected future partnering needs of the Council	Award winning specialist procurement function & advisory support services that is well resourced and meets the current & future partnering needs of the Council
Best practice compliance	No evidence of compliance with procurement best practice requirements	Adhoc evidence of compliance with procurement best practice requirements	No coherent approach to promoting compliance with procurement best practice requirements	Coherent approach to promoting universal compliance with best practice requirements and evidence of some local good practice for specific schemes	Coherent approach to promoting universal compliance with procurement best practice requirements and evidence of much local good practice for specific schemes to deliver Council objectives	Best practice requirements built into every procurement exercise and good evidence of innovative procurement solutions to deliver Council objectives	As 6 and seen as a best practice authority for Comprehensive Area Assessment purposes
Regulatory framework	No or incomplete regulatory infrastructure that does not cover partnering & collaboration arrangements	Weak regulatory infrastructure that pays insufficient regard to partnering and collaboration	Infrastructure exists but not embedded	Sound infrastructure embedded & mostly observed without need for remedial action or sanction	Sound infrastructure fully embedded & observed	Sound infrastructure fully embedded & observed and regularly reviewed and updated	Sound infrastructure fully embedded & observed Regularly reviewed and updated CPA UOR judgement = 4
Stimulating the market place	No attempts to develop the market place through partnering or collaboration initiatives	Some adhoc use of partnering and collaboration that stimulates the market place by default rather than design	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Some planned effort to use partnering or shared purchasing power to stimulate the market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services through innovative partnering and collaboration initiatives	Analysis based market place development core to procurement and approach fully aligned with the strategic management and objectives of the Council for the LAA
Whole life costing/value	No use of whole life costing/value	Little use of whole life costing/value	Some use & awareness of WLC but no coherent policy or approach	Acceptance & use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm

Standards & Governance

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Regulatory framework	No or incomplete regulatory infrastructure	Weak regulatory infrastructure	Infrastructure exists but not embedded	Sound infrastructure embedded & mostly observed without need for remedial action or sanction	Sound infrastructure fully embedded & observed	Sound infrastructure fully embedded & observed and regularly reviewed and updated	Sound infrastructure fully embedded & observed Regularly reviewed and updated CPA UOR judgement = 4
Compliance	Evidence of whole-scale non-compliance	Evidence of significant non-compliance	Evidence of non-compliance	Low incidence of non-compliance	Very little non-compliance	Non-compliance is the exception	Non-compliance is the exception
Vulnerability to 3rd party challenge & intervention	High risk and unlikely that any challenge could be defended	High risk and unlikely that any challenge could be defended	Medium risk and uncertainty as to whether all/any challenges could be defended	Low to medium risk but most challenges could be defended	Low risk and most challenges could be defended	Low risk but few challenges that could be confidently defended	Low risk. Challenge is the exception. Challenges can always be confidently defended
Performance & management standards	No identification of agreed standards for procurement	Initial review but no consistent use or reference to agreed standards for management purposes	Agreed standards but evidence of non-compliance and assurance routines not fully embedded and/or resourced	Agreed standards and management routines in place and corporate assurance functions fully resourced to check and report compliance	Agreed standards fully reflect national best practice and regularly reviewed and monitored	All as 5 along with benchmarking activities to identify areas for improvement	All as 6 & outcomes built into overall efficiency & strategic procurement programme
Monitoring and reporting	No established monitoring and reporting arrangements	Some monitoring and reporting but limited in scope and visibility	Monitoring and performance management routines established in principle but not embedded	Monitoring and performance management routines established and embedded	Monitoring and performance management routines established and embedded that promote accountability and result in remedial action or sanction as necessary	Monitoring and reporting routines meet all best practice requirements and result in positive action being taken by the Council to remedy and improve current practice	Monitoring and reporting routines meet all best practice requirements and integrated into the strategic management and decision making routines of the Council
Process & innovation	Transactional and localised activity No coherent management infrastructure	Transactional and localised activity Weak management infrastructure and insufficiently supported (evident technology and/or other resourcing limitations)	Some evidence that corporate and local processes have built in management standards and reflect basic governance requirements	Procurement activity transacted in a way that ensures management standards are maintained and the basic governance needs of the organisation fully observed	High standards and good governance routines built into all procurement activity without exception	Good governance arrangements foster innovation and allows the organisation to stretch its risk appetite without compromising the probity or propriety of Council activities	As 6. Authority arrangements recognised nationally as best practice
Strategy & policy	The organisation does not have a procurement strategy and policy framework that incorporates standards & governance arrangements	The organisation gives little or no consideration to standards & governance concerns as part of an overall strategy and policy framework for procurement	The organisation gives some consideration to standards & governance as part of the strategy and policy framework for procurement	Standards & governance considerations are incorporated within the overall strategy and policy framework for procurement	Standards & governance considerations are fully intergated within the overall strategy and policy framework for procurement which is fully reflected in supporting working practices and processes	As 5. All standards and governance requirements for procurement are regularly monitored and reviewed by the Audit & Governance Committee	As 5. All standards and governance requirements for procurement are regularly monitored and reviewed by the Audit & Governance Committee which may direct departmental remedy and/or Executive action

Staffing & Organisation

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Organisational skills, knowledge & competencies	Lack of skills, knowledge and expertise across the organisation	Low level general skills, knowledge and expertise across the organisation	Limited investment in general skills staff training & development, inconsistent profile	Adequate investment in general skills staff training & development across the Council	Planned investment in general skills training that meets the needs of commissioning departments	Planned investment in general skills training that meets the current & future needs of the Council	Planned investment in general skills training that meets the current & future needs of the Council
Specialist procurement skills, knowledge & competencies	No investment in specialist procurement resources	Limited investment in specialist procurement resources that falls well short of meeting the actual service needs of the Council	Limited investment in specialist procurement resources that meets some but not all of the service needs of the organisation	Adequate investment in specialist procurement function that meets the priority service needs of the organisation most of the time	Appropriately resourced and resilient specialist procurement function that meets the current service needs of the organisation	Appropriately resourced specialist procurement function that meets the current & projected future service needs of the Council	Award winning specialist procurement function & advisory support services that is well resourced and meets the current & future needs of the Council
Organisational management arrangements	Organisation does not understand balance of skills and experience needed to support its procurement needs or the best way in which to organise its procurement resources	Organisation recognises the need for skilled staffing resources but investment in corporate support infrastructure is limited and not aligned to organisational service needs	Organisation acknowledges need to develop balanced departmental and corporate skills profile but level of investment and overall capacity does not meet all the needs of the Council	Organisational management needs have been thoroughly reviewed in context of service needs and future development considerations	Optimum organisational management solution defined and deployed but medium to long term benefits still to realised	Optimum organisational management solution defined and deployed and successful change management process delivers benefits within agreed timescales and to budget	Optimum organisational management solution kept under review and flexibility built in to allow for change or re-alignment according to the strategic needs of the organisation
Innovation & new technology	Organisation does not use new technologies to support organisational capacity and investment in procurement resources	Organisation considers use of new technologies to support organisational capacity but investment is limited and piecemeal	Some consideration of new technologies to build capacity and organisational management needs	Planned use of new technologies to build capacity and respond to organisational management needs	Planned use of new technologies within an overall e-Government programme of works to build capacity and deliver organisational management needs	As 5 to build capacity, deliver tangible administrative efficiencies and foster the successful shared service/collaborative procurement solutions to drive out economies of scale	Fully e-compliant service using p2p, e-market place and e-tendering solutions to deliver procurement function. The Council is seen as a best practice authority
Compliance	No investment in necessary compliance and assurance functions and routines for procurement	Insufficient investment in procurement function and compromised governance arrangements and internal control environment. Unacceptable incidence of investigations, remedial action and sanctions	Some investment in support infrastructure for procurement to deliver a limited compliance function but significant incidence of investigation activities, remedial action and sanctions	Investment made allows minimum governance and assurance standards and compliance functions to be fulfilled but some incidence of investigation activities, remedial action and sanctions	Sufficient investment in coherent infrastructure but minor incidence of investigation activities, remedial action and sanctions	Governance systems minimise reactive investigation needs and allows for the re-direction of expert procurement resources to support the advisory, training and specialist procurement needs of the organisation	Effective governance arrangements maximises best use of resources and enables light touch compliance function
Training & communications	No or very few organised training events for developing staff skills, knowledge and expertise across the organisation	Few organised training events for developing staff skills, knowledge and expertise across the organisation. Training that does take place is adhoc, inconsistent and poorly targeted	Some organised training events for developing staff skills, knowledge and expertise across the organisation but patchy and inconsistent	Evidence of organised and co-ordinated staff training programme. Intranet site and procurement community established and Member Champion identified by the Council	Evidence of an established training programme ensuring all relevant staff groups understand all relevant rules and regulations with regard to delivering best practice procurement. Member training programme established.	Established training programme, mature procurement community and comprehensive web-site. Member training programme and procurement 'master classes' well regarded and attended.	Training programme extended to include external partners and stakeholders including the supplier community to promote best practice and support the needs of SMEs and local suppliers.

Equalities & Inclusion

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Strategy & Policy	The organisation does not have a procurement strategy and policy framework that considers equalities & inclusion issues	The organisation gives little or no consideration to equalities & inclusion issues in its procurement strategy and policy framework	The organisation gives some consideration to equalities & inclusion issues in its procurement strategy and policy framework	Equalities considerations are incorporated within the overall strategy and working practices in such a way as to meet all legal and best practice requirements	Equalities issues are fully intergated within the overall strategy and policy framework, aligned with the Council's overall Equalities Strategy and fully reflected in all working practices and processes	As 5. The focus on equalities encourages SMEs and others less well placed to participate in the procurement process	As 6. A programme of outreach work ensures impartial advice and support is provided to encourage active participation across the community
Organisational skills knowledge & competencies	Lack of skills, knowledge and experience of equalities across the organisation	Low level general skills & knowledge of equalities across the organisation	General skills & knowledge base across the Council with some local adhoc expertise	Thorough skills and knowledge of equalities issues in procurement across the organisation	Developed general skills, knowledge and localised specialisms according to service need	Developed general skills, knowledge and expertise of equalities across the organisation supported and maintained by robust corporate procurement training plan	Well developed general skills, knowledge and expertise of equalities across the organisation underpinned by corporate procurement training plan and seen as a best practice Council
Compliance	No evidence of compliance with all legal and best practice requirements	Most legal requirements met but adhoc evidence of compliance with best practice requirements	All legal requirements observed but no coherent approach to promoting compliance with best practice requirements across the organisation	Coherent approach to promoting universal compliance with all legal requirements and evidence of some local good practice and inclusion initiatives	Coherent approach to promoting universal compliance with all legal and best practice requirements and evidence of much local good practice for specific schemes	As 5. Best practice evident in all Council procurements and outreach work to promote equalities and inclusion across the business community as necessary	As 6. Seen as best practice exemplar authority
Process & Innovation	The organisation does not take account of equalities within its standard procurement processes and documentation including T&C's	Little evidence that the organisation takes account of equalities issues within its standard procurement processes and documentation including T&C's	Evidence that the organisation takes some account of equalities within its standard procurement processes and documentation including T&C's	Evidence that the organisation clearly takes account of equalities within its standard procurement processes and documentation including T&C's	Well developed approach to equalities within standard procurement processes and documentation including T&C's and with others to deliver desired contract outcomes	Well developed approach to equalities within standard procurement processes and documentation including T&C's to deliver desired contract outcomes, community needs and overall Council objectives	Innovative and imaginative approach taken including well developed approach to WLC. Seen as a best practice Council
Stimulating the market place	No attempts to influence the market place to promote equalities and inclusion	Some adhoc analysis of the market place to support discrete procurement exercises and promote equalities and inclusion	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Planned effort to use purchasing power to promote equalities and inclusion in the market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services	Analysis based market place development core to procurement and approach fully aligned with the strategic management of the Council
Whole life costing/value	No use of whole life costing/value	Little use of whole life costing/value	Some use & awareness of WLC but no coherent policy or approach	Acceptance & use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm
Regulatory framework	No or incomplete regulatory infrastructure	Weak regulatory infrastructure	Infrastructure exists but not embedded	Sound infrastructure embedded & mostly observed without need for remedial action or sanction	Sound infrastructure fully embedded & observed	Sound infrastructure fully embedded & observed and regularly reviewed and updated	Sound infrastructure fully embedded & observed Regularly reviewed and updated CPA UOR judgement = 4
Vulnerability to 3rd party challenge & intervention	High risk and unlikely that any challenge could be defended	High risk and unlikely that any challenge could be defended	Medium risk and uncertainty as to whether all/any challenges could be defended	Low to medium risk but most challenges could be defended	Low risk and most challenges could be defended	Low risk but few challenges that could be confidently defended	Low risk. Challenge is the exception. Challenges can always be confidently defended

New Technologies

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Innovation & new technology	Organisation does not use new technologies to support organisational capacity and investment in procurement resources	Organisation considers use of new technologies to support organisational capacity but investment is limited and piecemeal	Some consideration of new technologies to build capacity and organisational management needs	Planned use of new technologies to build capacity and respond to organisational management needs	Planned use of technologies within an overall t-Government programme of works to build capacity and deliver organisational management needs	As 5 to build capacity, deliver tangible efficiencies and foster the successful collaborative procurement solutions to drive out economies of scale	Fully e-compliant service using p2p, e-market place and e-tendering solutions to deliver procurement function. The Council is seen as a best practice authority
Strategy & Policy	The organisation does not have a procurement strategy and policy framework that considers the use of new technologies	The organisation gives little or no consideration to new technologies in its procurement strategy and policy framework	The organisation gives some consideration to new technologies in its procurement strategy and policy framework	The overall strategy shapes the use of new technologies for procurement to support organisational capability and capacity	The strategy and policy framework direct future investment in new technologies to drive service improvement and efficiency	As 5. The strategy is fully aligned with the Council's IT Strategy and ITD programme of work to deliver all t-government requirements	As 6. A programme of outreach work ensures impartial advice and support is provided to encourage active participation across the community using new technologies
Process & innovation	Transactional and localised activity. No coherent data capture or information management infrastructure	Transactional and localised activity. Weak information management infrastructure and insufficiently supported (evident technology and/or other resourcing limitations)	Some evidence that corporate and local processes have exploited available technologies to improve process management	Procurement activity makes best use of available technology efficiencies within existing organisational constraints	Procurement activity transacted in a way that ensures process efficiency, promotes accessibility and supports effective contract and supplier management practices	New technology solutions optimised, minimal manual administration, good communications, effective supplier management, transparency of process and light touch compliance routines	As 6. Opportunities for extending and improving use of new technologies kept under constant review and built into strategic management and decision making processes
Stimulating the market place	No attempts to influence the market place to support new technology developments further to the needs of the organisation	Some adhoc analysis of the market place to support discrete procurement exercises	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Planned effort to use combined purchasing power to nurture technologies within the market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services	Analysis based market place development core to procurement and approach fully aligned with the strategic management of the Council
Compliance	No use of new technologies to manage compliance	Little use of new technologies to manage compliance	Use of new technologies to help inform compliance management issues within existing service and infrastructure constraints	As 3. Active consideration of how to use new technologies for light touch compliance to support the governance needs of the organisation	Council arrangements make best use of new technology solutions available in the market place within given resource constraints	An innovative programme of development is in place that forecasts future needs and informs the development of the Council's IT Strategy	As 6. Council seen as best practice authority
Specialist procurement skills, knowledge & competencies	No investment in specialist procurement resources to support the development and use of new technologies	Limited investment in specialist procurement resources that falls well short of meeting the actual service needs of the Council	Limited investment in specialist procurement resources that meets some but not all of the service needs of the organisation	Adequate investment in specialist procurement function that meets the priority service needs of the organisation most of the time	Appropriately resourced and resilient specialist procurement function that meets the current service needs of the organisation	Appropriately resourced specialist procurement function that meets the current & projected future service needs of the Council	Award winning specialist procurement function & advisory support services that is well resourced and meets the current & future needs of the Council
Management information systems	Little or no use of MIS to support procurement	Limited use of MIS but restricted in scope and unreliable systems/poor quality base data	Some use of MIS but restricted in scope and management routines not embedded	Established use of reliable MIS and related management routines but limited in scope and impact	MIS used to actively inform the roll-out of the procurement strategy and development work across the organisation	MIS used to actively inform planned spend and development agenda at the Council	MIS analysis central to the strategic decision making of the Council

Ethical Purchasing

	1 Failing	2 Poor	3 Inadequate	4 Satisfactory	5 Above average	6 Good	7 Excellent
Strategy & policy	The organisation does not have a procurement strategy and policy framework that considers ethical purchasing issues	The organisation gives little or no consideration to ethical procurement in its strategy and policy framework	The organisation gives some consideration to ethical concerns in its procurement strategy and policy framework	Ethical purchasing considerations are incorporated within the overall strategy and policy framework for procurement	Ethical considerations are fully intergated within the overall strategy and policy framework for procurement and are fully reflected in supporting working practices and processes	As 5 and the strategy includes specific actions to develop continuous market research and understanding	As 6 and the Council is seen as best practice authority
Organisational skills knowledge & competencies	Lack of skills, knowledge and experience of ethical purchasing issues across the organisation	Low level general skills & knowledge across the organisation	General skills & knowledge base across the Council with some local adhoc expertise	Thorough general skills and knowledge across the organisation	Developed general skills, knowledge and localised specialisms according to service evident across the organisation	Developed general skills, knowledge and expertise across the organisation supported and maintained by robust corporate procurement training plan	Well developed general skills, knowledge and expertise across the organisation underpinned by corporate procurement training plan and seen as a best practice Council
Compliance	No evidence of compliance with all legal and best practice requirements	Most legal requirements met but adhoc evidence of compliance with best practice requirements	All legal requirements observed but no coherent approach to promoting compliance with best practice requirements across the organisation	Coherent approach to promoting universal compliance with all legal requirements and evidence of some local good practice	Coherent approach to promoting universal compliance with all legal and best practice requirements and evidence of much local good practice for specific schemes	As 5. Best practice evident in all Council procurements and outreach work to promote ethical trading principles across the business community as necessary	As 6. Seen as best practice exemplar authority
Process & Innovation	The organisation does not take account of ethical considerations within its standard procurement processes and documentation including T&C's	Little evidence that the organisation takes account of ethical issues within its standard procurement processes and documentation including T&C's	Evidence that the organisation takes some account of ethical issues within its standard procurement processes and documentation including T&C's	Evidence that the organisation clearly takes account of ethical issues within its standard procurement processes and documentation including T&C's	Well developed approach to ethical procurement within the organisations standard processes and documentation including T&C's to deliver desired contract outcomes	Well developed approach to ethical procurement within the organisations standard processes and documentation including T&C's to deliver desired contract outcomes and support the delivery of overall Council objectives	Innovative and imaginative approach to ethical procurement in partnership with the business community to deliver community benefits. Seen as a best practice Council
Stimulating the market place	No attempts to develop the market place for ethical supplies & services	Some adhoc analysis of the market place to support discrete procurement exercises and promote ethical considerations in the p2p cycle	Awareness of requirements but no capacity to support unified approach in practice	Awareness of requirements but little capacity to support unified and planned approach in practice	Some planned effort to use Council and partnering purchasing power to stimulate the market place for key categories of supplies & services within resourcing constraints	Coherent programme to develop market place for key categories of supplies & services	Analysis based market place development core to procurement and approach fully aligned with the strategic management of the Council
Whole life costing/value	No use of whole life costing/value	Little use of whole life costing/value	Some use & awareness of WLC but no coherent policy or approach	Acceptance & use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm	Use of whole life costing/value as norm