

## Procurement capability index – questions and evidence guide

### 1. Strategy and Outcomes Our agency has strategies to use markets, sectors, suppliers and providers to achieve our outcomes

Question	Limited	Moderate	Well-placed	Strong
<p>1.1 Our agency has a strategic plan that identifies our outcomes and how we will work with the markets, sectors, suppliers and providers to achieve them</p> <p><i>Agencies have a documented plan for how they will use procurement to deliver their outcomes</i></p>	<p>We have a strategic plan which identifies the outcomes we are seeking to achieve</p> <p><i>To support a score of one, evidence should be provided that your organisation has a strategic plan which identifies the outcomes you are seeking to achieve</i></p>	<p>We have a strategic plan which identifies the outcomes, including as it relates to the broader outcomes our agency is seeking to achieve and demonstrates a clear understanding of third party spend</p> <p><i>To support a score of two, evidence should be provided of a strategic plan which identifies the outcomes, including as it relates to the Broader Outcomes (direct/indirect social, cultural, economic and environmental benefits) Your agency is seeking to achieve and demonstrates a clear understanding of third party spend</i></p>	<p>We have a strategic plan which identifies the outcomes, including as it relates to the broader outcomes our agency is seeking to achieve, and identifies markets and sectors our agency works in and the suppliers and providers who are critical to achieving our agency's outcomes</p> <p><i>To support a score of three, evidence should additionally be provided that this plan identifies markets and sectors your agency works in and the suppliers and providers who are critical to achieving your agency's commercial outcomes and the broader outcomes</i></p>	<p>We have a strategic plan which identified the outcomes, including as it relates to the broader outcomes our agency is seeking to achieve, identifies the markets and sectors we work in and the suppliers and providers who are critical to achieving our outcomes and has strategies and objectives for managing those markets, sectors, suppliers and providers</p> <p><i>To support a score of four, evidence should additionally be provided that this plan includes strategies and objectives for managing those markets, sectors and providers, including in relation to the broader outcomes</i></p>
<p>1.2 Our agency completes an annual business plan(s) which identifies how we use markets, sectors, suppliers and providers to achieve the outcomes from our strategic plan</p> <p><i>Agencies have a documented annual plan detailing the significant procurement activities for the year</i></p>	<p>We have an annual business plan(s) that aligns with our agency's strategic plan</p> <p><i>To support a score of one, evidence should be provided that your agency has an annual business plan(s) that aligns with your agency's strategic plan</i></p>	<p>We have an annual business plan(s) that aligns to our strategic plan. It uses critical business data and analysis to set our objectives for the coming year</p> <p><i>To support a score of two, evidence should be provided that your agency has an annual business plan(s) that aligns with your agency's strategic plan and which uses critical business data and analysis to set your agency's objectives for the coming year</i></p>	<p>Our annual business plan(s) align to our strategic plan. It uses critical business data and analysis to set our objectives for the coming year and includes strategies and objectives for managing markets, sectors, suppliers and providers we will be working with and how they aid in achieving broader outcomes. Individual staff objectives are well aligned with the strategies</p> <p><i>To support a score of three, evidence should additionally be provided that this plan includes strategies and objectives for managing markets, sectors, suppliers and providers that the agency will be working with and how they aid in achieving broader outcomes (social, cultural, economic and environmental benefits). Individual staff objectives are aligned with the strategies</i></p>	<p>Our annual business plan(s) align to our strategic plan. It uses critical business data and analysis to set our objectives for the coming year and includes strategies and objectives for managing markets, sectors, suppliers and providers we will be working with and how they aid in achieving broader outcomes. Individual staff objectives are well aligned with the strategies, understood and implemented across the agency</p> <p><i>To support a score of four, evidence should additionally be provided that this plan includes strategies and objectives for managing markets, sectors, suppliers and providers that the agency will be working with and how they aid in achieving broader outcomes (social, cultural, economic and environmental benefits). Individual staff objectives are well aligned with the strategies, understood and implemented across the agency</i></p>

**2. Commercial and Social Outcomes** Our agency is positioned to use markets and sectors, and the markets and sectors are positioned, to meet our current and future needs

Element	Limited	Moderate	Well-placed	Strong
<p>2.1 Our agency completes and makes available annually its procurement intentions and plans which detail our procurement activities for the year</p> <p><i>Agencies make information about their annual procurement activities publically available so markets and sectors know and can prepare</i></p>	<p>Our agency has a plan which captures key procurement activity for the current financial year</p> <p><i>To support a score of one, evidence should be provided that your agency has a plan which captures key procurement activity for the current financial year</i></p>	<p>Our agency completes annual procurement intentions and plans which detail our proposed procurement activities in accordance with the Government Rules of Sourcing</p> <p><i>To support a score of two, evidence should be provided that your agency completes annual procurement intentions and plans which detail your agency's proposed procurement activities in accordance with the Government Rules of Sourcing</i></p>	<p>Our agency completes annual procurement intentions and plans which are developed in consultation with the business units and managers across our agency and detail our proposed procurement activities and the plan substantively aligns with our agency's actual procurement activities</p> <p><i>To support a score of three, evidence should additionally be provided that these plans are developed in consultation with the business units and managers across your agency. Your agency's annual procurement intentions and plan substantively aligns with your agency's actual procurement activities</i></p>	<p>Our agency completes annual procurement intentions and plans which are developed in consultation with the business units and managers across our agency and detail our proposed procurement activities. The plan accurately aligns with our agency's actual procurement activities (more than 50%)</p> <p><i>To support a score of four, evidence should additionally be provided that your agency's annual procurement plan accurately aligns with your agency's actual procurement activities (more than 50%)</i></p>
<p>2.2 Our agency works to deliver government policy and legislative initiatives through its procurement activities</p> <p><i>Procurement can and should be used to support and deliver policy and legislative initiatives</i></p>	<p>We have used procurement activity to deliver some government policy and legislative initiatives i.e. health and safety, human rights, sustainability, community, regional economic outcomes, etc.</p> <p><i>To support a score of one, evidence should be provided that your agency has used procurement activity to deliver some government policy and legislative initiatives such as; health and safety, human rights, sustainability, community, regional economic outcomes, etc.</i></p>	<p>We have a strategy to deliver the identified government policy and legislative initiatives through our procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes</p> <p><i>To support a score of two, evidence should be provided that your agency has a strategy to deliver the identified government policy and legislative initiatives through its procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes</i></p>	<p>We have a strategy to deliver the identified government policy and legislative initiatives through our procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes and we track progress against the strategy</p> <p><i>To support a score of three, evidence should additionally be provided that your agency tracks progress against this strategy</i></p>	<p>We have a strategy to deliver the identified government policy and legislative initiatives through our procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes and we have strong evidence of regular successful outcomes</p> <p><i>To support a score of four, strong evidence should additionally be provided of regular successful outcomes under this strategy</i></p>
<p>2.3 Our agency has identified those suppliers and providers that are critical to delivering strategic outcomes</p> <p><i>Where suppliers are critical to achievement of strategic outcomes they must be identified and managed accordingly</i></p>	<p>We have identified those suppliers critical to achieving agency outcomes</p> <p><i>To support a score of one, evidence should be provided that your agency has identified those suppliers critical to achieving agency outcomes</i></p>	<p>We use the Significant Service Contract Framework to identify those suppliers critical to achieving agency outcomes and review how those contacts are managed at least annually</p> <p><i>To support a score of two, evidence should be provided that your agency uses the Significant Services Contract Framework to identify those suppliers critical to achieving agency outcomes and reviews how those contracts are managed at least annually</i></p>	<p>We use the Significant Service Contract Framework to identify those suppliers critical to achieving agency outcomes and have supplier relationship management plans in place for those suppliers and review how those contacts are managed at least annually</p> <p><i>To support a score of three, evidence should additionally be provided that your agency has supplier relationship management plans in place for identified suppliers</i></p>	<p>We use the Significant Service Contract Framework to identify those suppliers critical to achieving agency outcomes and have supplier relationship management plans in place for those suppliers, and appropriate senior managers are directly involved in strategically managing the relationships and reviewing how those contacts are managed at least annually</p> <p><i>To support a score of four, evidence should additionally be provided that appropriate senior managers are directly involved in strategically managing the relationships and reviewing how those contracts are managed at least annually</i></p>

Element	Limited	Moderate	Well-placed	Strong
<p>2.4 Our agency conducts procurement to deliver long-term public value for New Zealand and ensures that the procurement activities contribute to the overall well-being of the country</p> <p><i>Agencies should look to achieve continuous improvement in their commercial practice based on an understanding of national and international best practice</i></p>	<p>We have mechanisms in place to support open competition procurement, giving businesses the opportunity to participate and respond. We sometimes consider the potential social and well-being impact within our procurement activities</p> <p><i>To support a score of one, evidence should be provided that your agency shows engagement in open competition, giving businesses the opportunity to participate and respond to Procurement and sometimes consider the potential social and well-being impact within our procurement activities.</i></p>	<p>We use procurement as a lever to consider the broader outcomes (direct and indirect social, cultural, economic and environmental benefits). These considerations are reviewed (at least) annually to consider future opportunity realisation</p> <p><i>To support a score of two, evidence should be provided that your agency often considers direct and indirect social, cultural, economic and environmental benefits within procurement activities. A non-exhaustive list of examples include: engage or partner with suppliers or subcontractors that are Māori and/or Pasifika owned/employed businesses; businesses from rural communities or small New Zealand owned businesses; ensure suppliers and sub-contractors pay their staff the living wage or better; culturally diverse organisation; engage organisations who encourage the use of te reo Māori and other languages to be used in the work environment; purchase equipment that contains a large percentage of recycled/reused materials; or has an Environmental Choice accreditation.</i></p>	<p>We use procurement to develop and implement the broader outcomes strategies. We engage with our business units to educate on how procurement can deliver the broader outcomes and we can demonstrate improvement in capability in our agency</p> <p><i>To support a score of three, in addition to the level two competencies, your agency has in place strategies and/or policies that consider the broader outcomes. Your agency can demonstrate that it is going beyond considering direct and indirect impacts and is developing practices and approaches that address strategic outcomes beyond commercial and value for money drivers within the context of the goods/services/resources being procured.</i></p>	<p>We use procurement to develop and implement the broader outcomes strategies. We engage with our business units annually to educate on how procurement can help deliver against the objectives of the broader outcomes and we can demonstrate improvement in capability in our agency and the strategies substantively align with our procurement activities</p> <p><i>To support a score of four, evidence should additionally be provided that your strategies around broader outcomes substantively align with your agency's actual procurement activities</i></p>
<p>2.5 Our agency works with and develops markets, sectors, suppliers and providers so they are ready to deliver our business needs now and in the future</p> <p><i>Agencies should work to ensure that markets, sectors, suppliers and providers can deliver what is needed, when it is needed and to the standard required</i></p>	<p>We sometimes engage early with suppliers to discuss upcoming procurement activities</p> <p><i>To support a score of one, evidence should be provided that your agency sometimes engages early with suppliers to discuss upcoming procurement activities</i></p>	<p>We sometimes engage early with suppliers, markets and sectors to inform them of our upcoming procurement activities using a range of relevant communication</p> <p><i>To support a score of two, evidence should be provided that your agency sometimes engages early with suppliers, markets and sectors to inform them of upcoming procurement activities using a range of relevant communication channels as well as annual procurement intentions and plans</i></p>	<p>We regularly engage early with suppliers, markets and sectors to inform them of our upcoming procurement activities using a range of relevant communication channels. We regularly have early discussions with suppliers to set out requirements when planning our procurements</p> <p><i>To support a score of three, evidence should additionally be provided that your agency regularly engages early with suppliers, markets and sectors to inform them of your upcoming procurement activities using a range of relevant communication channels as well as annual procurement intentions and plans</i></p>	<p>We regularly engage early with suppliers, markets and sectors to inform them of our upcoming procurement activities. We use market data to make strategic and early approaches to markets in all those categories identified in our strategy along with a range of relevant communication channels as well as annual procurement intentions and plans. The practice of having early discussions with suppliers to set out requirements when planning our procurement is common and well established</p> <p><i>To support a score of four, evidence should additionally be provided that your agency uses market data to make strategic and early approaches to markets in all those categories identified in our strategic plan. Evidence should also be provided that the practice of having early discussions with suppliers to set out requirements is common, well established and the communication style is adapted to suit the intended audience</i></p>

**3. Governance and Assurance** Our agency delivers its procurement activities through robust governance and organisational structures and systems

Element	Limited	Moderate	Well-placed	Strong
<p>3.1 Our agency has robust governance structures to direct, control, provide oversight and make critical decisions for our procurement activities</p> <p><i>Governance ensures that an agency has visibility of its procurement activities and assurance that they are achieving their purpose</i></p>	<p>We have governance structures for the management of our procurement function, to support effective delivery of strategy and outcomes</p> <p><i>To support a score of one, evidence should be provided that your agency has governance structures for the management of your agency's procurement function</i></p>	<p>We have governance structures with clear roles, accountabilities and responsibilities for the management of our procurement function to support effective delivery of strategy and outcomes</p> <p><i>To support a score of two, evidence should be provided that your agency has governance structures with clear accountabilities and responsibilities for the management of your agency's procurement function to support effective delivery of strategy and outcomes</i></p>	<p>We have governance structures with clear roles, accountabilities and responsibilities for the management of our procurement function and procurement activities to support effective delivery of strategy, and procurement staff understand their role and relationship with key business units</p> <p><i>To support a score of three, evidence should additionally be provided that procurement staff in your agency understand their role and relationship with key business units</i></p>	<p>We have governance structures with clear roles, accountabilities and responsibilities for the management of our procurement function and procurement activities to support effective delivery of strategy, and procurement staff understand their role and relationship with key business units and role of the centre and lines of accountability are understood and universally accepted across the agency</p> <p><i>To support a score of four, evidence should additionally be provided that the role of the centre and lines of accountability are understood and universally accepted across the agency</i></p>
<p>3.2 Our agency has robust controls to ensure we meet our financial obligations</p> <p><i>Agencies meet their financial obligations by having financial controls for the commitment and payment of agency funds for its procurement activities</i></p>	<p>We have clear levels of responsibility and delegated authority assigned within our agency</p> <p><i>To support a score of one, evidence should be provided that levels of responsibility and delegated authority are clear and assigned within your agency</i></p>	<p>Our staff understand spend risks and controls, and levels of responsibility and authority are clear and assigned</p> <p><i>To support a score of two, evidence should be provided that your agency's staff understand spend risks and control, and levels of responsibility and delegated authority are clear and assigned</i></p>	<p>Our staff understand spend risks and controls, and levels of responsibility and authority are clear and assigned with delegated authority and separation of duties being controlled and understood</p> <p><i>To support a score of three, evidence should additionally be provided that delegated authority and separation of duties are controlled and understood</i></p>	<p>Our staff understand spend risks and controls, and levels of responsibility and authority are clear and assigned with delegated authority and separation of duties being controlled and understood, and supported by robust systems including use of P-Cards and purchase orders</p> <p><i>To support a score of four, evidence should additionally be provided that spend risks and controls are supported by robust systems including use of P-Cards and purchase orders</i></p>
<p>3.3 Our agency complies with our procurement policies to ensure we are using best practice procurement</p> <p><i>Agencies have procurement policies which they hold their people accountable for complying with</i></p>	<p>We have a procurement policy which aligns with the Principles of Government Procurement</p> <p><i>To support a score of one, evidence should be provided that your agency has a procurement policy which aligns with the Principles of Government Procurement</i></p>	<p>We have a procurement policy which aligns with the Principles of Government Procurement and has been reviewed within the last two years</p> <p><i>To support a score of two, evidence should be provided that your agency has a procurement policy which aligns with the Principles of Government Procurement and has been reviewed within the last two years</i></p>	<p>We have a procurement policy which aligns with the Principles of Government Procurement and is reviewed at least annually and has been approved by senior leadership</p> <p><i>To support a score of three, evidence should additionally be provided that this procurement policy is reviewed at least annually and has been approved by senior leadership</i></p>	<p>We have a procurement policy which aligns with the Principles of Government Procurement and is reviewed at least annually and has been approved by senior leadership. We also engage regularly with the Government Procurement Functional Lead and our policy and processes meet current good practice</p> <p><i>To support a score of four, evidence should additionally be provided that your agency regularly engages with the Government Procurement Functional Lead and your agency's policy and processes meet current good practice</i></p>

Procurement Capability Index Framework (PCI) - Capability levels

Element	Limited	Moderate	Well-placed	Strong
<p>3.4 Our agency uses tools, templates and processes to simplify and streamline our procurement activities</p> <p><i>Agencies ensure they use or develop tools, templates and processes to make it easier for people in an agency and for the suppliers and providers government works with</i></p>	<p>We use Government Model Contract Templates, even if often modified</p> <p><i>To support a score of one, evidence should be provided that your agency uses Government Model Templates, even if often modified</i></p>	<p>We use Government Model Templates and Industry standard contracts, even if often modified</p> <p><i>To support a score of two, evidence should be provided that your agency uses Government Model Templates and industry standard contracts, even if often modified</i></p>	<p>We use Government Model Templates and Industry standard contracts with limited modification. We commonly use good practice procurement tools and processes i.e. procurement and contract management plans, and supplier positioning matrices, in our procurement activities and a supplier management toolkit to manage supplier relationships</p> <p><i>To support a score of three, evidence should be provided that your agency uses Government Model Templates and industry standard contracts with limited modification. Further evidence should be provided that your agency commonly uses good practice procurement tools and processes i.e. procurement and contract management plans, and supplier positioning matrices, in its procurement activities and a supplier management toolkit</i></p>	<p>We use Government Model Templates and Industry standard contracts consistently across all business units. We commonly use good practice procurement tools and processes i.e. procurement and contract management plans, and supplier positioning matrices, in our procurement activities and a supplier management toolkit to manage relationships. Additionally we contribute to the development and improvement of government / industry standard documentation and templates</p> <p><i>To support a score of four, evidence should be provided that your agency uses Government Model Templates and Industry standard contracts consistently across all business units. Further evidence should be provided that your agency commonly uses good practice procurement tools and processes i.e. procurement and contract management plans, and supplier positioning matrices, in its procurement activities and a supplier management toolkit. In addition evidence should be provided that your agency contributes to the development and improvement of government / industry standard documentation and templates</i></p>
<p>3.5 Our agency utilises ICT systems to support the planning, sourcing and management of our procurement activities</p> <p><i>ICT systems can streamline and simplify business processes and make it easier for people in an agency and for the suppliers and providers government works with</i></p>	<p>We use basic ICT systems (including GETS) and some staff have access to P-cards</p> <p><i>To support a score of one, evidence should be provided that your agency uses basic ICT systems (including GETS), and that there is some staff access to P-cards</i></p>	<p>We use basic ICT systems (including GETS) and a register of our important contracts, to support the sourcing and management of our procurement activities. There is some staff access to P-cards and/or some use of purchase orders for low value, standard purchases</p> <p><i>To support a score of two, evidence should be provided that your agency uses basic ICT systems (including GETS) and a register of important contracts, to support the sourcing and management of its procurement activities. Evidence should also be provided that there is some staff access to P-cards and/or some use of purchase orders for low value, standard purchases</i></p>	<p>We use basic ICT systems (including GETS) to support our procurement activities including procurement and P2P systems, contract registers. Electronic transactional processes (such as Purchase Orders and maximised use of P-Cards) have been used to good effect to minimise effort in purchasing low value, standard goods and services</p> <p><i>To support a score of three, evidence should be provided that your agency uses ICT systems (including GETS) to support its procurement activities including procurement and P2P systems, and a comprehensive contract register. Further evidence should be provided that electronic transactional processes (such as purchase orders and maximised use of P-cards), have been used to good effect to minimise effort in purchasing low value, standard goods and services</i></p>	<p>We use basic ICT systems (including GETS) to support our procurement activities including a significant proportion of our tenders being managed via a system that allows for electronic receipt, full electronic processing and evaluation of supplier proposals (RFXs) full e-procurement solutions (i.e. virtual market places and e-tendering). Electronic transactional processes (such as Purchase Orders and maximised use of P-Cards) have been used to good effect to minimise effort in purchasing low value, standard goods and services</p> <p><i>To support a score of four, evidence should additionally be provided that a significant portion of your agency's tenders are managed via a system which allows for electronic receipt full electronic processing and evaluation of supplier proposals (RFXs) full e-procurement solution (i.e. virtual market places and e-tendering)</i></p>
<p>3.6 Our agency has visibility of its procurement activities and how they are performing</p> <p><i>Agencies are accountable and responsible for delivering outcomes through third parties which requires visibility of their procurement activities and how they are performing</i></p>	<p>We measure procurement performance in our agency, although data is hard to pull together and reporting is ad-hoc</p> <p><i>To support a score of one, evidence should be provided that your agency measures procurement performance</i></p>	<p>We measure procurement performance with data that is of acceptable quality and easily available</p> <p><i>To support a score of two, evidence should be provided that your agency measures procurement performance with data that is of acceptable quality and easily available</i></p>	<p>We measure procurement performance with data that is of acceptable quality and easily available and regularly discussed and acted upon at senior level</p> <p><i>To support a score of three, evidence should additionally be provided that procurement performance is regularly discussed and acted upon at a senior level</i></p>	<p>We measure procurement performance with data that is of acceptable quality and easily available and regularly discussed and acted upon at senior level and the procurement function has clear delegated responsibility for reporting on performance issues</p> <p><i>To support a score of four, evidence should additionally be provided that the procurement function has a clear responsibility for reporting on performance issues</i></p>

**4. Risks and Benefits** Our agency systematically identifies and manages our procurement activities for innovation, value and risk

Element	Limited	Moderate	Well-placed	Strong
<p>4.1 Our agency understands and uses effective risk management practices to support all procurement activities</p> <p><i>Agencies must identify, mitigate and manage their procurement activity risks</i></p>	<p>We have standardised risk management practices and tools which are used to mitigate and manage procurement activity risks</p> <p><i>To support a score of one, evidence should be provided that your agency has standardised risk management practices and tools which are used to mitigate and manage procurement activity risks</i></p>	<p>We have standardised risk management practices and tools which are used to mitigate and manage our procurement activity risks for high risk / high value procurement projects. Our tools include a contracts database that provides a record of all contracts in place across the agency</p> <p><i>To support a score of two, evidence should be provided that your agency has standardised risk management practices and tools which are used to mitigate and manage procurement activity risks for high risk / high value procurement projects. Evidence should further be provided that these tools include a contracts database that provides a record of all contracts in place across the agency</i></p>	<p>We have standardised risk management practices and tools which are commonly used to mitigate and manage our procurement activity risks. Our tools include a contracts database that provides a record of all contracts in place across the agency. We have evidence of good risk management practice e.g. gateway reviews, investment decision making, business cases, procurement plans, SSC Project Risk Assessment, BBC disciplines, etc.</p> <p><i>To support a score of three, evidence should additionally be provided of good risk management practice e.g. gateway reviews, investment decision making, business cases, procurement plans, SSC Project Risk Assessment, BBC disciplines, etc.</i></p>	<p>We have well-defined and well-used risk management practices and tools in place that identify and manage commercial and procurement risks including cost and reputational impact risk. Our tools include a contracts database that provides a record of all contracts in place across the agency. We have evidence that all staff involved in managing contracts understand risk management and use clear guidance and tools to select the best route to market and manage the entire procurement / project lifecycle</p> <p><i>To support a score of four, evidence should additionally be provided that your agency has well-defined and well-used risk management practices and tools in place that identify and manage commercial and procurement risks including cost and reputational risk. Further evidence should be provided that all staff involved in managing contracts understand risk management and use clear guidance and tools to select the best route to market and manage the entire procurement / project lifecycle</i></p>
<p>4.2 Our agency seeks innovation, and manages for benefits to deliver better public services through our procurement activities</p> <p><i>Agencies should manage for innovation and benefits to ensure the greatest possibility of maximising the value from its procurement activities</i></p>	<p>We sometimes set objectives for achieving value for money from critical procurement activities</p> <p><i>To support a score of one, evidence should be provided that your agency sometimes sets objectives for achieving value for money from its critical procurement activities</i></p>	<p>We sometimes set objectives for achieving innovation, value for money and benefits (financial and non-financial) from our critical procurement activities and measure whether they are achieved</p> <p><i>To support a score of two, evidence should be provided that your agency sometimes sets objectives for achieving innovation, value for money and benefits (financial and non-financial) from its critical procurement activities and measures whether or not they are achieved</i></p>	<p>We regularly set objectives for achieving innovation, value for money and broader outcomes from our procurement activities and measure and report on whether they are achieved</p> <p><i>To support a score of three, evidence should be provided that your agency regularly sets objectives for achieving innovation, value for money and broader outcomes from its critical procurement activities and measures and reports on whether or not they are achieved</i></p>	<p>We consistently set objectives for achieving innovation, value for money and broader outcomes from our procurement activities and measure and track their delivery over the life of the contract and support this with robust benefits reporting</p> <p><i>To support a score of four, evidence should be provided that your agency consistently sets objectives for achieving innovation, value for money and broader outcomes from its critical procurement activities and measures and tracks delivery over the life of the contract and supports this with robust benefits reporting</i></p>

**5. Planning and Sourcing** Our agency ensures we deliver our procurement activities because we plan and identify the right supplier or provider who will deliver results

Element	Limited	Moderate	Well-placed	Strong
<p>5.1 Our agency uses market and sector information to develop a plan and sourcing approach for its procurement activities</p> <p><i>Agencies must use market and sector information to develop the right plan and sourcing approach to ensure procurement activities are successful</i></p>	<p>We take a structured approach to sourcing high value purchases by gathering and using data and information from markets and sectors to inform our procurement plans and specifications</p> <p><i>To support a score of one, evidence should be provided that your agency takes a structured approach to sourcing its high value purchases by gathering and using data and information from markets and sectors to inform its procurement plans and specifications</i></p>	<p>We take a structured approach to sourcing our medium to high value purchases by analysing our key spend areas and then gathering and using data and information from markets and sectors to inform our procurement plans and specifications</p> <p><i>To support a score of two, evidence should be provided that your agency takes a structured approach to sourcing its medium to high value purchases by analysing its key spend areas and then gathering and using data and information from markets and sectors to inform its procurement plans and specifications</i></p>	<p>We take a strategic approach to sourcing by analysing our spend and then gathering and using data and information from markets and sectors to inform our procurement plans and specifications to drive value for money. This includes having our key spend areas categorised by supplier / category in a regularly updated third party spend map</p> <p><i>To support a score of three, evidence should be provided that your agency takes a strategic approach to sourcing by analysing its spend and then gathering and using data and information from markets and sectors to inform its procurement plans and specifications to drive value for money. This includes evidence that your agency has key spend areas categorised by supplier/ category in a regularly updated third party spend map</i></p>	<p>We take a strategic approach to sourcing by analysing our spend and then gathering and using complete and current data and information from markets and sectors to inform our procurement plans and specifications to drive value for money. This includes having at least 80% of our spend categorised by supplier / category in a regularly updated third party spend map</p> <p><i>To support a score of four, evidence should additionally be provided that data and information used is complete and current, and that at least 80% of your agency's spend is categorised by supplier / category in a regularly updated third party spend map</i></p>
<p>5.2 Our agency identifies, engages and manages our stakeholders to ensure we meet and are prepared to meet expectations</p> <p><i>Stakeholders have critical information and, given that stakeholders include end users, their engagement is critical to ensuring the success of an agency's procurement activities</i></p>	<p>Our stakeholders are engaged in an organised manner and understand the role of procurement</p> <p><i>To support a score of one, evidence should be provided that your agency's stakeholders are engaged in an organised manner and understand the role of procurement</i></p>	<p>Our stakeholders are engaged in an organised manner and have some understanding of our agency's commercial and social drivers and procurement strategy, and understand the role of procurement</p> <p><i>To support a score of two, evidence should be provided that your agency's stakeholders are engaged in an organised manner and have some understanding of your agency's commercial and social drivers and procurement strategy and understand the role of procurement</i></p>	<p>Our stakeholders understand our agency's commercial and social drivers and see procurement as an enabling tool for achieving the agency's aims and objectives, with the procurement function being perceived positively and as an important contributor to decision making</p> <p><i>To support a score of three, evidence should be provided that your agency's stakeholders understand your agency's commercial and social drivers and see procurement as an enabling tool for achieving the agency's aims and objectives, with the procurement function being perceived positively and as an important contributor to decision making</i></p>	<p>Our stakeholders clearly understand and support our agency's commercial and social drivers and see procurement as delivering excellent results that clearly contribute to the delivery of agency outcomes, with the procurement function being perceived positively and as a key contributor to decision making</p> <p><i>To support a score of four, evidence should be provided that your agency's stakeholders clearly understand and support your agency's commercial and social drivers and see procurement as delivering excellent results that clearly contribute to the delivery of agency strategic outcomes, with the procurement function being perceived positively as a contributor to decision making</i></p>

Procurement Capability Index Framework (PCI) - Capability levels

Element	Limited	Moderate	Well-placed	Strong
<p>5.3 Our agency has plans and documents and communicates our needs and how we will source the right supplier or provider so suppliers and providers clearly understand</p> <p><i>Agencies need to develop and communicate procurement plans, specifications, and tender documents to support the successful delivery of an agency's procurement activities</i></p>	<p>Our agency undertakes some planning for engaging with markets / sectors but requirements, evaluation criteria, process, timeframes and tender conditions are not always clearly communicated</p> <p><i>To support a score of one, evidence should be provided that your agency clearly communicates requirements, evaluation criteria, process, timeframes and tender conditions to suppliers in simple clear documentation</i></p>	<p>Our agency undertakes some planning for engaging with markets / sectors and follows the Principles of Government Procurement by identifying and clearly communicating our requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation</p> <p><i>To support a score of two, evidence should be provided that your agency undertakes some planning for engaging with markets / sectors by identifying and clearly communicating requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation</i></p>	<p>Our agency follows the Principles of Government Procurement by maintaining markets / sector engagement plans for all the critical, high risk / high value markets identified in our strategic plan and by identifying and clearly communicating our requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation</p> <p><i>To support a score of three, additional evidence should be provided that your agency maintains market / sector engagement plans for all the critical / high value markets and suppliers identified in its strategic plan or through the Significant Service Contract Framework reporting process</i></p>	<p>Our agency follows the Principles of Government Procurement and planning for strategic engagement with the critical, high risk / high value markets / sectors identified in our Strategic Plan is well established and embedded within our organisational culture. We have been recognised externally for our excellence in identifying and clearly communicating our requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation</p> <p><i>To support a score of four, additional evidence should be provided that your agency planning for strategic engagement with critical, high risk/ high value markets / sectors identified in its strategic plan is well established and embedded within the agency's organisational culture</i></p>
<p>5.4 Our agency's sourcing activities efficiently and effectively identify the right supplier, provider and solution</p> <p><i>By using efficient and effective sourcing solutions (including all-of-government, collaborative, panel solutions), agencies can minimise the burden and cost of its sourcing activities</i></p>	<p>We use cross government sourcing solutions, such as all-of-government and syndicated contracts</p> <p><i>To support a score of one, uses cross government sourcing solutions, such as all-of-government and syndicated contracts</i></p>	<p>We use cross government sourcing solutions, for example all-of-government and syndicated contracts, and use simple sourcing processes to efficiently identify the right suppliers, providers and solutions to meet our agency needs based on value for money principles that are understood and applied in many spend areas</p> <p><i>To support a score of two, evidence should be provided that your agency uses cross government sourcing solutions, such as all-of-government and syndicated contracts, and uses simple sourcing processes to efficiently identify the right suppliers, providers and solutions to meet the agency's needs based on value for money principles that are understood and applied in many spend areas</i></p>	<p>We use cross government sourcing solutions, for example all-of-government and syndicated contracts, and use a range of sourcing processes, supported by strategic sourcing solutions to manage our critical or high spend categories, with value for money principles being understood and applied in all spend area</p> <p><i>To support a score of three, additional evidence should be provided that your agency maximises the use of cross government sourcing solutions and uses a range of sourcing processes supported by strategic sourcing solutions to manage its critical or high spend categories, with value for money principles being understood and applied in all spend areas</i></p>	<p>We maximise the use of cross government sourcing solutions, for example all-of-government and syndicated contracts and use a range of sourcing processes, supported by strategic sourcing solutions to manage our high spend categories. Value for money principles are well understood and applied in all spend areas and advice from our procurement function is sought with regard to all major spend (including the allocation and distribution of grants or funding arrangements / relationships)</p> <p><i>To support a score of four, evidence should be provided that value for money principles are well understood and applied in all spend areas and advice from the agency's procurement function is sought with regard to all major spend (including, the allocation and distribution of grants or funding arrangements / relationships)</i></p>



**6. Managing for Results** Our agency works effectively with and manages our suppliers and providers so we deliver results for our agency

Element	Limited	Moderate	Well-placed	Strong
<p>6.1 Our agency manages its contracts, and the deliverables under those contracts, to deliver for our end users</p> <p><i>Working with suppliers and providers to ensure the delivery of services we have contracted for</i></p>	<p>We manage our suppliers and providers in accordance with our contracts, using realistic and appropriate performance indicators and standards</p> <p><i>To support a score of one, evidence should be provided that your agency manages its suppliers and providers in accordance with its contracts, using realistic and appropriate performance indicators and standards</i></p>	<p>We manage our suppliers and providers in accordance with our contracts which include realistic and appropriate performance indicators and standards, timeframes and reporting requirements that have been developed in consultation with our suppliers and providers</p> <p><i>To support a score of two, evidence should be provided that your agency manages its suppliers and providers in accordance with its contracts, using realistic and appropriate performance indicators and standards, timeframes and reporting requirements that have been developed in consultation with its suppliers and providers</i></p>	<p>We have formal supplier relationship management in place that includes senior level staff being actively involved in managing relationships with key suppliers. Contract management plans for key suppliers are formally approved by appropriate line managers / delegation holders and we have evidence that plans for critical, high risk, high value contracts are formally reviewed and reported on the Significant Service Contracts Framework</p> <p><i>To support a score of three, additional evidence should be provided that the agency has formal supplier relationship management in place that includes senior level staff being actively involved in managing relationships with key suppliers.</i></p> <p><i>Evidence should be provided that contract management plans for key suppliers are formally approved by appropriate line managers / delegation holders. These plans for critical, high risk, high value suppliers are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level and reported on the Significant Service Contracts Framework</i></p>	<p>We have consistent formal supplier relationship management in place that includes senior level staff being actively involved in managing relationships with key suppliers. Contract management plans for key suppliers are formally approved by appropriate line managers / delegation holders and we have evidence that plans for critical, high risk, high value suppliers are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level and reported on the Significant Service Contracts Framework</p> <p><i>To support a score of four, additional evidence should be provided that Supplier Relationship management is consistently in place and plans for high risk, high value suppliers are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level. The contracts are also reported on the Significant Services Contracts Framework</i></p>
<p>6.2 Our people are actively engaged with our suppliers and providers</p> <p><i>Having the right people engaged with our suppliers and providers allows for the effective oversight of the contract and the right conversations to occur at the right levels</i></p>	<p>Within our agency, contract management is well resourced and effective</p> <p><i>To support a score of one, evidence should be provided that your agency's contract management is well resourced and effective</i></p>	<p>Within our agency, contract management is well resourced, effective and integrated with other business processes. We have nominated contract / relationship managers in place for most contracts and little or no evidence that any relationships are unnecessarily adversarial in nature</p> <p><i>To support a score of two, evidence should be provided that your agency's contract management is well resourced, effective and integrated with other business processes. Further evidence should be provided that your agency has nominated contract / relationship managers in place for most contracts with little or no evidence that any relationships are unnecessarily adversarial in nature</i></p>	<p>Within our agency, contract management is well resourced, effective and integrated with other business processes. We have trained contract / relationship managers in place for most contracts and undertake regular, systematic and focussed communication with key suppliers. The effectiveness of contract management is measured and reviewed regularly by senior management</p> <p><i>To support a score of three, additional evidence should be provided that your agency undertakes regular, systematic and focused communication with key suppliers. Further evidence should also be provided that the effectiveness of contract management is measured and reviewed regularly by senior management</i></p>	<p>Within our agency, contract management is well resourced, effective and integrated with other business processes. We have trained contract / relationship managers in place for most contracts and critical supplier / provider relationships are owned at a senior level (i.e. Tier one, two and three). We undertake regular, systematic and focussed communication with key suppliers and the effectiveness of our contract management, including coordinated supplier feedback, is measured and reviewed regularly by senior management</p> <p><i>To support a score of four, additional evidence should be provided that critical supplier / provider relationships are owned at a senior level (i.e. tier one, two and three) and that the effectiveness of your agency's contract management, including coordinated supplier feedback, is measured and reviewed regularly by senior management</i></p>

Procurement Capability Index Framework (PCI) - Capability levels

Element	Limited	Moderate	Well-placed	Strong
<p>6.3 Our agency makes it easy and desirable for suppliers and providers to work with us</p> <p><i>Agencies need to ensure there are no barriers for suppliers and providers to deliver the critical services that government needs (making it easier to do business with government)</i></p>	<p>We work with our suppliers and providers to minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately</p> <p><i>To support a score of one, evidence should be provided that your agency works with its suppliers and providers to minimise contract reporting requirements, pays promptly, and responds to complaints quickly and appropriately. Note that validated supplier feedback that is received by New Zealand Government Procurement, may be included in the review process</i></p>	<p>We work effectively with our suppliers and providers, minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. We make some effort to influence suppliers and markets for the delivery of good health and safety practice and are introducing processes to simplify business for NGOs and SMEs, including the use of standard Government and Industry terms and conditions for contracts</p> <p><i>To support a score of two, evidence should be provided that your agency works effectively with its suppliers and providers to minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. Further evidence should also be provided that your agency makes some effort to influence suppliers and markets for the delivery of good health and safety practice and is introducing processes to simplify business for NGO's and SME's, including the use of standard Government and Industry terms and conditions for contracts. Note that validated supplier feedback that is received by New Zealand Government Procurement, may be included in the review process</i></p>	<p>We work effectively with our suppliers and providers, minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. We encourage all suppliers to adopt a best practice approach to health and safety practice and have introduced streamlined contracting processes to simplify business for NGOs and SMEs, including maximising the use of standard Government and Industry terms and conditions for contracts. We have effective 360 degree feedback processes and formal surveys in place for critical and key suppliers and centrally record and document any complaints</p> <p><i>To support a score of three, additional evidence should be provided that your agency encourages all suppliers to adopt a best practice approach to health and safety and has introduced streamlined contracting processes to simplify business for NGO's and SME's, including maximising the use of standard Government and Industry terms and conditions for contracts. Evidence should further be provided that your agency has effective 360 feedback processes and formal surveys in place for critical and key suppliers and centrally records and documents any complaints. Note that validated supplier feedback that is received by New Zealand Government Procurement, may be included in the review process</i></p>	<p>We work effectively with our suppliers and providers, minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. We have achieved successful outcomes working in partnership with suppliers to drive health and safety standards and have fully implemented streamlined contracting processes to simplify business for NGOs and SMEs, including maximising the use of standard Government and Industry terms and conditions for contracts. We use 360 degree feedback processes and centrally recorded and document any complaints to drive change and improvement in our processes</p> <p><i>To support a score of four, additional evidence should be provided that your agency has achieved successful outcomes working in partnership with suppliers / providers. Note that validated supplier feedback that is received by New Zealand Government Procurement, may be included in the review process</i></p>

**7. People Strategy** Our agency delivers our procurement activities because we have the right people in place and involved

Element	Limited	Moderate	Well-placed	Strong
<p>7.1 Our senior leaders support and lead procurement in our agency</p> <p><i>Strong leadership enables procurement to effectively deliver an agency's outcomes</i></p>	<p>Our managers are routinely engaged with regarding procurement and commercial issues</p> <p><i>To support a score of one, evidence should be provided that managers are routinely engaged with regarding procurement and commercial issues</i></p>	<p>Our senior leadership are routinely engaged with regarding procurement and commercial issues</p> <p><i>To support a score of two, evidence should be provided that your senior leadership is routinely engaged with regarding procurement and commercial issues</i></p>	<p>Our senior leadership routinely discusses procurement / commercial performance, risks and issues and we have a senior leadership procurement champion with responsibility for procurement business processes and commercial matters</p> <p><i>To support a score of three, additional evidence should be provided that your senior leadership routinely discusses procurement / commercial performance, risks and issues and that your agency has a senior leadership procurement champion with responsibility for procurement business processes and commercial matters</i></p>	<p>Our senior leadership routinely discusses procurement / commercial performance, risks and issues and we have a highly visible senior leadership procurement champion who has a cross-agency quality assurance role for procurement and commercial matters</p> <p><i>To support a score of four, additional evidence should be provided that your agency has a highly visible senior leadership procurement champion who has a cross-agency quality assurance role for procurement</i></p>
<p>7.2 Our agency works cooperatively together to provide the right resources and knowledge to deliver our procurement activities</p> <p><i>Procurement activities are delivered by all parts of an agency, it is critical that they work cooperatively to achieve seamless results</i></p>	<p>Our procurement function regularly works with other business disciplines</p> <p><i>To support a score of one, evidence should be provided that your agency's procurement function regularly works with other business disciplines</i></p>	<p>Our procurement function regularly works with other business disciplines on most agency programmes and projects across most areas and is involved in routine two-way flow of useful management information with business units</p> <p><i>To support a score of two, evidence should be provided that your agency's procurement function regularly works with other business disciplines on most agency programmes and projects across most areas and is involved in routine two-way flow of useful management information with business units</i></p>	<p>Our procurement function actively engages with business units at the inception stage of programmes and projects to ensure commercial options for delivery are assessed and broader outcomes are considered in our plans. Our agency works closely with our legal team to influence major procurement activities</p> <p><i>To support a score of three, additional evidence should be provided that your agency's procurement function actively engages with business units at the inception stages of programmes and projects to ensure commercial options for delivery are assessed and broader outcomes are considered in its plans and that the procurement function works closely with the agency's legal team to influence major procurement activities</i></p>	<p>Our procurement function actively engages with all business units at the inception stage of programmes and projects to ensure commercial options for delivery are assessed and broader outcomes are considered in our plans and works closely with our legal team to influence major procurement activities (the difference being working with all business units as opposed to some / most at the lower level)</p> <p><i>To support a score of four, additional evidence should be provided that your agency's procurement function actively engages with business units to plan and execute the delivery of programmes and projects across the whole agency in line with the agency's business strategy and its legal, HR and procurement teams work in partnership to meet its strategic, social and commercial objectives to influence key agency outcomes</i></p>

Procurement Capability Index Framework (PCI) - Capability levels

Element	Limited	Moderate	Well-placed	Strong
<p>7.3 Our central procurement function and people are organised, managed and resourced appropriately to deliver best practice procurement</p> <p><i>Critical procurement functions e.g. managing the delivery of high risk and high value activities, must be managed by the right people who have the right skills to deliver results</i></p>	<p>Our head of procurement has wide responsibilities for third party spend and sometimes influences / impacts on senior leadership commercial decisions</p> <p><i>To support a score of one, evidence should be provided that your agency's head of procurement has wide responsibilities for third party spend and sometimes influences / impacts on senior leadership commercial decisions</i></p>	<p>Our head of procurement has agency wide responsibilities for third party spend and has influence / impact on senior leadership commercial decisions. Our workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and turnover levels for our commercial / procurement specialists is acceptable, with few contractors filling gaps</p> <p><i>To support a score of two, evidence should be provided that your agency's head of procurement has agency wide responsibilities for third party spend and has influence / impact on senior leadership commercial decisions. Further evidence should also be provided that your agency's workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and that turnover levels for your agency's commercial / procurement specialists is acceptable, with few contractors filling gaps</i></p>	<p>Our head of procurement role has influence over all agency third party spend and a clear line of access to the senior leadership. Our workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and the number of qualified and competent staff we have is adequate to meet our procurement needs, with few contractors filling gaps</p> <p><i>To support a score of three, additional evidence should be provided that your agency's head of procurement has influence over <b>ALL</b> agency third party spend and a clear line of access to the senior leadership</i></p>	<p>Our head of procurement role has significant and effective influence over all agency third party spend and a direct line of access to the senior leadership. Our workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and the number of commercially qualified and competent staff we have is adequate to meet our procurement needs and the few contractors filling gaps have personally undertaken professional development activity in the last year</p> <p><i>To support a score of four, additional evidence should be provided that your agency's head of procurement role has significant and effective influence over <b>ALL</b> agency third party spend and a direct line of access to the senior leadership and further that the few contractors filling gaps have personally undertaken professional development activity in the last year</i></p>

**8. Building Capability** Our agency supports continuous improvement of our people and procurement activities through capability building activities and knowledge sharing

Element	Limited	Moderate	Well-placed	Strong
<p>8.1 Our agency builds and supports our people by providing them with the right training and skills development opportunities to use best practice procurement</p> <p><i>Delivering and supporting learning and development programmes ensures an agency has the right people with the right skills and knowledge, so they are able to deliver your results</i></p>	<p>We have an induction programme that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts</p> <p><i>To support a score of one, evidence should be provided that your agency has an induction programme that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts</i></p>	<p>We have an induction programme that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts, and we have a strategy in place for developing skills within our procurement team</p> <p><i>To support a score of two, evidence should be provided that your agency has an induction programme that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts, and that your agency has a strategy in place for developing skills within its procurement teams</i></p>	<p>We have an induction programme and a procurement basics course in place that cover the Principles of Government Procurement and set expectations regarding managing suppliers / providers and contracts, and we have workforce development plans in place for developing skills for all staff who manage contracts, grants and supplier / provider relationships</p> <p><i>To support a score of three, additional evidence should be provided that your agency has a procurement basics course in place that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts</i></p>	<p>We have an induction programme and a procurement basics course in place that cover the Principles of Government Procurement and set expectations regarding managing suppliers / providers and contracts, and we have workforce development plans in place for developing skills for all staff who manage contracts, grants and supplier / provider relationships. This is supported by a validation process that confirms that staff who manage contracts and supplier / provider relationships possess the necessary skills to do so in a competent manner</p> <p><i>To support a score of four, additional evidence should be provided that your agency's workforce development plans are supported by a validation process which confirms that staff who manage contracts and supplier / provider relationships possess the necessary skills to do so in a competent manner</i></p>
<p>8.2 Our agency's systems and culture enables our people to leverage experience, continuously improve and drive procurement best practice in our agency and across government</p> <p><i>Government will only be able to improve commercial performance through its procurement activities if agencies and people value this work, work together, learn lessons and share knowledge</i></p>	<p>We provide some opportunities for information sharing and business improvement between teams with regard to our procurement activities</p> <p><i>To support a score of one, evidence should be provided that your agency provides opportunities for information sharing and business improvement between teams with regard to its procurement activities</i></p>	<p>We provide and promote opportunities for information sharing and continuous improvement between our teams and people who are engaged in or support our procurement activities</p> <p><i>To support a score of two, evidence should be provided that your agency provides and promotes opportunities for information sharing and continuous improvement between its teams and people who are engaged in or support its procurement activities</i></p>	<p>We provide and promote opportunities for information sharing and continuous improvement between our teams and people who are engaged in or support our procurement activities and have documented the resulting implementation of good practice</p> <p><i>To support a score of three, additional evidence should be provided that your agency has documented the resulting implementation of good practice</i></p>	<p>We provide and promote opportunities for information sharing and continuous improvement between our teams and people who are engaged in or support our procurement activities, and have documented the resulting implementation of good practice both internally and externally, being seen as an exemplar by others for regularly sharing expertise across government</p> <p><i>To support a score of four, additional evidence should be provided that your agency has documented the resulting implementation of good practice both internally and externally, being seen as an exemplar by others for regularly sharing expertise across government</i></p>