Government Commercial Function

Commercial Systems Guidance

Version 1.0 June 2021

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Government Chief Commercial Officer

For those working in or with commercial functions across HM government, the fact that there is varying maturity with respect to our commercial systems and technology will be no surprise. Apart from the lack of efficiency and inconsistency that this causes, there are more significant consequences in terms of value leakage from contracts that are difficult to locate or manage, as well as manual or duplicated commercial processes.

Because of this lack of common and interoperable systems, government often misses the opportunity to exploit our commercial data.

We have therefore commissioned the development of common Commercial Systems Guidance. This is intended to be a starting point for any department either considering procuring a commercial system or looking to get more from their existing systems.

The next steps with respect to this guidance will be to leverage insights from more departments to validate and refine these initial requirements. Amendments will be incorporated in the next version of this guidance as well as supporting communications to aid awareness and engagement across government departments.
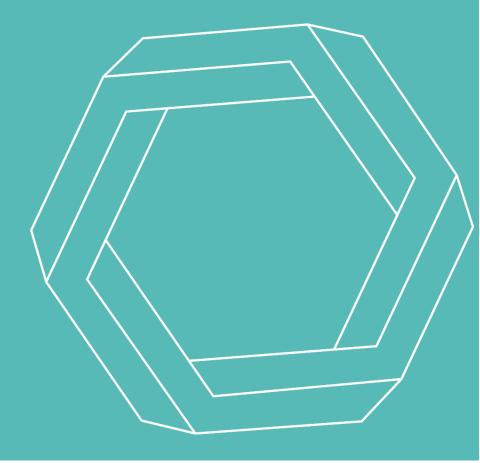
As Government Chief Commercial Officer, I am pleased to endorse the preliminary version of this Commercial Systems Guidance and will continue to support the project as it develops.

Contents

Section

1

Background and context

1. Background and context

1.1. Rationale and purpose for the report

Given the needs within a number of departments to modernise their commercial systems and procurement technology and taking into account procurement initiatives already underway with respect to purchasing new commercial systems[1], this report has been commissioned to provide the basis for commercial systems guidance across HM Government to allow for greater consistency and interoperability of commercial systems across Government.

The current system landscape varies widely across the Government Commercial Function (GCF) network and there is limited guidance currently that establishes the foundational requirements which should be considered and fulfilled by commercial systems. This document will aim to establish the core principles and functional requirements of leading and fit for purpose commercial systems compliant with the GCF Systems Strategy in Government.

Further objectives of the report are to:

1	Provide guidance and a reference for the different commercial lifecycle stages, highlighting key considerations, issues and challenges across each stage as well as those which are applicable across all aspects
2	Encourage consistency across different departments in their approach to gather requirements and to define the objectives and business outcomes for system selection. This will help to establish future proof commercial systems that are compatible with emerging technologies
3	Provide an approach to harness potential opportunities from data, creating analytical insights, leveraging the power of technology to reduce heavily administrative tasks related to reporting. This will enable users to make informed decisions and plan activities at appropriate time
4	Avoid the proliferation of inconsistent commercial systems across departments, which can lead to confusion in the market regarding to how to engage with Government, and siloed and suboptimal applications
5	Act as a consolidated and simple reference to access the collective expertise across Government, through internal references and guidance documents for consideration. This will help users to re-use outputs from existing requirements gathering and implementations

1.2. Scope of the report

In the context of HM Government, a commercial system can be defined as technology that enables standardisation, automation and digitisation of key commercial lifecycle processes, harnessing computing power to analyse and reuse data efficiently from one process step to another. This will ultimately draw insights that typically are time consuming for users to manually generate within reasonable timescales.

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[1] BEIS, DEFRA, HMT/CO, and Highways England are in the process of procuring new commercial systems

Commercial systems are currently provided as a combination of different modules e.g. applications for contract management, supplier relationship management, planning and forecasting, analytics and sourcing which might have relevance to one or multiple stages of the commercial lifecycle

The commercial lifecycle is defined as outlined in Figure 1 (below) and forms the frame of reference for what constitutes the activities a commercial system is expected to support in this context.

- Plan, Define, Source, Manage, and Sourcing Enablers stages are all within scope
- High level interfaces and requirements for the Transact stage have been considered as key dependencies where required. Core processes of Transact stage has been taken out of scope, given it is primarily executed within Enterprise Resource Planning (ERP), which is the focus of a wider, Government Shared Services (GSS) Strategy.

Plan	Define	Source	Transact	Manage	Level 0
Business Strategy. Priorities and demand	Business Need	Publication	Purchase	Contract management	Level 1
Commercial strategy plan and pipeline	Market analysis and engagement	Selection and evaluation	Receipt	Supplier performance management	
Category strategy and plan	Sourcing strategy	Contract award and implementation	Account Payable	Supplier relationship management	
Market Strategy			Purchase to pay master data mgmt		
Sourcing enablers					
Source to contract master data mgmt	Spend analytics	Market insight	Commercial risk management		Stage not in scope

Figure 1: Different stages of commercial lifecycle

1.3.   Current commercial systems pain points

A series of insight interviews were conducted (w/c 1st and 8th Feb 2021) across four departments; the Cabinet Office, BEIS (Department for Business, Energy and Industrial Strategy), DfT (Department for Transport) and Highways England. During the insight interviews a number of 'pain points' were highlighted. (A pain point is defined as a constraint/deficiency within the existing legacy commercial systems that are in use). Each pain point highlighted the need to have a consistent approach to the selection of potential solutions to avoid further issues downstream due to a lack of awareness or visibility.

Planning

During the insight sessions we found that on more than one occasion, departments had unexpectedly extended contracts due to lack of effective planning for future contracts. Having the capability to manage contracts through a consolidated centralised repository with the ability to proactively address contract renewals would offer many departments a significant increase in the ability to prioritise workload and avoid the risks associated with contract cancellations, overruns or issues associated with being out of contract

Ability to identify and mitigate supplier risk

A significant issue with the constraints highlighted around data accuracy, reporting and visibility to demand and management of supplier performance is the inability to rapidly identify and address supplier risk, specifically the consequences of unforeseen contract expiry, the identification and notification of supplier related performance or service issues and the ability to identify trends or highlight specific supplier performance issues.

Constraints within current legacy capabilities

The current maturity of system(s) varies across the respective departments, ranging from having no actual system (reliance upon spreadsheets) to having recently implemented Jaggaer. Platforms used in some departments are end of life, barely meeting existing requirements. Spreadsheets are used as a rudimentary means of contract management which causes both data and process inaccuracies and inconsistencies.

Section

2

Commercial systems

2. Commercial systems

This section outlines considerations to be made and requirements that should be factored in when seeking to procure a commercial system.

2.1. How commercial systems considerations are described

For each of the stages in the commercial lifecycle the requirements have been broken down against the following five dimensions:

1	**Stage definition** Definition of the main steps within each of the commercial lifecycle stages and the activities expected to be undertaken for each step.
2	**How commercial systems aid the commercial lifecycle stage** Describes how commercial systems can support the steps, activities and processes within a commercial lifecycle stage to deliver the stage outcomes.
3	**Functional considerations** Functional considerations are system features that enable tasks and activities to be conducted. They describe how the system will behave in supporting the user to conduct the process steps. In the context of a commercial system, an example of a functional consideration is that the solution is compliant with public sector procurement regulations.
4	**Technical considerations** Technical considerations ensure that the system can operate effectively in the environment that it is intended to be used. This includes criteria such as integration, extensibility, integrity, scalability, and standards (security, data, audit). In the context of a commercial system, an example of a contract management technical consideration is that the solution should be capable of integrating with e-Signature solution providers.
5	**Data and compliance considerations** Data and compliance considerations defines how data will be used across the system and across the information lifecycle to ensure that the potential from the system can be realised, data can be accessed and analysed and can be appropriately shared within and external to the primary operator of the commercial system. It may also be the case that there are specific departmental or policy requirements that need to be considered which will need to be incorporated by the systems (such as additional security provisions or commercial sensitivities). In the context of a commercial system, an example of a data and compliance consideration is that the solution should be capable of storing and archiving contracts as per the latest GCF data standards.

2.2. Requirements for each commercial lifecycle stage

This section highlights how a commercial system supports the delivery of the outcomes and the activities and outlines the high-level commercial systems requirements across each of the commercial lifecycle stages which are defined in section 1.2 (Scope of this report) above. The system support and requirements are broken down by the five dimensions laid out in the section above (2.1).

The considerations are in line with the GCF Systems and Information Strategy (expanded in the Appendix). This section does not seek to replicate the detailed purpose, activities, inputs and desired outputs of each commercial stage which are assumed to be documented elsewhere (1, 2, 3). It is worth noting that the high-level system requirements are not intended to be exhaustive but to provide thorough guidance to allow the departments to

comprehensively specify requirements, compare and evaluate commercial systems. It is also likely that these should be set as a 'baseline' enabling different departments to expand on if necessary, to consider specific departmental requirements.

2.2.1 Plan stage

The commercial system supports the delivery of the outcomes and processes within the Plan stage as follows

Plan stage definition

Plan	Description
Business Strategy, Priorities and demand (BSP)	**The department's overall business plan** • The overall business operational plan that outlines the department's priorities and demand for commercial activities over a defined period and typically follows the spending review cycle.
Commercial strategy plan and pipeline (CP)	**The strategy and plan(s) how the department's objectives are to be delivered (underpinned with an integrated resource plan)** • Demand forecasting spend analytics are used to formulate the overall commercial strategy and plan. • The overall commercial strategy and plan sets out the vision and objectives for commercial delivery within the organisation aligning with the overall organisation strategy and stated prioritised objectives, including; resourcing, plans, transformational activities. • A forward-looking (up to 4-5 years) pipeline of commercial activities required to successfully execute the stated plan has to be maintained at least every 6 months.
Category strategy and plan (CSP)	**Plan and strategy for a given category to support delivery of the department's commercial strategy** • Commercial strategy broken down on category (e.g. professional services, IT) and sub-category level. Outlines resourced roadmap and commercial pipeline within in the category.
Market strategy (MS)	**Strategy on how to engage with the market to realise approved plans and objectives** • Through market analysis and external benchmarking, understand the dynamics within the specific market and identify what truly viable options exist within the specific market, based on this information develop strategy to best leverage the market or mitigate the identified challenges e.g. constraints on demand, reliance upon a sole provider etc.

How commercial systems aid the plan stage

The plan stage centres on the creation of the department's commercial strategy, plan and pipeline, and the granular category and market strategy to support the delivery of the department's overall business strategy, objectives and priorities.

The commercial system supports this stage by providing information on the current pipeline of commercial activity through supporting internal and external analytics and benchmarking to provide demand analysis and market trends.

This supports informed decisions to be taken as to where commercial activity should be focussed allowing commercial activity to be more strategic in nature and less 'last minute' and reactive.

Once the strategy is formulated, the commercial system helps workload planning, project loading and task allocation. Workflows are part of the system enabling document reuse, collaboration, task management and approvals.

Integration between Plan, Source, Manage and Transact modules allows information to flow between the modules and supports automatic updates to the pipeline. For example, an expiring contract will trigger new commercial activity in the pipeline and a concluded commercial event will update the achieved savings. This supports automated monitoring and management of pipelines, savings targets and budgets.

A best in breed pipeline system gives accurate and timely access to the existing commercial activity in one view. It allows the user to define savings targets and budgets, assign resources and facilitates a robust approval process. The pipeline system tracks current transactions and historic data to aid comprehensive reporting, analysis. The system provides automatic notification of contract expiry, updates the pipeline and can provide warning when savings and activities are not started or completed in time.

Functional considerations	BSP	CP	CSP	MS
Ability to accurately capture the commercial pipeline within the system on a real time basis		√	√	
Comply with the business requirement as set out in Commercial Pipeline – Government Commercial Operating standards	√	√	√	
Ability to have visibility and allocate resources to a project based on the pipeline and track grade/accreditation of the resources	√			
Means to automate workflows with tasks to manage category and grants plans*, workflows to include different user roles and the ability to review and approve steps	√	√	√	√
Ability of change/amend the workflows through the administrative functionality	√	√	√	√
Capability to add team members, send task for approval, communicate with internal stakeholders for development and approval of category and grants plans*		√		√
Create category/grants* plan templates based on commodity codes and/or other selection criteria			√	
Create dashboard for grants* and contracts award based on commodity, time period and business units to help user to develop the management strategies	√		√	
Facility to change the status of the project based on the stage of the project and approval or dependencies e.g. track the various stages of a business cases starting from strategic outline case (SOC) to outline business case (OBC) to full business case (FBC)	√			√
Capacity to report pipeline via RESTful or third party APIs/automated feeds/downloads of reports data to Cabinet Office Government Grant Management Function (CGMF)* as per the Grant standards		√	√	

Points specific to grants are only applicable to those departments who will include grants in the commercial system. All the non-grants specific items are applicable for all the departments

Technical considerations

	BSP	CP	CSP	MS
Integration with other commercial systems such as contract and sourcing to ensure seamless flow of planning, forecasting and approvals information		√	√	
Integrate with the Government Grant Information System (GGIS) for management of grants pipeline*		√	√	
Integrate planning and pipeline activities with contracts module to have visibility to the expiring contracts	√	√	√	√
Integrate with E-Sourcing projects and pipeline		√	√	

* Points specific to grants are only applicable to those departments who will include grants in the commercial system. All the non-grants specific items are applicable for all the departments

All other overarching integration requirements should be as per section 2.3

Data and compliance considerations

	BSP	CP	CSP	MS
Facility to archive commercial strategy plan and pipeline data and any other document created during the planning stage (e.g. market analysis document, business cases) as per the data policy.		√		
Capability to archive (store legacy data) grants* and contracts data as per the data policy	√	√	√	√
System to allow for departments to meet its transparency needs as per transparency policies	√	√	√	√
System to meet central Government guidelines around 10 steps to cyber security guidance	√	√	√	√
Facility to archive category strategy plan and pipeline data as per the data policy			√	
System to allow for departments to meet its transparency needs as per transparency policies	√	√	√	√

*Points specific to grants are only applicable to those departments who will include grants in the commercial system. All the non-grants specific items are applicable for all the departments

2.2.2 Define stage

The commercial system supports the delivery of the outcomes and processes within the Define stage as follows

Define stage definition

Define	Description
Business Need (BN)	**Definition of business needs, requirement specification and make or buy in line with analysis in line with category and commercial objectives** • The business need is the requirements to deliver a specific objective. • Defining business need and assessing whether to deliver the requirement in-house or to contract with a third party (make or buy) helps to ensure the commercial strategy and approach delivers the business objectives and aligns to the supply market capacity and capability. Demand analysis, market intelligence and engagement should be utilised to help shape the need and inform the assessment.
Market analysis and engagement (M&E)	**Gain understanding of the market and identify the best route to market and how the requirements should best be configured and articulated** • Market analysis is an analysis that is undertaken to understand how the market works and is aimed at identifying commercial opportunities in the market. • Early market engagement is a means of sensing the market by soliciting information from the suppliers prior to letting a tender e.g. Future Opportunity Notices (PIN equivalent) and Early Market Engagement Notices which can be used to announce engagements such as meet the buyer events etc. All commercial opportunities should be advertised in the public domain using Contracts Finder and Find a Tender in accordance with transparency policies. • Outcomes from the market analysis and market engagement should be used to shape the business need, define the contract requirements and develop the commercial options.
Sourcing strategy (SS)	**Define the sourcing strategy to ensure the optimum commercial approach to deliver against the business need** • Establish the optimum commercial approach to delivering the business need. Utilise data from the business need and market analysis step to inform the selection of approach. The approach selected should be clearly documented and should maximise competition unless there is a clear justification for selecting an alternative approach.

▦ How commercial systems aid the define stage

The define stage centres on defining the business need, identifying the best route to market and the formulation of the optimum commercial approach to deliver the defined business need.

The commercial activity is triggered by a project recorded in the pipeline. The first step is, through working with stakeholders, to define the business need (the requirement and specifications) and whether this requirement can be fulfilled by the department or if the contract must be let to the market (make or buy). The commercial system will support the requirement definition and make or buy decision by providing intra and cross departmental spend analysis, contract data and supplier performance reports. Once the requirement and decision on make versus buy has been made, the commercial system will record the requirement and justifications.

To determine the best route to market the commercial system will support by providing internal collaboration workflows on market analysis and allow access to spend and contract data to

form an informed decision. If early market engagement is needed, the commercial system supports the communication and hosting of market sensing events. The commercial system supports storing of analysis, justification and communication trails for early market engagements.

The commercial system will support the formulation of sourcing strategy by facilitating collaboration with internal stakeholders, accessing spend data and analysis, externally benchmarking and re-use of analysis conducted in previous steps. The commercial system will also support audit trails and the recording of justification of decisions and storage of supporting material.

Functional considerations

	BN	M&E	SS
Capacity to record and archive requirements, market engagement and sourcing strategy documents with audit trail of all previous versions	√		
Ability to create document categories and tag, search or organise documents via these categories	√		
Common platform to send group or individual message, share documents with internal stakeholders and/or with suppliers for pre-sourcing requirements, market engagement and sourcing strategy document	√	√	√
Capability of publishing Prior Information Notices (PIN) or the equivalent as per the latest guidelines and transparency policies of the Government to the accredited website		√	
Ability to publish business needs, market engagement and sourcing strategy questionnaire for internal stakeholders to answer	√	√	√
Means to evaluate the response on the questionnaire from internal/external stakeholders and create scorecard	√	√	√
Ability to manage stakeholders that can be added internally with ease once the project has commenced	√	√	√
Facility to create a sourcing request and then input via form and auto populate details from the pipeline system	√		
Ability to publish pre tendering information and log response in the system		√	
Capacity to record findings of 'make or buy' decision, if it is applicable			√
Potential to run reports and create dashboard with supplier performance information across selected suppliers with details of contracts, risks, issues, top initiatives, supplier performance, supplier relationship status and ability to select multiple suppliers	√		
Capability to approve sourcing strategy or business needs documents and record in the system	√		√
System should be capable of adding a record or documents for capturing data, asset registers and other information applicable to the requirement	√		
Ability to create (and update) saving plan based on the sourcing strategy		√	√

Technical considerations

	BN	M&E	SS
Facility to integrate with the sourcing module to populate metadata for sourcing events and upstream information related to pipeline	√		
Integration with downstream systems to capture the business need and translated into requirements which can be defined in a commercial format	√		
Capacity to integrate with external website for publishing prior information notice (PIN) in accordance with transparency policies	√	√	√

All other overarching integration requirements should be as per section 2.3

Data and compliance considerations

	BN	M&E	SS
Ability to store requirements, market engagement and sourcing strategy data in an environment as per the data policy	√	√	√
Capability to access cross Government data and interface with CaSIE which is contract and spend insights engine	√	√	√
System to allow for departments to meet its transparency needs as per transparency policies	√	√	√
System to meet central Government guidelines around 10 steps to cyber security guidance	√	√	√
System to meet central Government guidelines around outsourcing as per Outsourcing Playbook	√		

2.2.3   Source stage

The commercial system supports the delivery of the outcomes and processes within the Source stage as follows

Source stage definition

Source	Description
Publication (Pb)	**Notification of new commercial opportunity to the market** • The invitation to tender (ITT) and background material should be created and set-up well in advance of the publication of the ITT and in accordance with the commercial approach (options as defined in <u>public procurement policy</u>) selected in the Define stage. It should be stress tested and a sourcing team including evaluators should be identified.
Selection and evaluation (S&E)	**Evaluation and selection of supplier based on response received in accordance to pre-established criteria** • Standard selection questionnaires to be utilised in supplier selection. • Evaluation should be made based on the pre-established criteria as published in the procurement invitation and pack. A deep evaluation with input from internal stakeholders should be made on both commercial and technical grounds prior to recommending supplier for contract award and in accordance to <u>public procurement policy</u>.
Contract award and implementation (CA)	**Finalisation and signing of the contract with the awarded supplier ensuring contract is available to transact against** • Ensuring that contracts are completed and signed after standstill, communications sent to suppliers on the award, ensuring that contracts are published according to <u>transparency guidelines</u>. Ensure that the contracts are made available in the transact module and that lessons learnt are captured.

How commercial systems aid the source stage

The source stage is centred on set up and publication of the ITT, support evaluation and selection of suppliers as well as awarding suppliers and implementing contracts.

Once a business need has been defined and a route to market and sourcing strategy have been defined, the commercial system will support the publication of the ITT in accordance to relevant <u>procurement policies</u> by hosting the invitation and the sourcing event in the system. The system will facilitate the creation and publication of sourcing event content based on pre-determined templates which contain information needed for the selected commercial approach. Communication with supplier, questionnaire response and commercial offers will be kept within the system and a robust audit trail will be maintained.

When the response deadline has passed, and responses have been collected in the commercial system the evaluation will be supported in the system using automated bid response evaluation, providing the assessors an award suggestion based on pre-established scoring formulas. Technical questions will collaboratively be scored by a panel of internal assessors and automatically included in the response evaluation and award suggestion.

After an award decision has been made, the commercial system will support the communication to suppliers on successful and unsuccessful submission as well as issuing a standstill letter. The system will also support to efficiently update contract details, enable electronic signature and publish the contract on Government contract portals according to <u>transparency</u> guidelines. The system will also link to and push updates to the commercial

pipeline and make the contract and commercial details available in the transactional system to transact against. The system will also support capturing lessons learnt and the identification of value created in the sourcing process.

Functional considerations	Pb	S&E	CA
Capacity to invite, add and remove supplier to the sourcing event	√	√	
Allow to communicate with supplier(s) both in a group message as well as in one to one message	√	√	√
Setup different types of events namely RFI (Request for Information), RFP (Request for Proposal), sealed bids, auctions with single or multiple round of negotiations	√		
Ability to create a central repository of templates for RFI, RFP etc. that can be controlled through administration access	√		
Ability to add / upload attachments to event with flexible size limitations	√		
Setup different type of auctions: forward, reverse and time-based auctions with support for single or multiple rounds	√		
Ability to allow supplier to participate in the tender process on the tool without having to register to any supplier network / database or usage of the solution	√		
Flexibility in the system to start the event at a predefined time, stop, pause and extend the event	√		
Capability in the system to setup events based on different structure of bidding namely lot type and item type, different feedback namely leading bid and traffic light, discounts and bundles	√	√	
Allow for different stages of the event from draft to preview, live and pending selection stages	√		
Collaborate with internal stakeholders to evaluate full or part of the supplier response		√	√
Support standard and non-standard selection questionnaires		√	
Create events based on standard content and initiate approval workflow before publishing to suppliers	√		
Ability to customise event based on timing rule, bid improvement rule, status of supplier and support both offline as well as online real	√		
Capability to restrict the supplier to provide response in the desired format or with configurable restrictions	√	√	
Ability to share and receive attachment from the suppliers without constrained size restrictions	√		
Alert/notification/email/reminder functionality that can be adjusted by the user	√	√	
Means to communicate the result of the event to the suppliers with personal message			√
Create audit log of all the activities related to event approval, publishing, participation and selection, evaluation of event and award	√	√	√

Functional considerations (cont'd)

	Pb	S&E	CA
Ability to create different manual and optimised award scenarios based on different weightage and scoring conditions in the system, award limitations	√	√	
Ability for requirements to be scored in alternative ways e.g. pass / fail, percentage score, numerical score etc. with review response side by side and to add scorers to particular section or responses to the event	√	√	
Capability to create approval for award based on different granularity around splitting lots and items			√
Create sourcing project and associated tasks, approval workflows based on the different templates	√		√
Allow event owner to assign different roles and responsibilities to the project team	√		
Ability to get summary view of the number of suppliers who have viewed the published event, accepted to participate or are in process of accepting the event	√		
Ability to search through historic events with ease, by supplier and type to review previous submission detail	√	√	

Technical considerations

	Pb	S&E	CA
Interface with Contracts Finder and Find a Tender in the format as per the data policy of the department and in line with transparency policies			√
Integration with central supplier registration portal (Conclave) to allow for supplier registration information to pass through for sourcing and integration with supplier master record	√	√	√
Capacity to integrate with online event portal and pipeline system	√		
Interface with contract modules to turn award into contract into auto population of metadata			√
Integrate with dynamic purchasing system (DPS) market for publishing events	√		
Integration with third party reporting system/BI system	√	√	√

All other overarching integration requirements should be as per section 2.3

Data and compliance considerations

	Pb	S&E	CA
Facility to archive events data/evaluation and approval process	√	√	
Integration between P2P system, supplier management portal to allow seamless flow of ordering data and other contract management system to allow contract metadata		√	√
System to allow for departments to meet its transparency needs as per transparency policies	√	√	√
System to meet central Government guidelines around 10 steps to cyber security guidance	√	√	√
Ability to integrate with third party award systems if applicable		√	√

2.2.4 Manage stage

The commercial system supports the delivery of the outcomes and processes within the Manage stage as follows

Manage stage definition

Manage	Description
Contract Management (CM)	**The effective and integrated management across the contract lifecycle** • Systematic management of a contract from initiation through all stages of the contract lifecycle.
Supplier Performance Management (SPM)	**Management of suppliers' operational and commercial performance** • Supplier scorecard, performance review process, corrective action plans and Supplier Program. • Link performance to future sourcing/business opportunities.
Supplier Relationship Management (SRM)	**Collaborative engagement with suppliers to increase mutual value** • Segment suppliers against a defined criterion based upon criticality, importance and opportunity, and assign appropriate relationship strategy • Stronger collaboration with strategic and critical suppliers drives new value, operational improvement, risk reduction and relationship improvement.

How commercial systems aid the manage stage

The manage stage is centred around contract management, supplier performance management and supplier relationship management.

Linked to the source module, the commercial system can seamlessly transfer the sourcing data to update the contract based on the sourcing event outcome, support e-sourcing signature, contract performance management by tracking of contractual KPI performance, savings and social value realisation and collaborative authoring with supplier and internal stakeholder which will reduce contract creation lead-time. The contract management system will act as a single repository for all the departments contracts and will support finding contracts and contract expiry reducing the reliance on standalone spreadsheets.

The commercial system will also support negotiating standardised contracts using pre-defined contract templates and clauses. A contract set up in the commercial system will support increased compliance to agreed terms and pricing since the contract module would be linked to the transact module and contract data flowed through to be used when raising purchase requests and orders.

Supplier performance management is supported by the commercial system by providing supplier qualification, onboarding and supplier score cards on operational performance and adherence to SLAs and KPIs. Based on supplier performance and the importance of a supplier to the department, the commercial system will support supplier management activities. Scorecards should be easy to report on and should feed into the other stages of the commercial lifecycle to form part of the decision support (e.g. source supplier evaluation). This will support the department to have a base level scrutiny on the supplier base and the ability to identify and rectify supplier performance problems before they turn into issues.

To manage supplier relationships the system supports segmentation, value identification, governance, strategic risk management, workstream mobilisation, benefits capture, and supplier scorecard generation based on data collected collaboratively from the supplier and internal stakeholders.

Functional considerations

	CM	SPM	SRM
Capacity to record and track one or multiple KPIs and social value performance against contracts	√	√	√
Ability to track the team members involved in the contract and their accreditation and follow Government guidelines on managing suppliers and contracts	√		√
Enable suppliers as well as internal stakeholders to complete KPIs	√	√	√
Allow for reporting of contract metadata, supplier performance & relationship data, various KPIs, or other relevant data contained in the system	√	√	√
Ability to support for hierarchical relationships – i.e. Master agreement, sub agreement	√		
Capability to record and monitor types of contract obligation, actions, owners, dates	√	√	√
Record contract metadata including type of contract, start and end date, termination notice period and track spend under each contract	√	√	√
Means to record certification data and perform internal/external surveys and onboarding surveys/questionnaires using central supplier registration portal (Conclave)		√	√
Provide a centralised contract repository, clause library, KPI templates and contract templates	√		
Display the performance of the supplier on a dashboard		√	√
Record the performance of supplier against SLA/KPIs and publish scorecard		√	√
Capability to report contract status: open, expired, renewal notification	√		
Ability to set the current status and the expected future action of the contract at expiry (e.g. extend, reproduce or close) and link these future actions to the pipeline and planning module	√		
Facility to calculate service credit based on actual performance vs contract	√	√	
Capacity to have automated workflows, collaboration and self-service elements for suppliers and internal stakeholder	√	√	√
Potential to search and copy contract documentation/clause	√		
Alert/notification/email/reminder functionality that can be adjusted by the user including specifically alerts on contract expiration, due for renewal of is created	√	√	√
Ability to reduce access to contracts that are defined with a clear set of privacy requirements	√		
Means to redline, track, version control and collaborate on internal and 3rd party template	√		√
Ability to log/list/report on contractual disputes	√	√	√
Stakeholders should be able to blind score for both 360º surveys and supplier scorecards			√
Allow for supplier dashboard to have summary information related to contracts, risks, issues, top initiatives, supplier performance, supplier relationship status and suppliers key contacts	√	√	√
Facility to communicate with stakeholders both internal and external suppliers via system	√	√	√

Technical considerations	CM	SPM	SRM
Integration with sourcing module to map the project and integration with savings tracking functionality to manage spend against contracts and P2P system	√		
Capability to interface with HR related system to support user identification and contract approval limits	√		
Integration between P2P and other commercial systems to ensure seamless flow of information	√	√	√
Interface with Contracts Finder system and Find a Tender in the format as per the data policy of the department and in line with transparency policies	√		
Integrate with the Government Grant Information System (CGIS) for management of grants*	√		
Potential to handle integration with e-Signature service providers and handle signature as parallel or sequential	√		
Integration with third party service providers as per the GCF data standards policy		√	√
Integration with central supplier registration portal (Conclave) in order to check ongoing compliance with relevant supplier documentation	√	√	√

Applicable to only those departments who will include grants in the commercial system

All other overarching integration requirements should be as per section 2.3

Data and compliance considerations	CM	SPM	SRM
Facility to archive contract documents/types/call-offs/statement of work within hierarchical structure and act as a contract register / repository	√		√
System to meet central Government guidelines around 10 steps to cyber security guidance	√		
System to allow for departments to meet its transparency needs as per transparency policies	√		√

Applicable to only those departments who will include grants in the commercial system

2.2.5 Sourcing enabler stage

The commercial system supports the delivery of the outcomes and processes within the sourcing enabler stage as follows

Sourcing enabler stage definition

Plan	Description
Source to contract master data management (MDM)	**Provide complete, accurate and accessible master data across all stages of the commercial lifecycle** • Ensure that source to contract data is managed in a controlled manner to support complete, accurate and accessible master data for the commercial systems and pipelines.
Spend analytics (SA)	**Accurate reporting, analysis and insight driven of supplier spend** • Analytics will help turn data into actionable insight – the departments should get visibility to spend and processes performance through granular drill down.
Market insights (MI)	**Key market insight as it relates to specific markets** • Market insight will enable the procurement professional to understand how the supply market works, trends in the market, competitiveness and key suppliers. The insight should aid improved strategy formulation and increased tender process performance.
Commercial risk management (CRM)	**Identification of key risks (commercial, reputational and regulatory) as they relate to third parties** • Evaluate supplier risk scores across various areas such as financial, environmental, continuity, information security, and operational. • Conduct supplier surveys and gather external market intelligence on supplier stability & risk.

▉ How commercial systems aid the sourcing enabler stage

The sourcing enabler stage is centred on master data management, spend analytics, market insight and commercial risk management.

Accurate, complete and accessible data is an enabler for activities within the commercial lifecycle which the commercial systems will support with robust data models, workflow and processes. The commercial system's integration to other relevant systems allows data to flow between systems to ensure access to complete and correct data across the integrated systems.

Spend analytics is an enabler to make informed decisions. Commercial systems will enable spend analytics based on clean and accurate master data. The ability to enrich data using emerging technologies allows clearer and better insight to be created. To tailor to the need of the individual the commercial system will support customisable dashboards with predictions and trend, and the possibility to drill into minute detail if needed. Further the insight should be timely which is enabled by accessible data and the ability to schedule customised reports,

The commercial system will support market insight by using workflows to collaboratively gather key market information to understand how the supply market works. The commercial system also supports market insight from feeds from third party content providers such for financial market information and major market events. Commercial systems can also provide

intelligence from across its userbase by accessing anonymous price and supplier performance data.

Efficient risk identification and management is key for the department to understand the department's risk exposure and create plans on how to minimise the exposure. The commercial system supports efficient identification of commercial, reputational and regulatory risk by using risk questionnaires completed by internal stakeholders and supplier. The questionnaire information is fed into a risk model where it is complemented with input from third party data on financial, environmental and other relevant risk areas. The model will automatically calculate a risk score and flag when risk is identified. Identified risk is effectively managed through to resolution and mitigation by the support of commercial system workflows and notifications.

Functional considerations	MDM	SA	MI	CRM
Capability to report data and analytics based on the queries raised by the user (bespoke report) as an output or as a dashboard	√		√	
Ability to present data in a way that helps the user to report spend by suppliers/category/business units and contract		√		
Ability to gain visibility into the spend for materials and services from multiple back-end systems		√		
Ability to maintain category taxonomy and mapping business rules	√			
Capacity to manage risk of the department based on the risk appetite and tolerance as per the guidance in the Orange Book				√
Means to provide insight about the supplier ecosystem for the selected commodity or goods		√		√
Facility to risk associated with the supplier along with the risk scores and create actions against the identified risk				√
Ability to segment and categorise suppliers based on the risk profile of the suppliers				√
Means to complete due diligence processes of the supplier based on the information security, corporate responsibilities, financial health and health & safety			√	√
Capability to auto-populate and track compliance against the risk questionnaires			√	√
Ability to create saving project and track savings delivered against the project		√		
Facility to create budget/forecast in the system and track against the budget		√		√
Capacity to create and manage pipeline data which is consistent with GCF Commercial Pipeline guidance		√		
Ability to support manipulation of data within the system and subsequently export report data to various formats such as MS Excel, Adobe PDF, etc.		√		
Ability for users to report on all custom fields		√		
Ability to limit access to certain information based on user or role		√		√

Technical considerations

	MDM	SA	MI	CRM
Integration with leading third-party master data management system	√			
Option to integrate with leading ERPs or any other commercial system	√			
Option to integrate with the leading Business Intelligence (BI) providers		√		
Option to integrate with third party systems to feed supplier risk data				√
Integration with central supplier registration portal (Conclave) in order to check risk associated with the suppliers	√	√		

All other overarching integration requirements should be as per section 2.3

Data and compliance considerations

	MDM	SA	MI	CRM
Facility to archive supplier specific data and spend data	√		√	√
System to meet central Government guidelines around 10 steps to cyber security guidance	√	√	√	√
System to allow for departments to meet its transparency needs as per transparency policies			√	

2.3.   Overarching (non-lifecycle) considerations

This section highlights the considerations that should apply to the overarching commercial system, agnostic of which stage of the commercial lifecycle is being operated. Depending on the scope of system that is being procured, it may make sense to include these overarching considerations to ensure greater system consistency and commercial system interoperability across Government departments.

Overarching data considerations

Department data should comply with GCF data standards

Any required system should be capable of publishing data in OCDS (Open contracting data standard) format

Data is securely and automatically transferred to central reporting systems (CaSIE) as well as transparency systems (Find a Tender and Contracts Finder) and Government Grant Information System (GGIS)

Common supplier, contract and master data configurations to be in line with the GCF data standards classifications and taxonomy

System should have the ability to search across different systems for data related to contracts, pipeline, events, user profile and documents from one search bar

Systems should comply with the transparency needs of the department as well as with the general Government transparency policies

Overarching integration considerations

System should be capable of integrating with all the other commercial systems used in the process step (contract to have integration with sourcing, supplier management with sourcing etc.)

System should integrate with Conclave, using RESTful APIs, as well as any other existing relevant systems

Futureproofing - both 'best of breed' solutions and emerging technologies (machine learning, natural language processing, robotics) can be integrated into the platform as required with minimal development

Capable of integrating with third party APIs to allow for reuse of information and automation of processes

Able to integrate with forthcoming ERP system should any changes be forthcoming

Integration with third party reporting system/BI providers

Capacity to interface with HR/Department access protocols (employee details)

System should be capable of integrating with downstream and upstream process step (contract to have integration with sourcing, supplier management with sourcing etc.)

Overarching non-functional considerations

Deployment requirements to support overall adoption (engagement, awareness and immersion session)

Training and support requirements (user training, support and self-guidance)

Notifications and alerts (tips and shortcuts advice to users)

Compatibility with the latest computer systems (e.g. Windows and Mac) and the latest and most readily available browsers (e.g. Google Chrome and Microsoft Edge)

Ability to upload/download/edit a wide range of file types, including spreadsheets and pdf

Comply with WCAG 2.1 level AA, data protection laws, and existing data standards along with GDPR and ISO standards

Interoperability with existing systems such as Find a Tender, Contracts Finder and Conclave (supplier registration portal for checking compliance and documentation)

Systems must be accessible all of the time except the pre-agreed time and service level agreements

Capacity to recover documents after a system outage

Single sign on (SSO) capability which is in line with the SSO industry standards and align with OpenID Connect (OIDC) standards of Conclave

Capable of capturing time stamp of all the activities which are done in the system to have audit trail of all the activities

Ability to function at normal speeds when multiple people are using the system

System must be easy to navigate, for example the filing system should mimic that of the folder/file functionality of windows explorer

Page load speed should meet the response time set by the department typically around 0.3 seconds

Potential to improve system functionality through machine learning by generating automated categorisation of spend and generation of analytical reports and chatbots to help solve FAQ

System should allow the users to have different environments to test the system before moving into production or live environment

System should be capable of changing and amending the workflows through the administrative functionality irrespective of the stage

UK hosting or EAA hosted. EAA hosting as a minimum, UK hosting preferred and may be mandatory depending on risk appetite and information being stored on the system.

Data Encryption in transit and at Rest

Multi factor Authentication

IP address range access controls: Ability to limit access to corporate devices only

Cross browser functionality - IE 11, Edge, Firefox/Chrome/Safari

Provider to hold Cyber Essentials Plus and ISO/IEC 27001:2013 certification. Evidence of up to date certificates and reports need to be made available to the Authority.

Supplier must be able to meet and assess themselves against the NCSC "SaaS Security Principles" and present written evidence

2.4.   Potential benefits associated with commercial systems

Implementation of a commercial system provides a range of potential benefits, which are typically divided into two areas: indirect benefits, that are not directly responsible for generating tangible financial or commercial benefits and direct benefits; which are quantifiable such as the delivery of cost savings.

Indirect Benefits

Typical indirect benefits would comprise the following:

- Reductions in effort and the time taken to review, manage and manipulate data
- Greater traceability and tracking through the processes
- Swift decision making and approval
- Reduced errors and inaccuracies due to lower requirements for manual data entry or 'double input'
- Enhanced management and storage of documents, templates, files and contracts
- Consistency of approach and process (fewer process gaps, interim solutions or ad hoc workarounds)
- Centralised management of contracts – consolidated repository provides swift and ready access and visibility
- The ability to collaborate and input in a transparent and controlled format
- Having a clear audit trail and associated transparency which reduces risk

Direct Benefits

Direct benefits are invariably linked to the delivery of tangible benefits, primarily commercial, financial and service related. Specific examples comprise:

- Increased spend under management due to greater spend and data visibility, contracts being created and transacted within the system. (Organisations which have implemented commercial systems typically have approx. 82%[B2] of their spend volumes under management and 80%[B2] spend on contract.)
- Enhanced savings – effective management of multiple bids and commercial negotiations typically see average savings per event between 9-13%[B2].
- Overall savings for the implementation of an S2P solution fall across the range of 5-12%[B1]. (The saving is a combination of the implementation of the commercial system for source and manage functionality, the increased demand visibility and the streamlining of processes that comes as a result of the implementation.)
- Other direct benefits comprise:
    - Reduced number of FTE's required to support/conduct the activities now conducted within the commercial system
    - Reduced requirements for contingent/temporary labour given greater accuracy of forecasting of forthcoming workload
    - Ability to measure and monitor supplier performance against terms (e.g., payment terms, invoice accuracy, use of preferred terms and discounted rates etc.)
- Service-related benefits comprise:
    - Reduced lead times (number of days from contract development to completion, timescales for report generation, capturing feedback and responses)
    - Ability to measure and monitor customer, supplier and user feedback in a quantifiable manner

2.5. Key considerations for selection and implementation of a commercial system

This section highlights key considerations to be taken when selecting, implementing and future proofing a commercial system.

2.5.1 Selecting a commercial system

The following considerations should be taken into account during the selection of a commercial system:

Tailor the requirements

Depending on the size of the department and the current systems landscape, each department needs to define and prioritise the issues the commercial system will address.

Options for delivery

Assess how best to build the commercial system. Evaluate if any of the systems in the current landscape can cover the need identified, or part of it, by either enabling additional features, further development or upgrade or whether the requirements must be covered by additional tools in the market. Also evaluate if the current systems will be fit for the future or if they must be replaced.

Buy vs manage service

When evaluating options for delivery, undertake analysis on whether it would be more cost effective to buy and implement a commercial system or outsource the process as a managed service to a third party to leverage their expertise, technology and resources.

Understand the market

Evaluate available solutions in the market to understand which providers and solutions could potentially solve the issues highlighted by the department and review current and emerging trends and capabilities. Use of analyst reports, data available from the providers and internal expertise to develop a view on relevant solutions and providers.

One-stop-shop

One solution may not suffice to cover the departments' requirements across the commercial lifecycle. It is likely departments will need to consider implementing a number of solutions to cater for their needs.

Collaboration

Collaboration between departments can help the department gain market insights, learn from other commercial systems implementations and explore synergies in implementing commercial systems jointly. The central Government Commercial Function can also be leveraged to access shared knowledge.

Evaluate solution

When evaluating the solutions, consider conducting product demos and presentations against use-cases based on the departments' key issues. The use case should be delivered within the providers solution so that evaluators can see first-hand how the use-case is addressed and how the system looks and feels. Within the evaluation also

include a score card that rates each supplier across process, technology, implementation, use case and training/change.

Business case

Develop a business case for the commercial system case to clearly articulate value of the investment (total cost of ownership) and aid the decision-making process. The business case should be developed in alignment to the [Guide to Developing the Programme Business Case](#), as laid out by HM Treasury.

IT platform - GDS set standards for central Government IT platform

Commercial systems implemented by departments should adhere to the Government Digital [Service Standards](#) and Government [Service Manual](#).

Exit strategy

Upon negotiating the commercial agreement with the commercial systems supplier, develop strategies to exit the contract and make clear provisions for exiting, with clear definitions of exit strategy, exit schedules, plans, responsibilities and obligations on both the supplier and the department.

2.5.2 Implementing a commercial system

The following considerations should be taken into account throughout the implementation of a commercial system:

Minimum viable product and strategic road map

Define what the day one solution or minimum viable product (MVP) will look like on the first day it is operational, and the road map of what modules will be implemented going forward. This will help articulate the strategy and plan for the implementation and strengthen the buy in of the stakeholders.

Adoption impact

Assess the change impact that the systems associated to the new system – create measures to manage the change within the organisation. Identify who within the departments will be affected and what support, training and communication they needed. External adoption should be considered in terms of suppliers and ability to use the new system, including the time to make this change.

Support model

Define the environment that will support the system. Define the roles and responsibilities regarding the commercial system. Ensure adequate levels of resources and experience are available by assigning a group or team within the department (or externally) or named individuals that will take responsibility for the tasks to be carried out. If a gap in resourcing of the support model has been identified, make amends to fill the gap

Supplier, contract migration and master data

Plan for how suppliers and contracts will be migrated to the new systems. Establish whether old contracts should be migrated, if all suppliers should be migrated or if a cleaning activity should be carried out prior to transferring data to the new systems. Also determine how master data should flow between systems and which systems should be the "source of truth".

either by internal or external resources with the right experience.

We should also ensure different success criteria are clearly articulated at the start of the project, along with the process of measuring the performance against those criteria. Some of the success criteria are percentage of spend under management, level of adoption, compliance to defined process etc.

2.5.3 Future proofing a commercial system

The following considerations should be taken into account to future proof a commercial system

Emerging technologies

Department's technology agenda should be considered when examining solutions, in order to create alignment between the solutions and departments current and future capabilities. Completing a scan of the current technology landscapes can help identify emerging technologies, such as robotic process automation (RPA), machine learning (ML), artificial intelligence (AI) and blockchain, which could be part of or an add on to the system.

Assess the supplier's ability to innovate

Department should look at the budget spend of suppliers on R&D both historical and future commitment and also assess the supplier's solution road map of functionality, support and integration to emerging technologies within the system and from third party content providers.

Commercial systems support

Confirm the level of support that is included in the commercial systems' license and how the support lifecycle is defined for the system. Further understand the scope, availability of extended support for the system.

Ongoing changes

Due to continuous development of the systems, suppliers add lot of new features which should be reviewed and incorporated. External adoption should be considered in terms of ability to use the new system, including the time to make this change.

Section

3

Appendix

3. Appendix

3.1. Report approach

Over the early February (w/c 1st and 8th Feb 2021), EY conducted a series of insight interviews across four departments; the Cabinet Office, BEIS (The Department for Business, Energy and Industrial Strategy), DfT (The Department for Transport) and Highways England.

The insight interviews highlighted the following:

1. Areas of priority within their commercial systems landscape
2. Current commercial system capabilities and technology being used
3. Current status in terms of evaluating a commercial system or in specific instances progress with regards to implementation of specific solutions
4. Expectations from the commercial systems guidance document

These interviews, combined with knowledge of subject matter experts, provided a basis for further analysis for each stage of the commercial lifecycle. Each stage of the lifecycle was broken down into sub-stages, as per the Government Commercial Function Source to Contract Global Design Principles, which were then used to outline outcomes to be expected throughout the stage. Requirements listed both at the stage level and the overarching level related back to insight session feedback and the expert's knowledge.

To confirm the feedback from insight sessions, a playback session was hosted on February 15th, 2021 with interviewees (or colleagues who attended on their behalf). In this session, key themes from interviews were presented back and reaffirmed, with any additional comments or clarifications being weaved into the report.

The following stakeholders were engaged to create this report:

Name	Department/Organisation
Andrew Bowen	Cabinet Office
Ian Crook	BEIS
Satveer Degun	Treasury
Paul Hellewell	Highways England
Niall Morgan	Cabinet Office
Grant Nyenes	Cabinet Office
Josh Taylor	Cabinet Office
Nici Thompson	Department for Transport
Simon Wilson	EY – part of BEIS project

The following documents were reviewed to create this report:

- Government Commercial Function, Source to Contract Design Principles (2020)
- Government Commercial Function, Systems and Information Strategy (2018)
- Government Functional Standard GovS 008: Commercial (2016)
- Government Commercial Standards Assessment Framework - GovS 008: Annex E (2016)
- The Outsourcing Playbook (2020)
- Procurement Policy Note: Availability of Procurement Procedures (Decision Tree) (2015)
- Commercial Pipeline (2018)
- SSRM Guide – What is SSRM (2020)

3.2.   Key assumptions

This document relies on the following assumptions to be considered by the reader:

- This report has been written specifically for the central Government, and is only applicable for Government departments who are implementing new commercial systems or upgrading their current commercial systems
- The requirements listed for each stage are high level and are not intended to be department specific. Departments will need to formulate their own, department-specific set of requirements
- Recommendations made are based on industry best practice

3.3.   Guiding principles and linkage to GCF systems and information strategy

In this section we have listed the overarching guiding principles to support the GCF Systems and Information Strategy:

High quality commercial intelligence

- Support robust data governance and standards: accuracy, reliability and completeness

Effectiveness

- Simplify and streamline core commercial processes and systems over time with new digital technologies tested and adopted, to help future proof systems

Supply chain risk management

- Apply real life commercial data, including improved supply chain risk management and demand management for department users and GCF-wide

Assurance and governance

- Comply with existing guidelines and policies, and create systems that have capacity to alter processes should guidelines or policies change

Effectiveness & return on investment

- Set metrics to continually score systems' quality of commercial intelligence, effectiveness and return on investment

Optimised buying-power

- Understand the market and solutions available to optimise buying power. All commercial people should be equipped and supported with the right information and systems to succeed

Agility and scalability

- Any desired commercial system should increase the speed of operational efficiency, have better spend control, and be smarter compared to existing processes in place

3.4. Definitions

Term	Abbreviation
AI	Artificial intelligence
API	Application programming interface
BEIS	Department for Business, Energy and Industrial Strategy
BI	Business intelligence
BN	Business need
BSP	Business strategy, priorities and demand
CA	Contract award and implementation
CaSIE	Contracts and Spend Insight Engine
CGMF	Cabinet Office Government Grant Management Function
CM	Contract management
CO	Cabinet Office
CP	Commercial strategy, plan and pipeline
CRM	Commercial risk management
CSP	Category strategy and plan
DEFRA	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DPS	Dynamic purchasing system
ERP	Enterprise resource planning
FBC	Full business case
FTE	Full time equivalent
GCF	Government Commercial Function
GDPR	General Data Protection Regulation
GDS	Government Digital Service
GGIS	Government Grant Information System
GSS	Government Shared Service
HMT	HM Treasury
HR	Human resources
ISO	International Organization for Standardization
IT	Information technology
ITT	Invitation to tender
KPI	Key performance indicator
M&E	Market analysis and engagement
MDM	Source to contract master data management
MI	Market insights
ML	Machine learning
MS	Market strategy
MVP	Minimum viable product
OBC	Outline business case
OCDS	Open contracting data standard
OIDC	OpenID connect
P2P	Purchase to pay
Pb	Publication
PIN	Prior information notice
R&D	Research and development

RFI	Request for information
RFP	Request for proposal
RPA	Robotic process automation
S&E	Selection and evaluation
S2P	Source to pay
SA	Spend analytics
SLA	Service level agreement
SOC	Strategic outline case
SPM	Supplier performance management
SRM	Supplier relationship management
SS	Sourcing strategy
SSO	Single sign on
WCAG	Web content accessibility guidelines

3.5.   Reference documents

Conclave

Conclave is a Government system which commercial systems must be able to integrate with. Data must be able to pass freely between Conclave and the chosen system, such as supplier registration information, questionnaire responses and contract identifiers.

Conclave registration portal	Conclave Registration Portal
CCS GitHub portal	https://github.com/Crown-Commercial-Service

Contract and Procurement Policy

Public Information Notices legislation	The Public Contracts Regulations 2015 (legislation.gov.uk)
Public Procurement Policy	https://www.gov.uk/guidance/public-sector-procurement-policy
Standard Selection Questionnaire	Standard Selection Questionnaire (publishing.service.gov.uk)
CCS Guidance on the Standstill Period	Guidance_on_Standstill_-_Oct_16.pdf (publishing.service.gov.uk)
Lean sourcing: guidance for public sector buyers	Lean sourcing: guidance for public sector buyers - GOV.UK (www.gov.uk)
Procurement Policy Note: Availability of Procurement Procedures (Decision Tree)	PPN_12_15.pdf (publishing.service.gov.uk)
Scottish Government procurement journey	https://www.procurementjourney.scot/

Contract and Tendering Services

Contracts Finder	https://www.gov.uk/contracts-finder
Find a tender	Home	Find a Tender (findatenderservice.co.uk)

Data Standards

Open Contracting Data Standard	Open Contracting Data Standard: Documentation — Open Contracting Data Standard 1.1.5 documentation (open-contracting.org)
Government Commercial Function, Data Standards (2020)	

Government Commercial Function documentation

Government Commercial Function, Source to Contract Design Principles (2020)	
Government Commercial Function, Systems and Information Strategy (2018)	
Market Management Guidance Note	Market Management (publishing.service.gov.uk)
SSRM Guide – Getting Started (2020)	
SSRM Guide – What is SSRM (2020)	
SSRM Guide – Working with Suppliers (2020)	

Government Digital Service and Digital Security

10 Steps to Cyber Security	10 steps to cyber security - NCSC.GOV.UK
Government Digital Service, Make things secure	Make things secure - GOV.UK (www.gov.uk)
Government Digital Service, Service Manual	https://www.gov.uk/service-manual
Government Digital Service Standards	Service Standard - Service Manual - GOV.UK (www.gov.uk)
Understanding WCAG 2.1	Understanding WCAG 2.1 - Service Manual - GOV.UK (www.gov.uk)

Government Functional Standards

Government Functional Standard GovS 010: Analysis	Government Functional Standard GovS 010: Analysis (publishing.service.gov.uk)
Government Functional Standard GovS 008: Commercial	Government Functional Standard GovS 008: Commercial (publishing.service.gov.uk)
The Green Book: appraisal and evaluation in central government	The Green Book (2020) - GOV.UK (www.gov.uk)

Government Shared Services

Shared Services Strategy for Government	Government Shared Services Strategy Refresh (publishing.service.gov.uk)

Grants

Guidance for General Grants 2020	Grants-Standard-TWO-Approvals-and-Data-Capture.pdf (publishing.service.gov.uk)

Guidance

Commercial Pipeline (2018)	[Insert title of report] (publishing.service.gov.uk)
The Outsourcing Playbook	https://www.gov.uk/government/publications/the-outsourcing-playbook
Treasury Business Case Guidance	Guide to developing the Programme Business Case (publishing.service.gov.uk)
Orange Book	Orange Book - GOV.UK (www.gov.uk)

Civil Service: helping you with managing contracts and suppliers	Civil Service: helping you with managing contracts and suppliers - GOV.UK (www.gov.uk)

Transparency

The links below refer to both guidance on what is needed to be published, as well as the interface documentation for the APIs.

Guidance on publishing

Crown Commercial Service, Publication of Central Government Tenders and Contracts	Microsoft Word - Guidance Publication of New Central Government Tender documents and Contracts 2017 (1).docx (publishing.service.gov.uk)
Crown Commercial Service, Open Contracting	Guide-to-Open-Contracting-Data-Standard-implementation-on-Contracts-Finder-V.2.1.pdf (publishing.service.gov.uk)
Public Contracts Regulations 2015	The Public Contracts Regulations 2015 (legislation.gov.uk)

Guidance on API interfacing

Contracts Finder API documentation	Contracts Finder API Help Page
Find a Tender API documentation	GET /api/{version}/ocdsReleasePackages (find-tender.service.gov.uk)
It is also important to note that all future transparency platforms will need to comply with Open Contracting Data Standard documentation	Open Contracting Data Standard: Documentation — Open Contracting Data Standard 1.1.5 documentation (open-contracting.org)

GGISv2 to be released at end of March

Reporting requirements relating to transparency, at a general level, include:
Reports must be available to understand what has been published to which platform for every contract
Reports must be available to track which attachments have been published against each notice
Data quality reports should also be available
Reports must be available to understand what has been published to which platform for every contract
Reports must be available to track which attachments have been published against each notice
Data quality reports should also be available

3.6. Benchmark sources

B1 – EY benchmarks

B2 – Essential Metrics to Benchmark Source-to Pay Efficiency and Effectiveness, Ariba, 2020