

SKILLS FRAMEWORK FOR STRATEGIC PROCUREMENT IN LOCAL GOVERNMENT

DEFINITIONS

Skill Levels

Understanding (green)	Ability to understand the key issues and their implications for the local authority and able to ask relevant and constructive questions on the subject
Knowledge (blue)	Detailed knowledge of the subject and capable of providing guidance and advice
Expertise (red)	Extensive and substantial practical experience and applied knowledge of the subject

Roles

Executive Member	An elected member on the council's Executive ("cabinet"). The Executive takes the decision whether or not to invest in a programme or project. The Executive provides visible and sustained member support to the delivery of the programme or project.
Scrutiny Member	An elected member on an overview or scrutiny committee of the council. Responsible for scrutiny of the Executive's decisions and community representation.
Programme Manager	The senior manager responsible for the co-ordinated management of a portfolio of projects intended to change the way the council works so that outcomes defined by elected members will be delivered.
Project Sponsor	The senior manager accountable to elected members for a project and its budget (the Chief Executive in the most important projects). Often chairs a Project Board. Sometimes referred to as the Project Owner or Senior Responsible Owner.

Client Manager	The manager who is the client focal point. Responsible to the Project Sponsor for the day-to-day management of the client's interest in the project. (In central government construction projects, this client role is sometimes referred to as "project sponsor". This should not be confused with the Project Sponsor role described in this skills framework).
Project Manager	The individual responsible for the day-to-day management of the project. Provides the interface between the Client Manager and the supplier-side. Sometimes known as the Project Director.
Contract Manager	Responsible for the day-to-day management of a contract with a contractor.
Project Team Members	The finance, legal, procurement, HR, property, ICT and technical personnel that contribute to the delivery of the project. Responsible to the Project Manager for their role in the project.

LEADERSHIP AND DELIVERY OF PROGRAMMES AND PROJECTS

SKILLS	DECISION-MAKING AND SCRUTINY				PROJECT ROLES					
	Executive Member	Scrutiny Member	CEX/Chief Officer	Service Manager	Programme Manager	Project Sponsor	Client Manager	Project Manager	Contract Manager	Project Member
Policy Environment (BV/CPA/WPI, E-Gov etc)	Knowledge	Understanding	Knowledge	Understanding	Understanding	Understanding	Understanding	Knowledge	Understanding	Understanding
Leadership	Expertise	Understanding	Expertise	Knowledge	Expertise	Expertise	Knowledge	Expertise	Knowledge	Understanding
Programme Management	Understanding	Understanding	Knowledge	Knowledge	Expertise	Knowledge	Knowledge	Expertise	Knowledge	Knowledge
Project Management	Understanding	Understanding	Knowledge	Knowledge	Expertise	Knowledge	Knowledge	Expertise	Knowledge	Knowledge
Governance of Joint Programmes and Projects	Expertise	Understanding	Expertise	Knowledge	Expertise	Expertise	Knowledge	Expertise	Expertise	Understanding
Communication	Expertise	Knowledge	Expertise	Knowledge	Knowledge	Knowledge	Expertise	Expertise	Knowledge	Knowledge
Risk Management	Knowledge	Understanding	Knowledge	Knowledge	Expertise	Knowledge	Knowledge	Expertise	Knowledge	Knowledge
Change Management	Knowledge	Understanding	Knowledge	Knowledge	Expertise	Expertise	Knowledge	Expertise	Expertise	Understanding
Performance and Benefits Management	Knowledge	Knowledge	Knowledge	Knowledge	Expertise	Expertise	Knowledge	Expertise	Expertise	Knowledge
Gateway Review Process	Understanding	Understanding	Understanding	Understanding	Understanding	Understanding	Understanding	Understanding	Understanding	Understanding

LOCAL GOVERNMENT FINANCE AND THE COMMERCIAL ENVIRONMENT

SKILLS	DECISION-MAKING AND SCRUTINY				PROJECT ROLES					
	Executive Member	Scrutiny Member	CEX/Chief Officer	Service Manager	Programme Manager	Project Sponsor	Client Manager	Project Manager	Contract Manager	Project Team Member
Local Government Finance	Knowledge	Understanding	Knowledge	Knowledge	Knowledge	Expertise	Knowledge	Expertise	Knowledge	Understanding (Finance – Expertise)
Business Practices, Commercial Finance and Tax	Understanding	Understanding	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Expertise	Expertise	Understanding
Options Appraisal and the Business Case	Knowledge	Understanding	Knowledge	Knowledge	Knowledge	Expertise	Knowledge	Expertise	Expertise	Knowledge (Finance – Expertise)
Commercial Negotiation	Understanding	Understanding	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Understanding	Understanding (Finance – Expertise)
Building and Managing Relationships	Expertise	Understanding	Expertise	Knowledge	Knowledge	Expertise	Expertise	Expertise	Expertise	Knowledge
Public Private Partnerships and Strategic Partnering	Understanding	Understanding	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Understanding	Understanding (Finance – Expertise)
Disposal of Local Authority Assets	Understanding	Understanding	Knowledge	Knowledge	Understanding	Understanding	Knowledge	Understanding	Understanding	Understanding (Finance – Expertise)
Local Government Trading	Understanding	Understanding	Knowledge	Knowledge	Understanding	Understanding	Knowledge	Understanding	Understanding	Understanding (Finance – Expertise)

THE REGULATORY ENVIRONMENT

SKILL	DECISION-MAKING AND SCRUTINY				PROJECT ROLES					
	Executive Member	Scrutiny Member	CEX/ Chief Officer	Service Manager	Programme Manager	Project Sponsor	Client Manager	Project Manager	Contract Manager	Project Team Member
Local Government Law and Practice	Understanding	Understanding	Knowledge	Knowledge	Understanding	Understanding	Knowledge	Understanding	Understanding	Understanding (Legal - Expertise)
Procurement Law and Practice	Understanding	Understanding	Understanding	Understanding	Knowledge	Understanding	Understanding	Expertise	Knowledge	Understanding (Legal – Expertise)
Contract Law and Practice	Understanding	Understanding	Understanding	Understanding	Knowledge	Understanding	Understanding	Knowledge	Expertise	Understanding (Legal – Expertise)
Commercial Law, Tax and Practices	Understanding	Understanding	Understanding	Understanding	Knowledge	Understanding	Understanding	Knowledge	Knowledge	Understanding
Employment and Equalities Law and Practice	Understanding	Understanding	Understanding	Understanding	Knowledge	Understanding	Understanding	Knowledge	Understanding	Understanding (Legal and HR – Expertise)
Accountability, Ethics and Probity	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge	Knowledge

TECHNICAL SKILLS

SKILLS	DECISION-MAKING AND SCRUTINY				PROJECT ROLES					
	Executive Member	Scrutiny Member	CEX/Chief Officer	Service Manager	Programme Manager	Project Sponsor	Client Manager	Project Manager	Contract Manager	Project Team Member
Procurement *	Understanding	Understanding	Understanding	Knowledge	Knowledge	Understanding	Knowledge	Expertise	Knowledge	Understanding
Property and Construction	Understanding	Understanding	Understanding	Knowledge	Knowledge	Understanding	Knowledge	Expertise	Knowledge	Understanding
ICT	Understanding	Understanding	Understanding	Knowledge	Knowledge	Understanding	Knowledge	Expertise	Knowledge	Understanding

* See the separate Skills Framework for Procurement and Contract Management in Local Government for a detailed description of professional skills.