

From: Brian Collins, Deputy Leader  
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To: Policy and Resources Cabinet Committee

Date: 10 September 2025

Subject: Update from the Contract Management Review Group (CMRG)

Classification: Unrestricted

### **Summary:**

This report provides an update on the Contract Management Review Group (CMRG), which resumes in September 2025 following a short pause to review its Terms of Reference (TORs). Only minor changes have been made to the TORs – including updated membership and increased meeting frequency – and the Group will continue to play a key role in providing assurance, challenge, and oversight of KCC's strategically important contracts, as a vital part of the Council's commercial governance arrangements.

### **Recommendation:**

Policy and Resources Cabinet Committee is asked to **consider** and **note** this report.

## **1. Introduction**

- 1.1 The Contract Management Review Group (CMRG) was originally convened in September 2016. Since its inception, the Group has played a key role in identifying contract management best practice across KCC, while highlighting areas for development and ensuring that identified issues are addressed.
- 1.2 The Group was paused following the recent local elections to allow time to review its Terms of Reference (TORs) (Annex A) and ensure they remain appropriate. This report confirms the resumption of the Group's operation in September 2025 and reaffirms its role in providing assurance, challenge, and oversight of the Council's most strategically important contracts.

## **2. Purpose, Role, and Responsibilities**

- 2.1 The CMRG forms a core part of the Council's commercial governance framework. Alongside the Commercial and Procurement Oversight Board, which scrutinises procurement proposals before tender, the CMRG focuses on the performance and management of contracts once awarded. Together, these forums ensure strong oversight across the full commercial lifecycle.
- 2.2 The Group provides constructive challenge, assurance, and learning through structured reviews of 'Gold'-tiered contracts – those assessed as strategically

important due to their value, risk, or complexity. These reviews help ensure that value for money is being achieved, risks are managed, and contract management practice is robust and complies with KCC policy and regulations.

- 2.3 The reviews take place at two points in the life of the Council's key contracts: mid-way through the contract and prior to any extension. Reviews are informed by a maturity assessment completed by the Contract Manager against the National Audit Office (NAO) Good Practice Contract Management Framework.
- 2.4 The Group is jointly chaired by the Chief Procurement Officer and the Deputy Cabinet Member for Corporate and Traded Services. Membership includes cross-party elected Members and Senior Officers from Commercial and Procurement, Finance, Legal, and Internal Audit. As outlined in the TORs, the Service owners of the contracts under review are invited to attend the CMRG meeting to contribute to the discussion and provide operational insight.
- 2.5 While the Group does not hold decision-making powers, it plays a key advisory role. Recommendations are shared with Contract Managers, Corporate Directors, and Cabinet Members, with follow-up by commercial business partners. A summary of reviews is reported to this Committee every six months.

### **3. Operation and Forward Plan**

- 3.1 The Group will meet annually to agree its forward plan, with regular meetings now scheduled every six weeks – an increase from the previous bi-monthly arrangement. This change is intended to provide more timely assurance and enable the review of a broader range of contracts over the year.
- 3.2 The first meeting under the updated arrangements will take place in September 2025, focusing on agreeing the forward plan for the next 12 months.

### **4. Conclusion and Next Steps**

- 4.1 The CMRG continues to play a vital role in supporting the Council's ambition to deliver best value, strengthen contract management practice, and maintain robust oversight of commercial delivery. The updated TORs reflect only minor changes – including updated membership and increased meeting frequency – but reaffirm the Group's importance within KCC's governance arrangements.
- 4.2 The next report to this Committee will provide a summary of the Group's activity and findings over the first six months of its resumed operation.

### **5. Recommendation**

Policy and Resources Cabinet Committee is asked to <b>consider</b> and <b>note</b> this report.
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### **6. Contact details**

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