

	Resources and Public Realm Scrutiny Committee 2 September 2026
	Report from the Corporate Director, Service Reform and Strategy
	Lead Member - Leader of Council & Cabinet Member for Adult Social Care (Councillor Muhammed Butt)
Value for Money in Procurement and Contracts	
Wards Affected:	All
Key or Non-Key Decision:	Not Applicable
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	Four: Appendix 1: Contract Management Framework Appendix 2: Strategic (Platinum) Contracts Summary Reports Appendix 3: Grounds Maintenance Summary Report Appendix 4: Procurement Strategy 2026-2031
Background Papers:	None
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1.0 Executive Summary

- 1.1 This report provides an overview of the arrangements in place to ensure effective and consistent contract management that maximises the value and performance from all third-party contracts. It summarises performance of the Council's strategic (platinum) contracts and includes information on three requested in-focus areas – highways, waste management and parks and environment services. It also summarises progress in delivery of the

Procurement Improvement Programme, of which contract management was a core workstream.

- 1.2 The aim is to equip the Committee with key information and strategic insight needed to scrutinise procurement and contract management arrangements across the Council, enabling members to assess how effectively key services are being delivered through contracted provision and identify opportunities to strengthen performance, accountability and value for money.

2.0 Recommendation(s)

- 2.1 Note the report and appendices.
- 2.2 Consider and comment on the information in the report.

3.0 Contribution to Borough Plan Priorities & Strategic Context

- 3.1 The council spends approximately £659m per year on goods, services and works on many of our essential services, so it is crucial that everyone, at any level of the council, is proactive with contract management.
- 3.2 Robust contract management is everyone's responsibility; we must safeguard valuable public money and ensure we get the most out of every pound for the benefit of our residents.
- 3.3 Effective contract management is a cornerstone of our Procurement Strategy – and we want all external contracts to deliver what the council expects, ensuring we maximise the value and performance from all our third-party contracts.
- 3.4 Delivery from contracted suppliers is key in fulfilling the priorities and commitments outlined in the council's Corporate Plan as well as the Procurement Strategy. The value lost through poorly managed contracts is money that could be invested in services or be a saving that does not need to be found.
- 3.5 So, by ensuring we have strong contract management we will improve value for money, maximise Social Value and community benefits, improve resilience and oversight of risks, and drive innovation through continuous dialogue with our supplier base.
- 3.6 The Procurement Improvement Programme, of which strengthening contract management has been a key workstream, also supports delivery of the Brent Borough Plan 2023 – 2027. It aligns strongly with three of the priorities in the Borough Plan: Prosperity and Stability; A Cleaner, Greener Future; and Thriving Communities and reflects the Borough Plan's commitment that sustainability is central to the growth of the borough and local economy.
- 3.7 The Council participated in the LGA's Corporate Peer Challenge in January 2025, which provide the following feedback/recommendations around procurement:

“Commissioning, procurement and contract management are key areas for development. The peer team identified a cautious approach, with low appetite for risk and limited innovation in procurement practices. To address these challenges, there is a need to foster greater professional curiosity and innovation within procurement and commissioning, ensuring that the Council takes a more strategic, market-aware and forward-thinking approach. There remains a significant opportunity for the Council to secure greater levels of social value and drive efficiencies through commissioning [and contract management] - an increasingly important factor given the Council’s growing financial pressures.”

- 3.8 The Procurement Improvement Programme responds to this feedback as well as to the findings of the Procurement Peer Review (April 2025).
- 3.9 The Council’s new Procurement Strategy (developed as a core part of the PIP) is consistent with the Council’s broader commitments to change the way that it delivers public services, so that they deliver the most value for residents and support them to live their best lives. It is also consistent with the Council’s commitment to work more closely with partners to deliver good outcomes for residents and communities.
- 3.10 Improvement activity related to contract management has been coordinated through the contract management workstream in the procurement improvement programme.

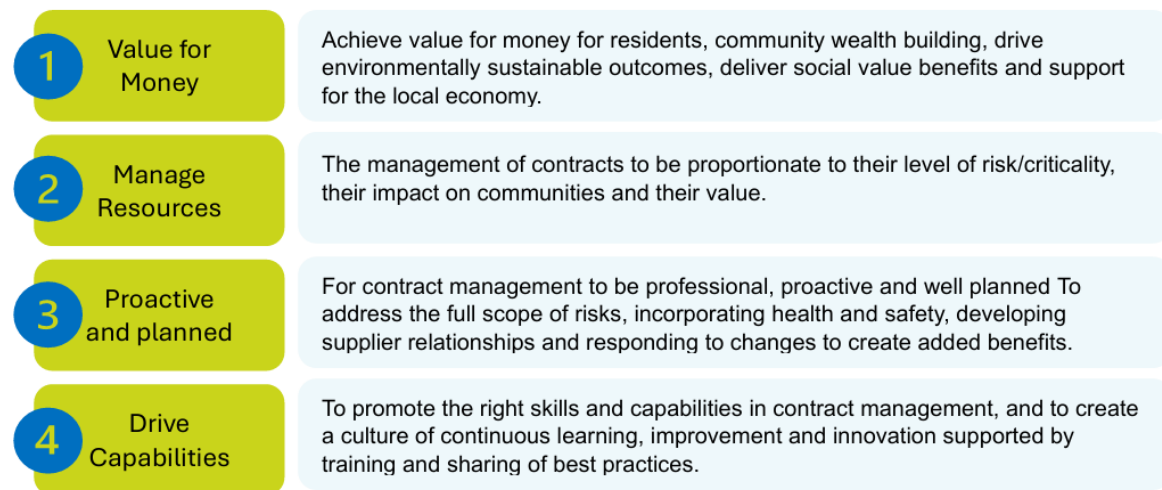
4.0 Contract Management Overview

- 4.1 The Council spends approximately £659m each year on third party contracts. Procurement and contract management are therefore key enablers to delivering our corporate priorities and to ensuring maximum value for Brent and its residents and partners from its supply chain.
- 4.2 Contract management ensures external spend delivers what the Council expects. Effective contract management improves value for money, realises Social Value and community benefits, reduces risk, and encourages suppliers to innovate in response to local needs.
- 4.3 This supports the Council to achieve its broader, strategic goals. Our contract management decisions will be based on robust data, to strengthen supplier relationships and to support SMEs (Small and Medium Enterprises) and VCFSE (Voluntary, Community, Faith and Social Enterprises) organisations with proportionate requirements

Contract Management Framework

- 4.4 The Council’s contract management approach is set out in the Contract Management Framework (Appendix 1). A completely revised and refreshed Contract Management Framework has been developed and was launched in April 2026 in response to recommendations from the Procurement Review.

4.5 The Contract Management Framework introduces four priorities for good contract management:



4.6 The Contract Management Framework outlines the approach contract managers must take when leading contracts across the council and provides clear guidance and best practice tools and templates to help them to do this and create consistency across the council.

4.7 The framework aims to be scalable and flexible acknowledging there may be a need for different approaches within services and that each contract has unique requirements. It is the duty of services to manage their contracts to ensure they deliver to the standards required.

4.8 The framework follows the full commissioning and contract management lifecycle from contract handover to preparing for re-procurement. The framework aims to support contract officers through each stage and should be consulted ahead of any key activity. The framework is for every type and size of project.

4.9 There are some core, central practices and principles outlined in the framework that all officers must follow:

- Enable robust management of contracts across the council, specifically focused on taking an optimum approach, clear roles and responsibilities and contract governance
- Ensure contracts deliver maximum value for money and benefits
- Ensure consistency across the council so that contractors can expect the same level of accountability and contact from any service
- Provide support to officers who manage contracts and hold relationships with third-party suppliers
- Provide guidance on managing contracts proportionate to the level of spend, risk and impacts on residents

- Outline a set of standards and best practice activity to ensure an appropriate approach to managing contracts that meets local and national policy expectations
- Provide a series of tools and templates to support these aims
- Supporting the council to be safe within its governance and decision-making process, and compliant with contract law.

5.0 Strategic Contracts

Current strategic (platinum) contracts

- 5.1 The Procurement review recommended that the Council adopt a new contract segmentation process more aligned with best practice, such as a three or four-tiered model - Platinum, Gold, Silver and Bronze and that the Council's list of strategic (major) contracts is re-assessed as part of the Procurement Improvement Programme.
- 5.2 As part of the Contract Management Framework, all contracts are categorised into segments – either Platinum, Gold, Silver and Bronze.
- 5.3 Strategic Contracts are defined as those tiered as “Platinum” following the segmentation of over ninety contracts. The segmentation process is based on a combination of each contract's value, strategic importance and risk to the council. Each Directorate Leadership Team oversaw the process to agreed which of their contracts would be so categorised.
- 5.4 The current strategic (platinum) contacts are:

Service Provided	Supplier(s)	Directorate
Highways Maintenance	O'Hara Bros Surfacing Ltd GW Highways Ltd	Neighbourhoods & Regeneration
Waste Management (collection, recycling)	Veolia	Neighbourhoods & Regeneration
PFI's for Housing	Hillside Housing Trust Brent Co-Efficient	Residents & Housing
PFI's non-Housing - JFS - Willesden Leisure Centre	KSSL Linteum (Willesden) Ltd	Children, Young People & Community Development Service Reform & Strategy
Housing Repairs	Wates, Mears, Greyline	Residents & Housing
Homecare	Several lead providers	Service Reform & Strategy
Community Equipment	Provide Equipment Hub	Service Reform & Strategy
Temporary Accommodation for homeless households	Notting Hill Genesis	Residents & Housing
Single Homeless Prevention Service	Pan London SHPS/Bridges	Residents & Housing
Parking enforcement	NSL	Neighbourhoods & Regeneration
Speech and Language Therapy (SALT)	CLCH	Children, Young People & Community Development

6.0 Performance of Major Contracts

- 6.1 A fundamental requirement of contract management is to monitor the performance of a contract. Tiering through the segmentation exercise or as defined in the contract documentation will determine how often reports need to be received. Further information is set out in the contract management framework (Appendix 1).
- 6.2 In parallel with the review of strategic contracts, a new reporting format was developed to enable more consistent and visible scrutiny of the performance of strategic contracts and provide a clear and consistent template for contract managers to use.
- 6.3 Strategic contracts are subject to six monthly review and reported to the Assurance Board. The first strategic contracts review report using the new format was presented to the Commissioning, Procurement and Contract Management Board to ensure cross-council consideration and then to the Brent Assurance Board on 1 June 2026.
- 6.4 A summary of the Platinum contracts is attached at Appendix 2. This gives a single-page summary of each of these key contracts, identifying key areas for each contract together with potential risks, issues, mitigations, KPIs and how each contract is performing currently.
- 6.5 The next six month review will take place in October and November. This will be the second running of the review and officers will continue to identify learning and opportunities to further strengthen the reporting process.

7.0 In-depth review of selected contracts

- 7.1 Members have requested specific focus on the following contracts:
- Highways maintenance services
 - Waste management services
 - Parks and environmental services (grounds maintenance)
- 7.2 Contract review summaries for these areas are included in Appendix 2 and 3.
- 7.3 The Resources and Public Realm Scrutiny Committee was presented with a comprehensive review of Brent Council's highways maintenance service, including its performance, effectiveness and value for money at its meeting on 29th July 2026. That report responded to the Committee's request for a detailed assessment of the Council's approach to maintaining the borough's highway network, including carriageways, footways and associated highway assets. The strategic contracts review for highways maintenance services included in this report compliments that report.

- 7.4 The main contract for parks and environmental services (grounds maintenance) is not currently classified as a strategic contract. However, a summary report has been produced to ensure members have the same information as that provided for the strategic (platinum) contracts. This is included as Appendix 3.

8.0 Governance, Oversight and Accountability

- 8.1 The Council's Contract Management Framework sets out a consistent, proportionate and best practice approach for managing supplier performance across all contracts, regardless of size or complexity.

- 8.2 Additional key roles and arrangements include:

- Assurance Board: receives six monthly reports on Strategic (Platinum) Contracts
- The Commissioning, Procurement and Contract Management Assurance Board (CPCMB) provides a scrutiny, challenge and assurance role in relation to commissioning, procurement and contract management. CPCMB has oversight of the Council's Procurement Strategy and all associated policies including the Social Value Policy, ensuring delivery of commitments, value for money, long term innovation and legacy to achieve increased local spend and a greater contribution to tackling inequality. It also acts as the oversight body for contract management and the strategic contracts review reports are presented to the Board six monthly
- Strategic Contract Management Risk – progress on actions to address the risks of ineffective contract management are reported to Audit Committee and Brent Assurance Board
- The Council's auditor provides a view on procurement, VFM and contracts in its annual audit report
- The Director Strategic Commissioning, Capacity Building and Engagement is the senior responsible officer for contract management with the Head of Procurement providing cross-council leadership and management
- The Lead Cabinet Member (Leader and Cabinet Member for Adult Social Care) is briefed on Procurement in lead member briefings fortnightly
- Procurement Strategy: Contract management is a cornerstone of the strategy recognising the role effective contract management plays in ensuring external spend delivers what the Council expects
- Contract Management Community of Practice: an officer cross-council forum led by the Director Strategic Commissioning, Capacity Building and Engagement to target ongoing contract management improvements, share best practice, tools, resources and identify training and development needs
- The Council is part of the London Procurement Network and is taking an increasingly proactive role as we aim to work with other councils to secure training resources and establish effective tools and guidance to build officer capacity and ensure effective contract management practice

Accountabilities and responsibilities

- 8.3 The Procurement Review recommended that roles and responsibilities between Procurement, service areas and other support services be clarified and understood. A RACI (Responsible, Accountable, Consulted, Informed) matrix has been developed which defines roles and responsibilities for specific activities and stages involving procurement and commissioning. The RACI includes contract management as a key stage and supports the Contract Management Framework

Additional controls and oversight

- 8.4 Brent Auditors Annual Report (AAR) provides further assurance and validation of the council's approach through procurement and contract management to improving economy, efficiency and effectiveness.
- 8.5 The Council's auditor carried out a focused review of key VFM and procurement controls. The 2024/25 AAR included the commentary and judgements below. This is reflective of the progress made in responding to the Procurement Review recommendations through the Procurement Improvement Programme.
- 8.6 Since then, as noted elsewhere in this report, significant additional progress has been made in the areas of new strategy design and implementation (Procurement Strategy 2026-2031 and Social Value Statements); the contracts register (new central contracts platform has been procured and is currently being implemented), contract segmentation and contract management (new contract segmentation model piloted and adopted with revised strategic (platinum) contracts in place and first performance review period complete.

Improving economy, efficiency and effectiveness – commentary on arrangements (3)

We considered how the Council: **Commentary on arrangements**

Rating

commissions or procures services, assessing whether it is realising the expected benefits	The Council is currently in the process of implementing a wide-reaching procurement improvement plan (PIP) in 5 stages covering a two-year period. The first two stages, 'Establishment' and 'Stabilisation' are largely complete, and management is now working in what it has defined as Stages 3 and 4, namely the 'Improvement' and 'Embedding' phases of the plan, set to run for a period of up to 24 months. It is recognised that the procurement department is evolving to a more strategic delivery function within the Council while it implements a whole raft of new control processes and arrangements. With this in mind, we adapted our scope of work to reflect that the Council was in the process of this major reconfiguration and, rather than reviewing compliance with the Procurement Regulations 2025 in their entirety, we focused on 13 key VFM and procurement controls. These key controls were focused on key policies, management oversight, new control processes, monitoring arrangements and risk management. For 8 of the 13 areas we reviewed we recorded compliance – this was expected as many of these were associated with the 'Establishment' and 'Stabilisation' arrangements planned for the first 4-6 months of the PIP. There were five areas – new strategy design and implementation, risk management, the contracts register, contract segmentation and contract management/KPIs that are still work in progress with full implementation not scheduled until April 2026. Each of these areas are under active development and have been covered previously by recommendations that have filtered through to the PIP, so they are not repeated here.	A
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Grant Thornton insight

Procurement fraud prevention controls linked to Economic Crime and Corporate Transparency Act (ECCTA) 2023 fraud risk consideration – The creation of new controls and an enhancement of existing controls within procurement are a direct consequence of aligning the procurement strategy and procurement code of practice to the Procurement Act 2023 and its associated 2025 regulations. In other councils, procurement fraud has been identified as a key risk with regards to the ECCTA 2023 legislation. Key fraud prevention controls identified within procurement as part of its current reassessment of risk could be used to populate an ECCTA-based enterprise level fraud risk assessment and in doing so provide evidence of 'appropriate fraud prevention procedures' in line with the requirements of the new Act. Currently at Brent the consideration of procurement risk is project focused but management is in the process of developing of an 'overall' procurement specific risk register which when completed will feed into a directorate register. It is advisable that an ECCTA readiness/implementation is review carried out at an appropriate time, with consideration of enterprise fraud risk.

9.0 Procurement Improvement Programme

- 9.1 The Council commissioned an independent peer review of Procurement in 2025. The report and recommendations were issued in April 2025. A key recommendation was to establish a Procurement Improvement Programme (PIP) to drive change which included a workstream on Contract Management. All contract management improvement activity has been coordinated through the improvement programme over the past 12 months.
- 9.2 The Procurement Improvement Programme has now transitioned to business as usual delivery. A summary of progress on contract management and overall achievements through the programme is set out below, together with the key priorities for further development and improvement. Previous updates on the Procurement Improvement Programme have been provided to the Committee on 4th November 2025 and to Audit and Standards Committee on 24th March 2025 and 23rd July 2025.

Contract Management

- 9.3 Significant progress has been made in resetting and rebuilding the foundations for more consistent, effective and robust contract management through the Procurement Improvement Programme:
- Over 90 Council contracts have been reviewed and “segmented” into tiers to determine the most effective level of contract management using a best practice ‘contract tiering model’ from Local Partnerships. This pilot approach is now being further expanded to other contracts. The highest risk/highest profile contracts – deemed Platinum – are to be reported to the Council’s Assurance Board on a 6 monthly basis.
 - Brokered a training and support offer through Local Partnerships that includes 16 days consultancy and development support aligned to contract management (free of charge)
 - Accepted onto national Contract Management Pioneer Programme (CMPP) providing accredited training routes for contract management
 - Practitioner training on contract management is being provided for 19 contract managers funded by the Cabinet Office, a substantial investment in contract management capability in the organisation. The Pioneer Programme is currently in progress.
 - A new, more robust contract register is currently being implemented to better manage contracts and improve visibility of expiring contracts. The first phase of contract uploading is in progress. This will ultimately integrate with the procurement tendering platform and include contract management capability, to provide a single source of all procurement tendering and contract management information across the Council
 - A new Contract Management Framework has been developed to replace the old and out-dated version and bring it into line with the new Procurement Strategy, Improvement Programme and better support the Council’s overall contract management approach – this was launched on 20th April 2026.
 - The Contract Management Framework has been developed to bring a refreshed and more robust approach to contract management for Brent,

replacing the old contract management policy with an updated and more consistent model. The goal of the framework is to standardise contract management across the council, providing better structure, governance and guidance for managers to ensure that they are better equipped to manage their contract(s). It clearly sets out the expectations we have, and highlights the tools and support that is in place. This will enable greater assurance that contracts are being robustly managed and that there are clear lines of accountability

- A new Contract Management Community of Practice has been established – this brings officers together to oversee and maintain continuous improvement in contract management and will agree changes and improvements to the Contract Management Framework post launch held in April 2026. It will also contribute to creating and maintaining a culture of high standards, officer confidence, and delivery against organisational objectives

Procurement Improvement Programme – overall summary

9.4 The PIP has delivered substantial improvements and changes in a short timeframe:

- Recruitment of fully qualified professionals into all vacancies in the Procurement team, including the permanent appointment of a new Head of Procurement – establishing the foundation for the development of procurement as a high performing centre of excellence at the heart of the council
- No permanent staff appointed since the programme started have left, providing a level of staff stability and consistency not seen for several years. This is a substantial improvement which services areas have acknowledged
- The model of Category Managers aligned to Directorates and acting as Business Partners will be further embedded through 2026/27
- Creation of a new and updated Procurement Strategy, covering 2026 – 2031
- Review and refreshing of a new Social Value Statement, covering 2026 – 2031
- Updated and refreshed intranet page for Procurement, to provide a clear single source of information for all procurement activity for officers across all directorates
- Creation of Directorate Procurement Groups, to facilitate information sharing and best practice between procurement officers and the wider directorates. Information and best practice is able to flow both ways and the groups provide a forum for more strategic matters to be discussed
- Full review of all procurement tools, templates and processes, using best practice from a range of sources, to ensure that these are fully compliant with the Procurement Act 2023, and are able to take advantage of all of the potential flexibilities offered by this Act, whilst still considering lower spend tenders and the requirement to have a simpler set of documents for this

- £202k income through accelerated delivery and improved performance of Fast Track Payment initiative – double the income earned in the previous year
- A responsibilities matrix (RACI) covering the full commissioning, procurement and contract management lifecycle developed and widely consulted upon across directorates and support services

Procurement Improvement Programme – further development and improvement priorities

9.5 The PIP has delivered substantial improvements and changes in a short timeframe. The overarching priority remains to ensure these improvements are embedded. With the arrival of many new Procurement officers into the team, Brent has been able to take advantage of best practice from new officers coming from a range of industries and to use this to start to further develop a culture of continuous improvement and best practice:

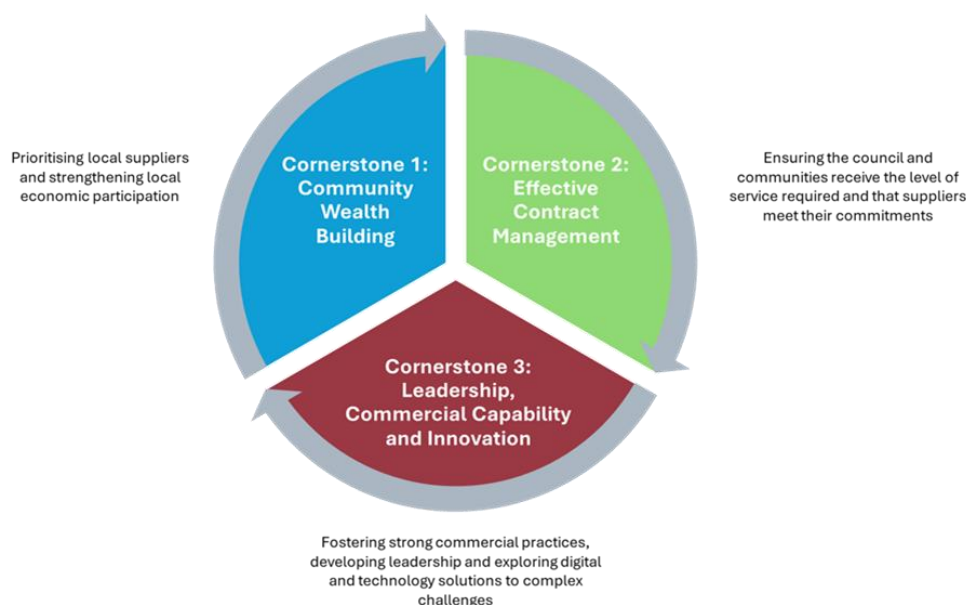
- Continue to establish the procurement service as a centre of excellence and enabler of strategic change, service delivery and transformation
- Embed strong, consistent procurement, contract management and commercial practice across the organisation, utilising the improvements made and continuing to build capacity and capability
- Continue to develop contract management capabilities to ensure that contracts are effectively managed throughout their lifecycle with clear accountability for performance, risk, quality, financial stewardship and outcomes
- Produce an Annual Procurement and Social Value Impact Report to identify, track and showcase the positive impact of procurement and social value on supporting better outcomes for Brent
- Publish an annual procurement pipeline report aligned to commissioning and transformation priorities
- Create and improve the use of procurement and commissioning data and insights to enhance evidence based decision-making
- Continue to develop an innovative, enabling and proportionate procurement culture across the organisation that balances compliance, commerciality and service delivery

10.0 Wider Strategic Context

10.1 The Council's Procurement Strategy 2026 – 2031 (Appendix 4) sets out Brent's guiding principles and priorities for our procurement activity, and how we will use our spending power to deliver value for Brent.

10.2 It is underpinned by a focus on place, people and commercial capability to enable a fairer, more equal and environmentally sustainable Brent. It is about ensuring that every pound Brent Council spends delivers maximum benefits for its residents and communities and supports a vibrant and inclusive local economy. It is also focused on ensuring that the services Brent Council delivers are high-quality and innovative.

- 10.3 Our overarching vision is that innovative and high-quality procurement supports Brent Council to create opportunity, tackle inequality, drive sustainability and deliver value and good outcomes for residents.
- 10.4 The Strategy is grounded in the principle of Social Value and links closely with the Council's Social Value Statement. The Strategy is also underpinned by a commitment to Community Wealth Building (CWB), which is a people-centred approach to local economic and social change, which increases the flow of wealth to local communities. Procurement is one of the key levers that can generate jobs, opportunity and wealth for local people.



- 10.5 The Cornerstones of the Strategy support the overall National Procurement Strategy themes, and together these align to reinforce how the Council's local priorities and actions support overall national expectations.
- 10.6 Together with the new Contract Management Framework, a new commercially focussed procurement team and increased transparency and focus on KPIs as a result of the Procurement Act 2023 changes,

NPS Theme / Strategy Cornerstone	Community Wealth Building	Effective Contract Management	Leadership and Commercial Capability
Leadership	Encourages organisational commitment to local economic development and fair work	Ensures accountable, performance-driven contract oversight	Strengthens procurement leadership, governance, and professional capability
Behaving Commercially	Supports development of strong, resilient local markets and supply chains	Drives performance, risk management, and value delivery	Embeds commercial acumen, market insight, and structured decision-making
Community Benefits / Social Value	Delivers local jobs, supports local suppliers, and builds local wealth as part of Social Value delivery	Monitors Social Value delivery through contract management	Embeds Social Value in evaluation, contract management, and performance improvement
Supporting Local Economies	Directly aligned with CWB principles of local supply chain strengthening and inclusive growth	Ensures commitments to local benefit are delivered	Uses commercial insight and leadership to commission for place-based outcomes

11.0 Stakeholder and ward member consultation and engagement

- 11.1 The Lead Member has been engaged on the report. The frameworks, tools and resources outlined in this report have been widely communicated and co-developed with extensive input from officers across the Council. Previous updates on the Procurement Improvement Programme have been provided to the Committee on 4th November 2025 and to Audit and Standards Committee on 24th March 2025 and 23rd July 2025.

12.0 Financial Considerations

- 12.1 The Procurement Improvement Programme and the Procurement Strategy 2026-2030 supports the Council's delivery of savings and securing best value from third party spend. Resourcing implications will be kept under review. The Procurement Strategy commits to new training, systems, governance structures and data improvements. These upfront investments can be contained within existing budgets. In the medium term, these measures, including contract management improvements, should help result in savings and cost avoidance for the Council through tighter supplier performance management and greater control of risk and scope creep.

13.0 Legal Considerations

- 13.1 The Procurement Improvement Programme supports the Council in meeting its legal and regulatory obligations relating to procurement, contract management and Best Value. The Council must comply with the Procurement Act 2023 and associated regulations, together with other applicable legislation and statutory

guidance, including the Local Government Act 1999 and statutory Best Value guidance, the Equality Act 2010 and, where applicable, the Public Services (Social Value) Act 2012.

- 13.2 The Public Contracts Regulations 2015 (PCR) continue to apply to procurements commenced and contracts awarded under the previous procurement regime in accordance with the applicable transitional and saving arrangements. Accordingly, the Council must ensure that the legal regime applicable to each procurement and contract is identified and applied appropriately.
- 13.3 The Council's Contracts and Governance Team plays an important role in supporting the Council's legal compliance, governance and effective management of contractual risk. The Team provides specialist legal and contractual advice, supports officers in the interpretation and application of relevant procurement and contract requirements, and assists with the management of contractual issues, risks, disputes, variations, extensions and other significant contractual decisions. Its involvement, alongside Procurement, commissioning and service colleagues, provides an important layer of legal and governance assurance throughout the contract lifecycle. Effective engagement with the Contracts and Governance Team at appropriate stages of the contract lifecycle is therefore an important component of the Council's overall contract management and governance arrangements, particularly in relation to high-value, high-risk or strategically significant contracts.
- 13.4 The Contract Management Framework, together with the associated governance, monitoring and reporting arrangements, is intended to support compliance with these requirements and to strengthen the Council's arrangements for contract performance, transparency, risk management and accountability. This includes supporting the Council to meet applicable statutory requirements for the publication and reporting of contract and performance information under the relevant procurement regime.
- 13.5 The Procurement Improvement Programme support's the Council's compliance with the Procurement Act 2023 and Best Value obligations. The Procurement Strategy must comply with, and be delivered in accordance with, all applicable UK legislation and guidance, including the Procurement Act 2023, the Public Contract Regulations 2015, the Public Services (Social Value) Act 2012 and the Equality Act 2010. Adhering to a robust, best practice contract management practice ensures readiness for the more stringent performance publication requirements.

14.0 Equity, Diversity & Inclusion (EDI) Considerations

- 14.1 The Public Sector Equality Duty, as set out in section 149 of the Equality Act 2010, requires the Council, when exercising its functions, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a "protected characteristic" and those who do not share that protected characteristic. The protected characteristics

are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The Council also internally recognises care experience and socio-economic status as protected characteristics.

14.2 The strategic intent of the Procurement Strategy strengthens the Council's commitment to EDI, with the explicit purpose of using procurement to support the local economy and increase local employment, skills and learning opportunities. This will strengthen local communities and help to tackle inequality in Brent. One of the key actions of the new Strategy is to increase contractor collaboration on tackling poverty and inequality.

14.3 Suppliers for Platinum, Gold, and Silver contracts will be required to complete Modern Slavery and EDI due diligence. Non-compliance will constitute a material breach of contract, emphasising the Council's commitment to ensuring that contractors uphold these commitments in practice.

15.0 Climate Change and Environmental Considerations

15.1 The Council is committed to adopting a sustainable approach for all products and services it procures and to harness its purchasing power to help tackle climate change holistically, in alignment with the key themes within the Borough's Climate and Ecological Emergency Strategy.

15.2 The Council has adopted a stand-alone Procurement Sustainability Policy, which underpins this approach. It also utilises the West London Sustainable Procurement Charter as a mandatory section for all suppliers to complete as part of major procurements. The new Procurement Strategy developed as part of the Procurement Improvement Programme references the significance of environmental sustainability within the new cornerstones, including contract management and underpinning principles.

15.3 The new contract management system, coupled with the Contract Management Framework helps enable the Council to monitor zero-carbon and wider environmental KPIs through our procurements and contracts.

16.0 Human Resources/Property Considerations (if appropriate)

16.1 Not applicable.

17.0 Communication Considerations

17.1 Communications input has been central to the Procurement Improvement Programme and improvement work in respect of contract management. This has included a complete refresh of the Council's Intranet website pages for Procurement – making key information, resources, guidance and tools more accessible for officers across the Councils.

Report sign off:

Rachel Crossley

Corporate Director, Service Reform and Strategy