



Contract and Relationship Management (CRMGT) Project Advisory Group

Terms of Reference

1. Context

Improvement in CRMGT is important to London local government in the context of Sir Peter Gershon's *Independent Review of Public Sector Efficiency*, published in July 2004 and is also a fundamental requirement of the National Procurement Strategy for Local Government.

By CRMGT we mean the whole engagement process between client and contractor, ensuring that every live contract continues to deliver and optimise:

- best value
- ongoing value for money
- continuous improvement
- realisation of intended benefits
- sustainable service delivery
- performance compliance by continual measurement and
- fulfilment of ongoing demand.

2. The Project

Getting CRMGT right is vital to the shared service agenda and it is insufficient simply to suggest that people use guidance notes and attend a training course.

Phase 2 of the project will address the shortcomings identified in CRMGT practice by the status review conducted under Phase 1. The programme of work to support the delivery of improvements to contract and relationship management (CRMGT) in London will include:

- Generating awareness by creating a commercial environment for CRMGT through top-level management sponsorship;
- Using this review to inform the development of local authority specific Best Practice Guidance (probably with OGC and Cabinet Office backing);
- Begin disseminating best practice through best practice groups and critical friends' programmes using existing officer interest groups;
- Development of training and e-learning programmes;
- Crucially – best results will be gained by integrating this work with other LCE projects.

It is intended that participants in the programme will be managers in London local authorities who are responsible for major contracts and contractual relationships, drawn from social care, waste, leisure services, street scene and other public service sectors.

Attention will be focused, though not exclusively, on strategically important relationships such as PFI contracts and other public-private or strategic partnerships.

London local authorities spend £8 billion annually on goods and services. The complete permeation of best CRMGT practice cannot be attained overnight. This Phase 2 is intended to begin that process in earnest, as a prelude to lasting cultural change.

3. Role of the Advisory Group

The role of the Advisory Group is to draw on practical experience and knowledge of CRMGT, service management and the political environment in local authorities to:

- Advise the project team and other participants as to the likely effectiveness, relevance and applicability of detailed plans and activities proposed under this Phase 2;
- Recommend changes or refinements to planned activities as appropriate;
- Propose additional activities in support of the project and its aims;
- Promote the aims of the project with staff and peers within Boroughs and elsewhere.

For the avoidance of doubt it is not the role of the Advisory Group to govern or manage the project. Arrangements for the management and governance of the project are detailed in the Project Initiation Document.

For planning purposes, the following table gives an indication of Advisory Group involvement in the project:

Project Workstream	Deliverable (description)	Estimated Completion/Delivery Date	Anticipated Advisory Group Involvement
Awareness and Reporting Back	LCE Director to brief Chief Executives	Scheduled CXOs meeting at end April 2006	None
	LCE Showcase presentations	11 July 2006	None
	Progress Report	For scheduled LCE Board Meeting on 14 September	Review a draft during August 2006
	Final Report and Phase 3 Plan	For scheduled LCE Board Meeting on 14 December 2006	Review a draft during November 2006
Best Practice Guidance	First draft BPG for consultation	Mid-July 2006	Review 2 to 3 drafts between July and October 2006.
	Final version published	Mid-October 2006	
Strategic Supplier Intelligence	Plan of integration with Strategic Supplier Intelligence (SSI) Project*	By end May 2006	Double up as Advisory Group for SSI Project from June onwards on ad hoc basis.
Best practice groups and Commercial Centres	Develop pilot best practice sharing event with Environmental Services Project	By end May 2006	None
	First best practice sharing event	By end June 2006	Possible participation by certain members in event itself.
	Second best practice sharing event	By end July 2006	Possible participation by certain members in event itself.
	First Commercial Centre established in a London Borough	1 October 2006	Review design of Commercial Centre and advise on practicalities during September 2006.
Critical friends' scheme	Draft protocol and select first critical friends	By end May 2006	Review draft protocol.

	Review and select second wave	30 June 2006	Possible participation by certain members.
Training and e-learning	Plan of integration with Procurement Training & Skills Development Project*	By end May 2006	Review designs for training and e-learning packages in autumn/winter 2006/07.

4. Membership

Membership of the Advisory Group shall be as follows:

Mark Atkinson (Chair)	Head of Contracts Management Group	London Fire & Emergency Planning Authority
Mark Brangwyn	Head of Policy and Grants (Health & Social Care Team)	Association of London Government
Stephen Day	Head of Integrated Commissioning, Adult Services	Ealing Primary Care Trust /London Borough of Ealing
Robert Della-Sala	Head of Revenues and Benefits (Client Services)	London Borough of Hounslow
Peter Ramage	Head of Waste Management and Street Enforcement	Royal Borough of Kensington & Chelsea
Geoff Rix	Deputy Head of Street Environment Services	London Borough of Camden
Dave Sharp	Head of Strategic Procurement	London Borough of Islington

Others may be invited to contribute to the work of the Advisory Group at the discretion of the Chair.

5. Meetings

The Group will aim to keep bureaucracy to a minimum and to meet only when necessary. It is the intention of the project team to seek advice from the Group by electronic or virtual means whenever possible. In this respect, the project team undertakes to give a realistic period for response to requests on the understanding that members respond to requests for input as expediently as possible.

M Atkinson
Chair
30 May 2006