Crown Commercial Service

PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

LOCAL PARTNERSHIPS

Government Commercial Function

Local Government Association

CMPP National Survey

What you told us about your contract management practice

March 2026



Purpose of the survey

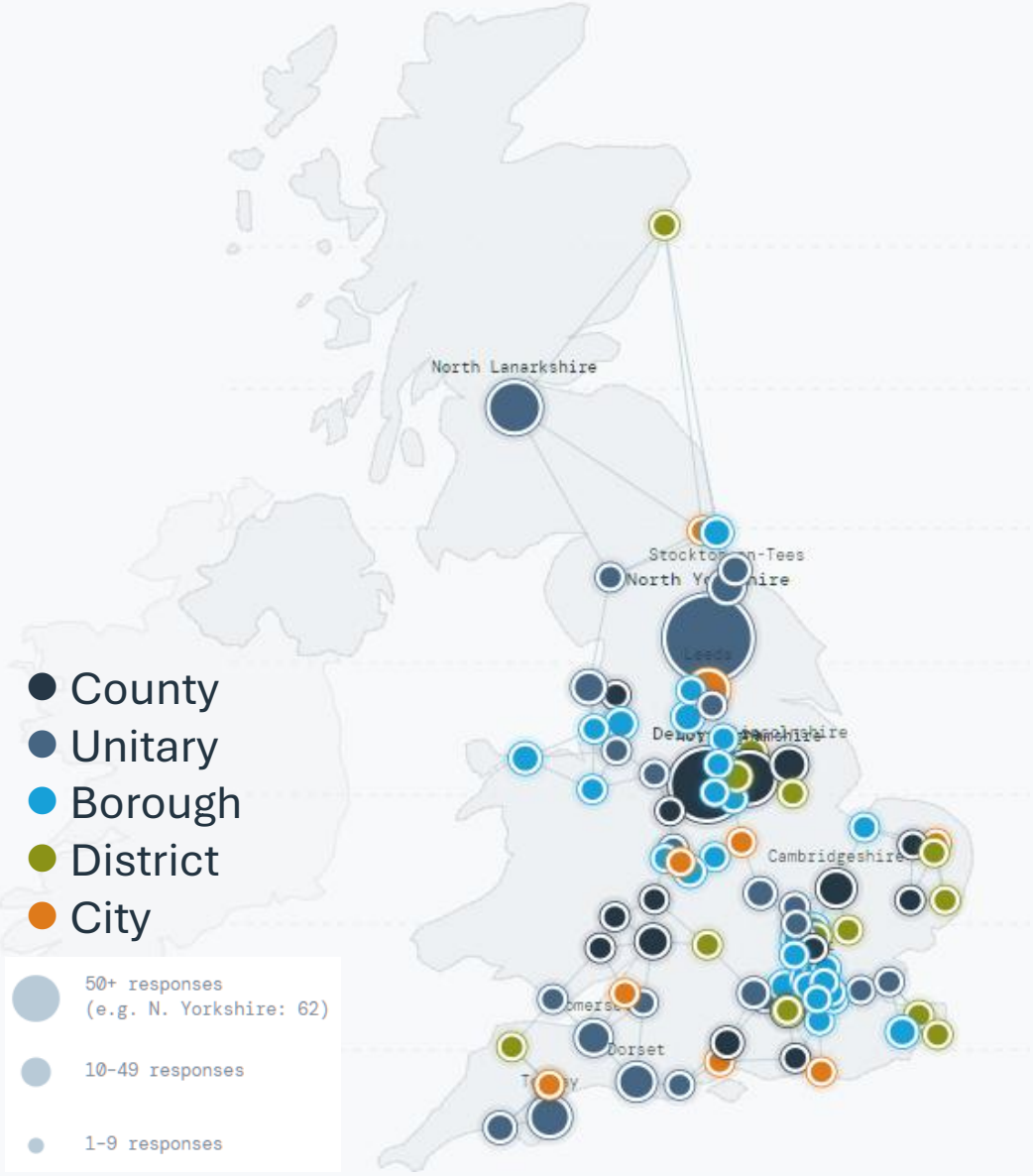
- Create an understanding of contract management across local government
- For local authorities to compare their own standing next to others
- Data to inform further areas of support and development
- Form a baseline to measure change and progress



Who responded



Who responded to the survey?



446

Entries

304

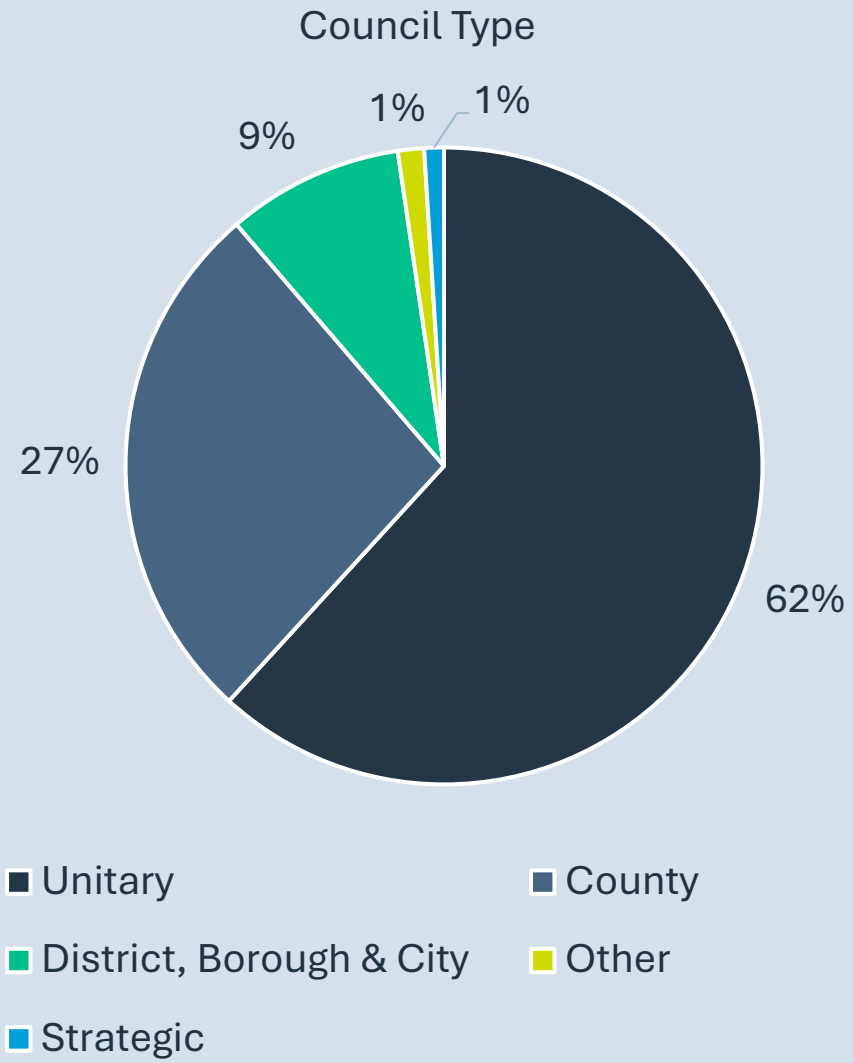
completed responses from

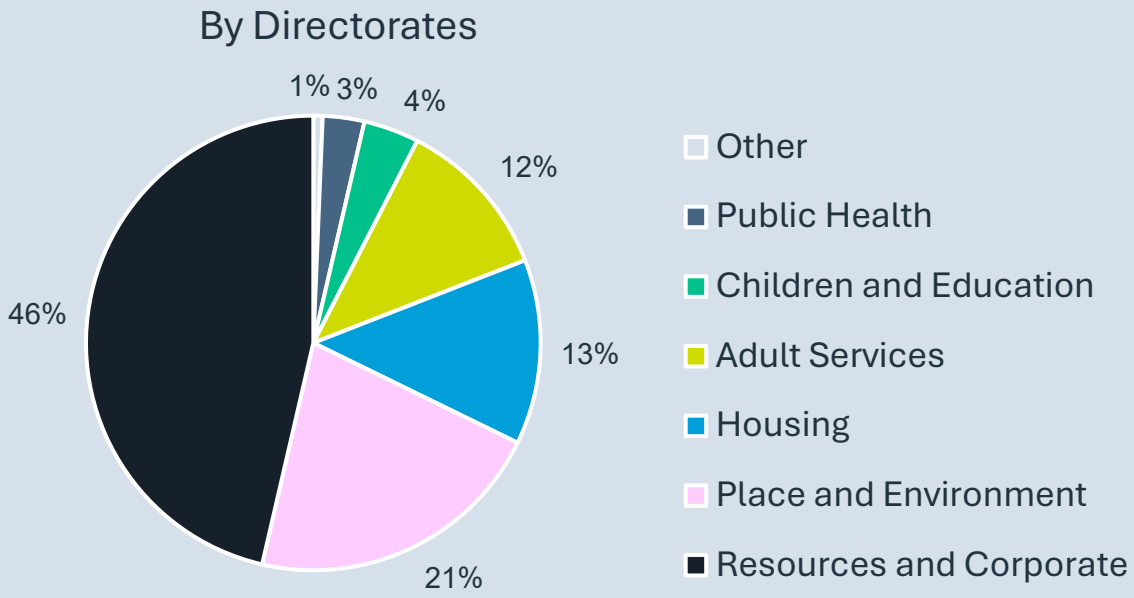
106

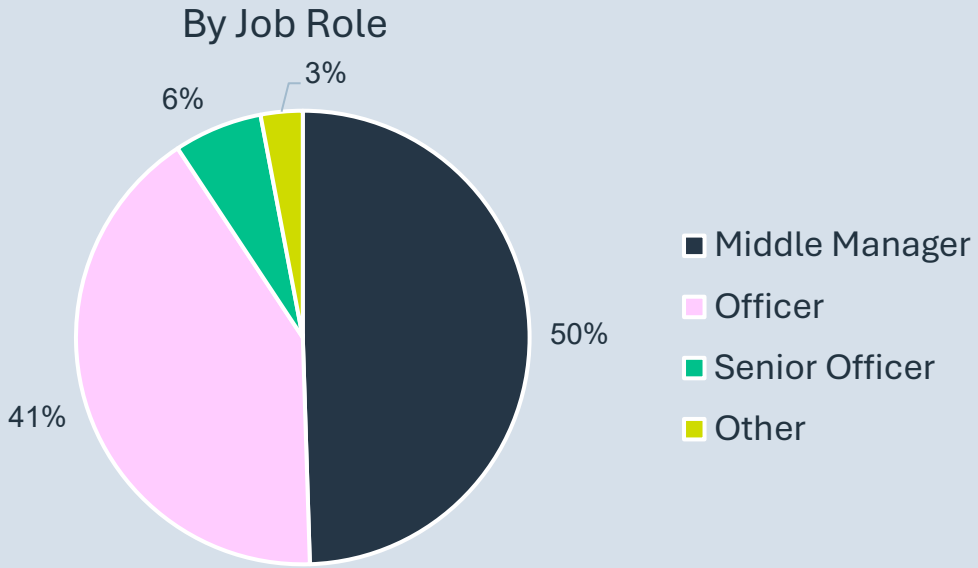
councils

PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

Who responded to the survey?

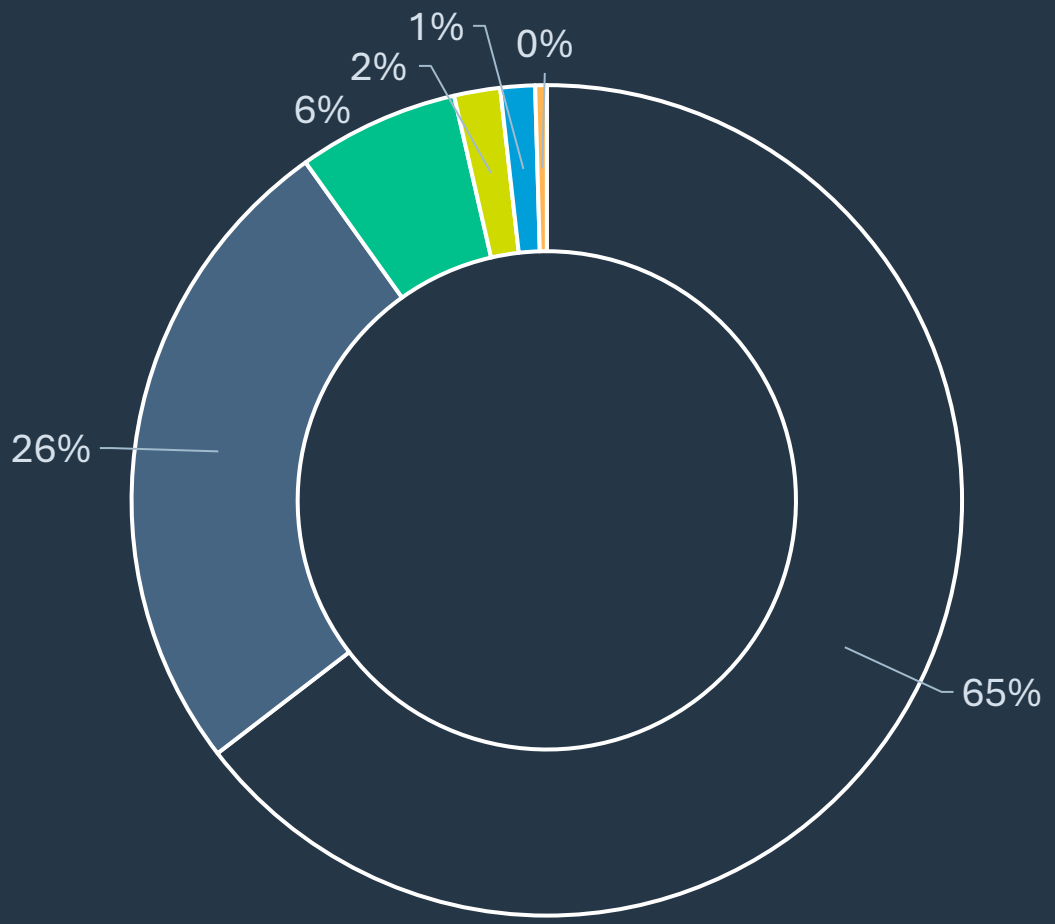






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How operated?



- Devolved + Central Support
- Completely Devolved
- Centrally Operated
- Mixed Model
- None / Unknown
- Other

As expected mainly
Devolved/Devolved and Central Support

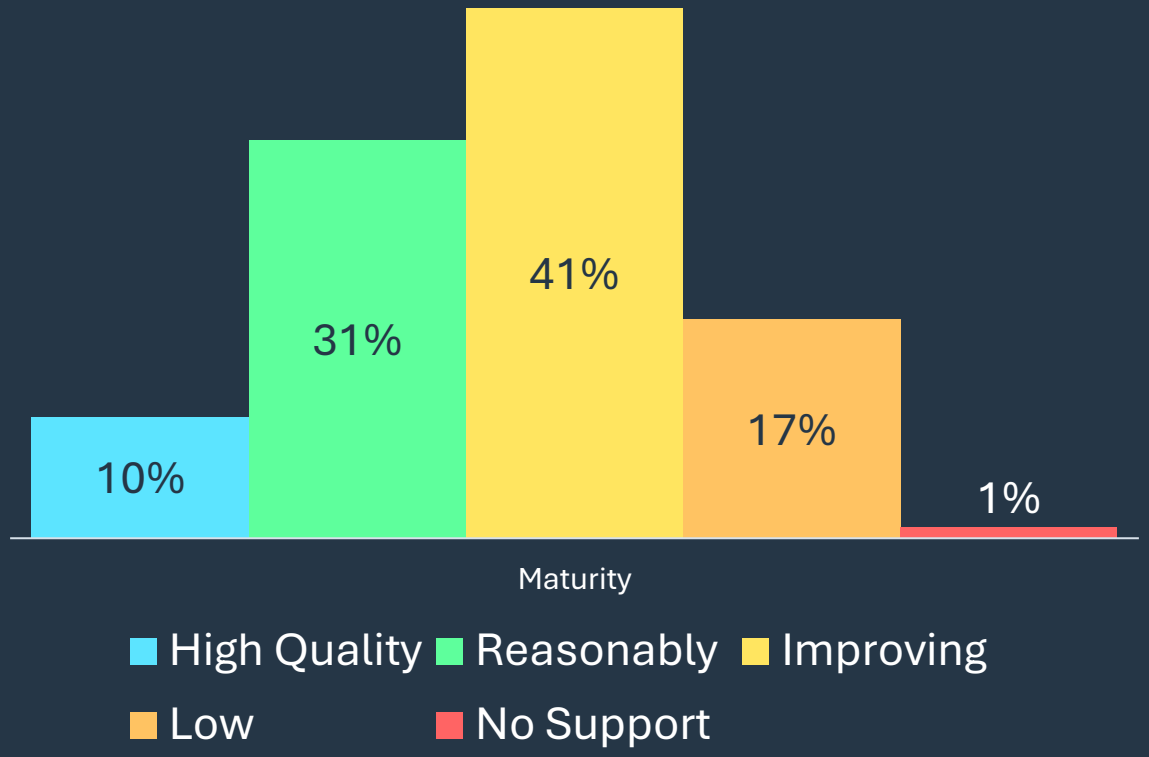
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LOCAL PARTNERSHIPS

Maturity and Resources



How would you rate the maturity of your council's contract management?



Maturity by Type

- County **3.45**
- Unitary **3.43**
- City **3.31**
- District **3.00**
- Borough **2.95**

Out of 5, average 3

Maturity by Role

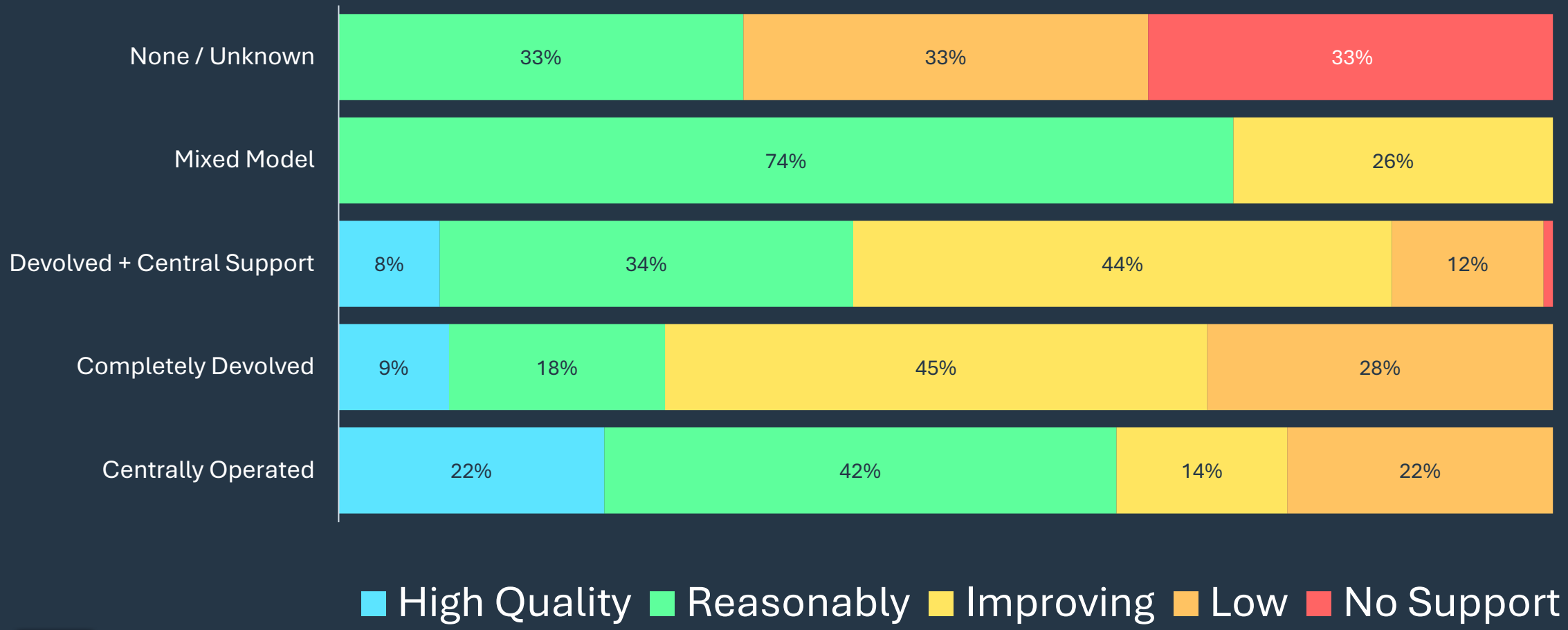
- Middle Manager **3.34**
- Officer **3.31**
- Senior Officer **3.00**

Maturity by Directorate

- Public Health **4.13**
- Adult Services **3.74**
- Place and Environment **3.64**
- Housing **3.27**
- Children and Education **3.00**

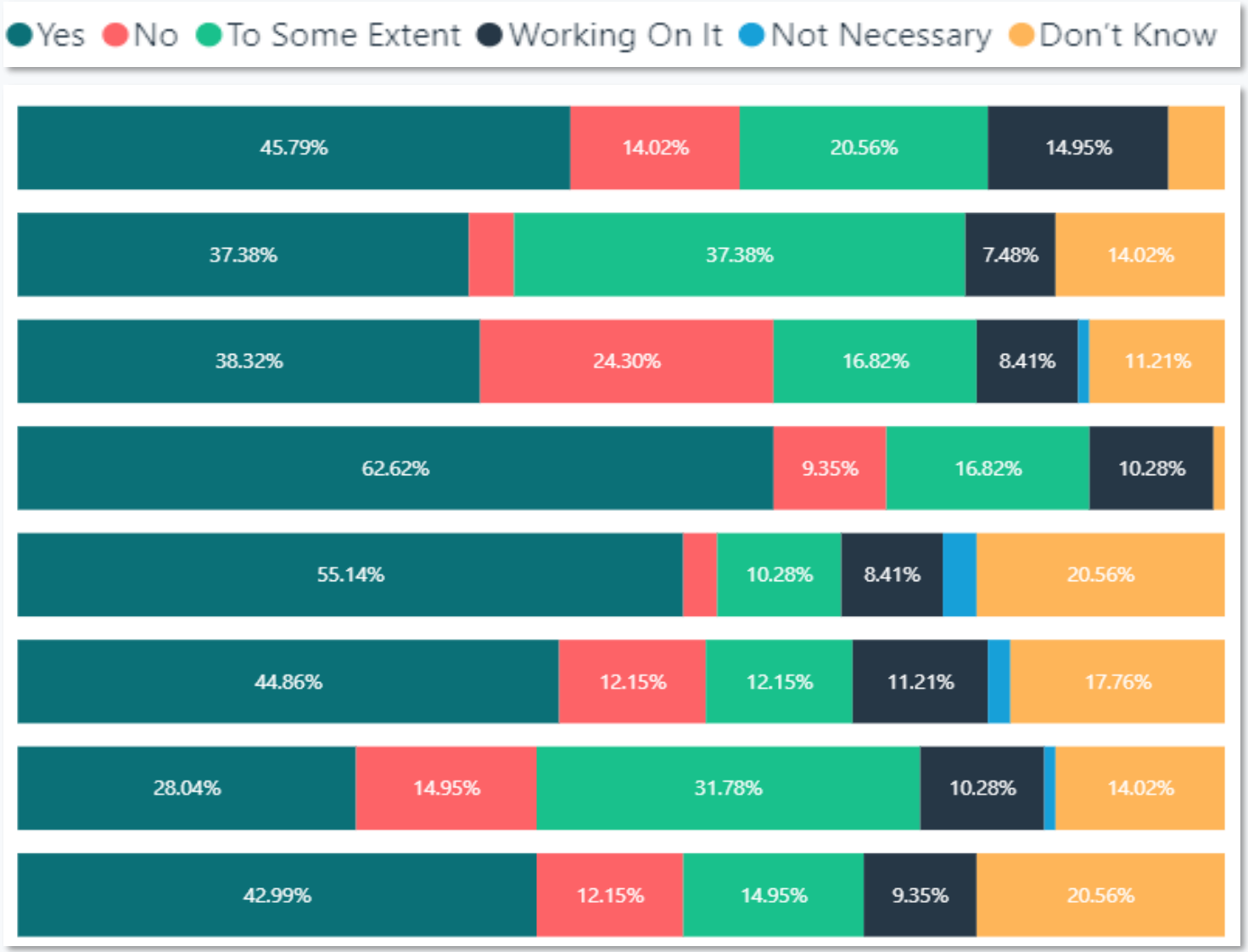
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How would you rate the maturity of your council's contract management? By structure



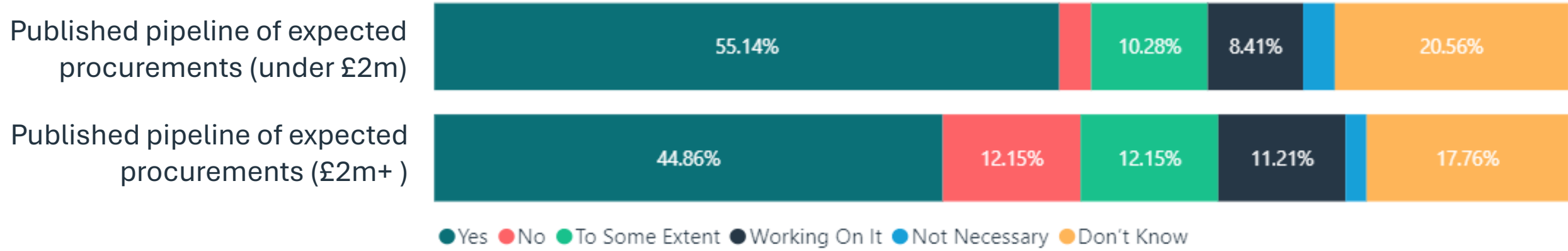
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Do you have the following?



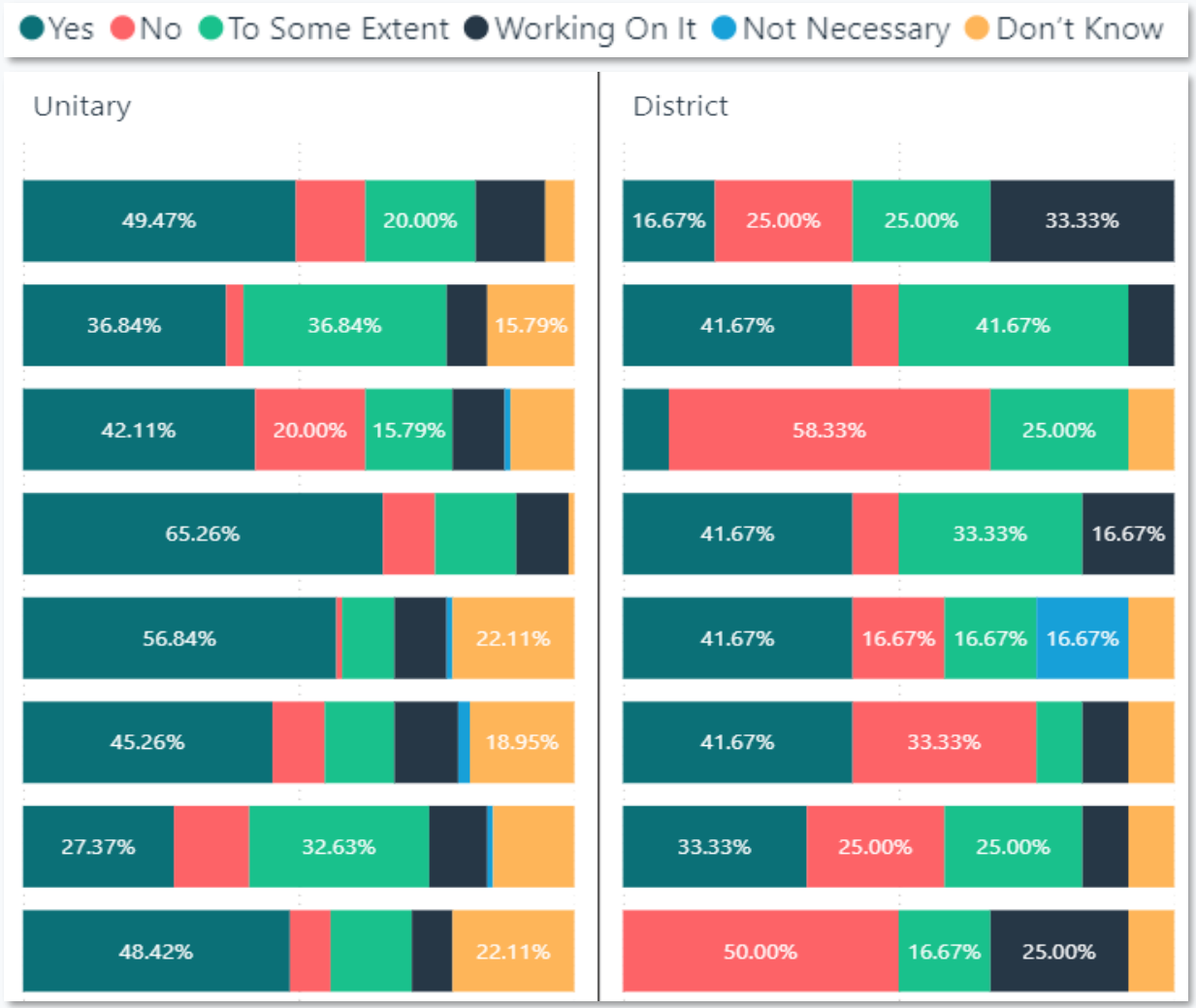
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Pipeline



Legal requirement to have a published Procurement Pipeline by May 2026 for contracts over £2m

Do you have the following? Unitaries compared to Districts



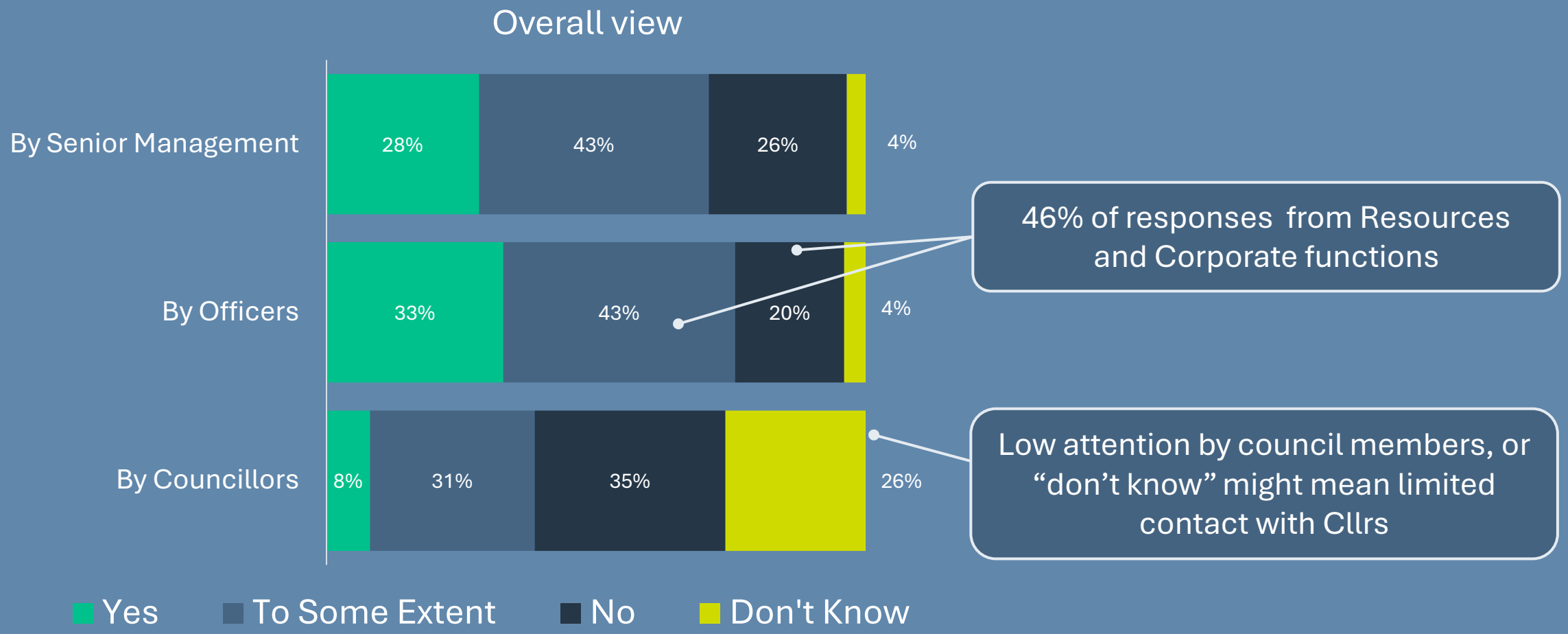
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LOCAL PARTNERSHIPS

Attention and Savings



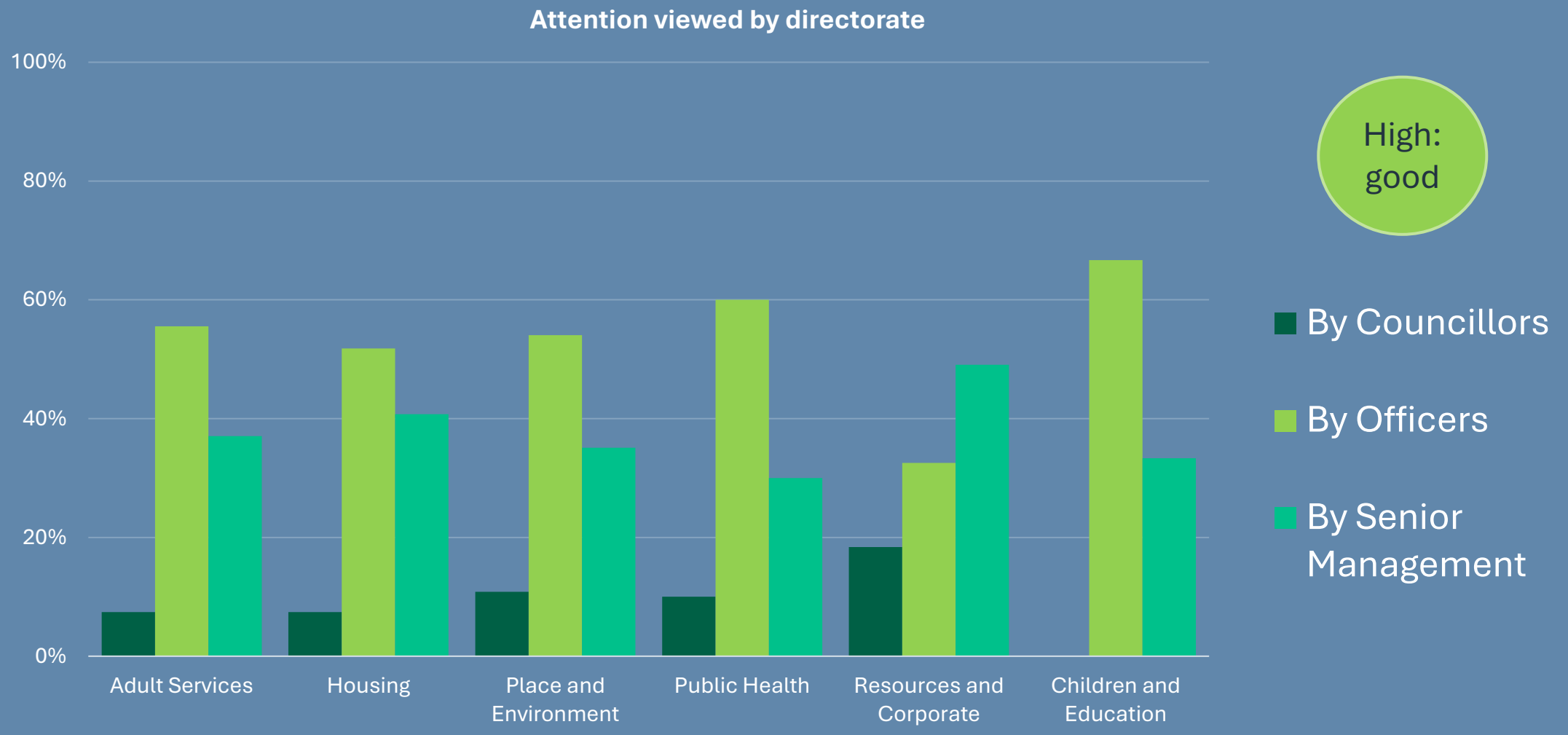
Do you think contract management is given the required attention?



46% of responses from Resources and Corporate functions

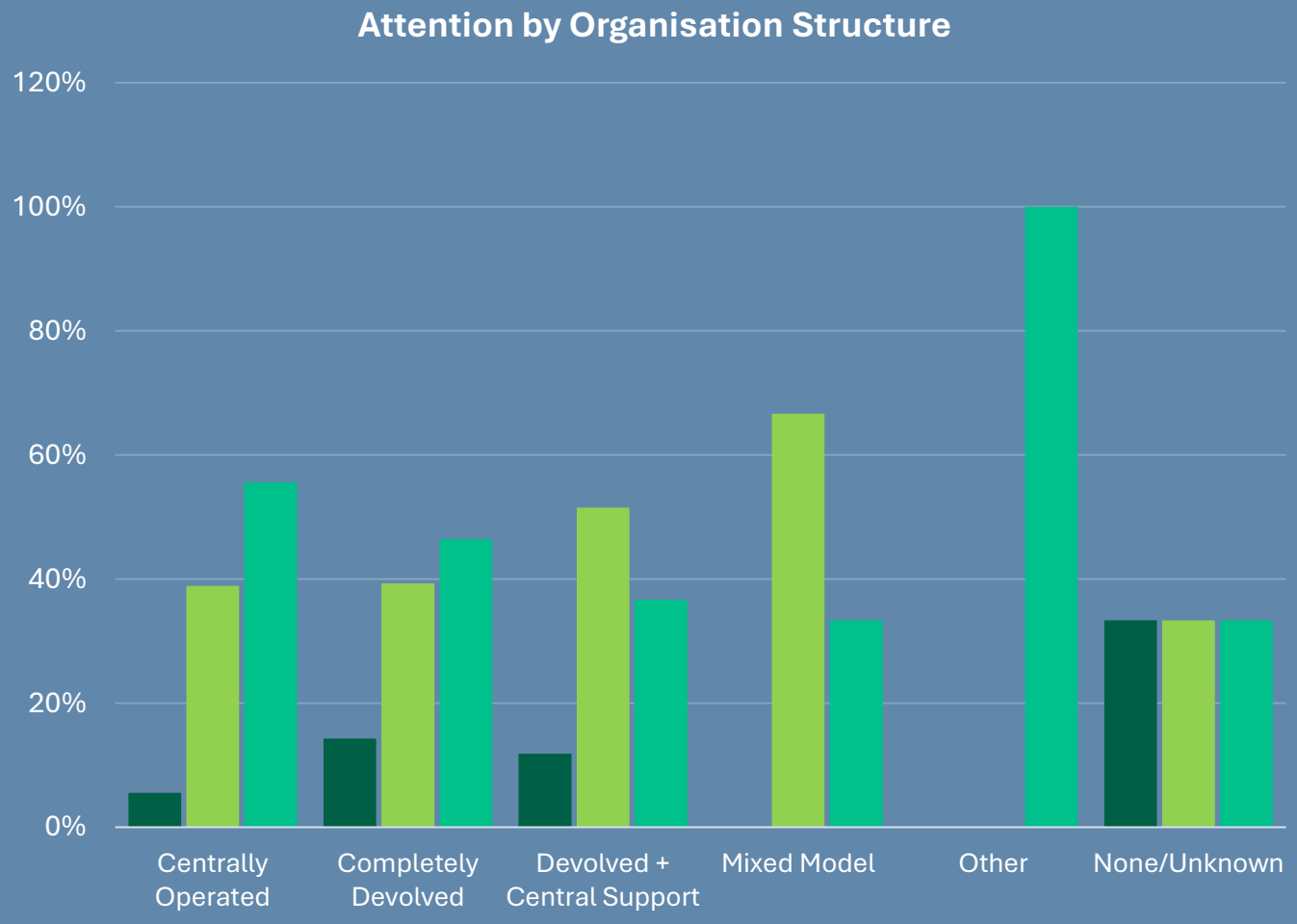
Low attention by council members, or "don't know" might mean limited contact with Cllrs

Do you think contract management is given the required attention? Only yes.



* Measured the number of positive (yes) responses only

Do you think contract management is given the required attention? Only yes.

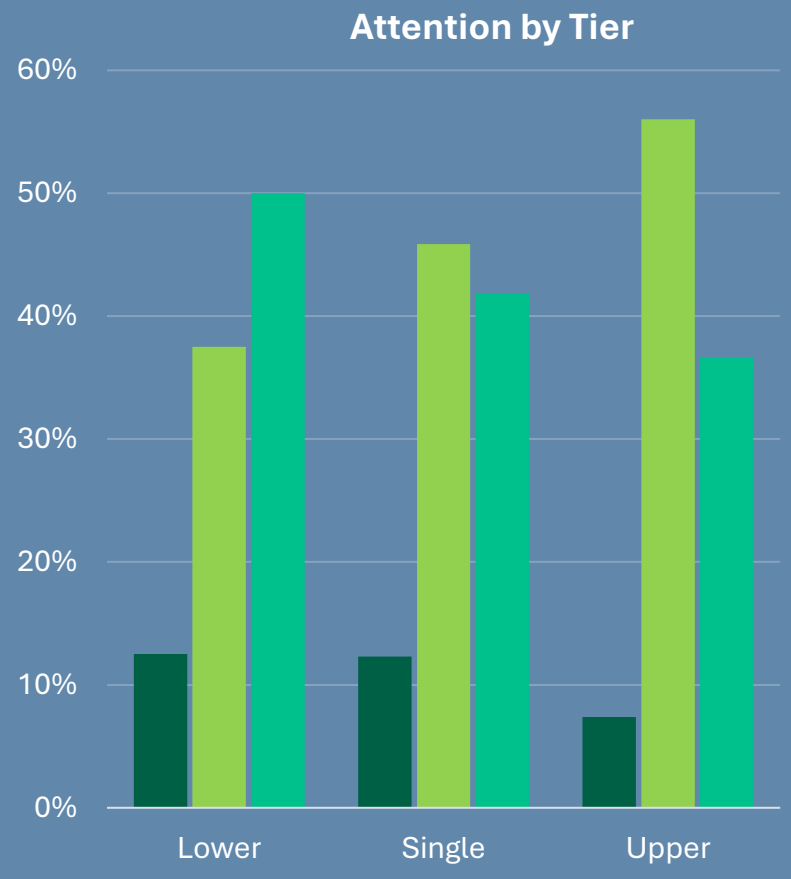


By Councillors

By Officers

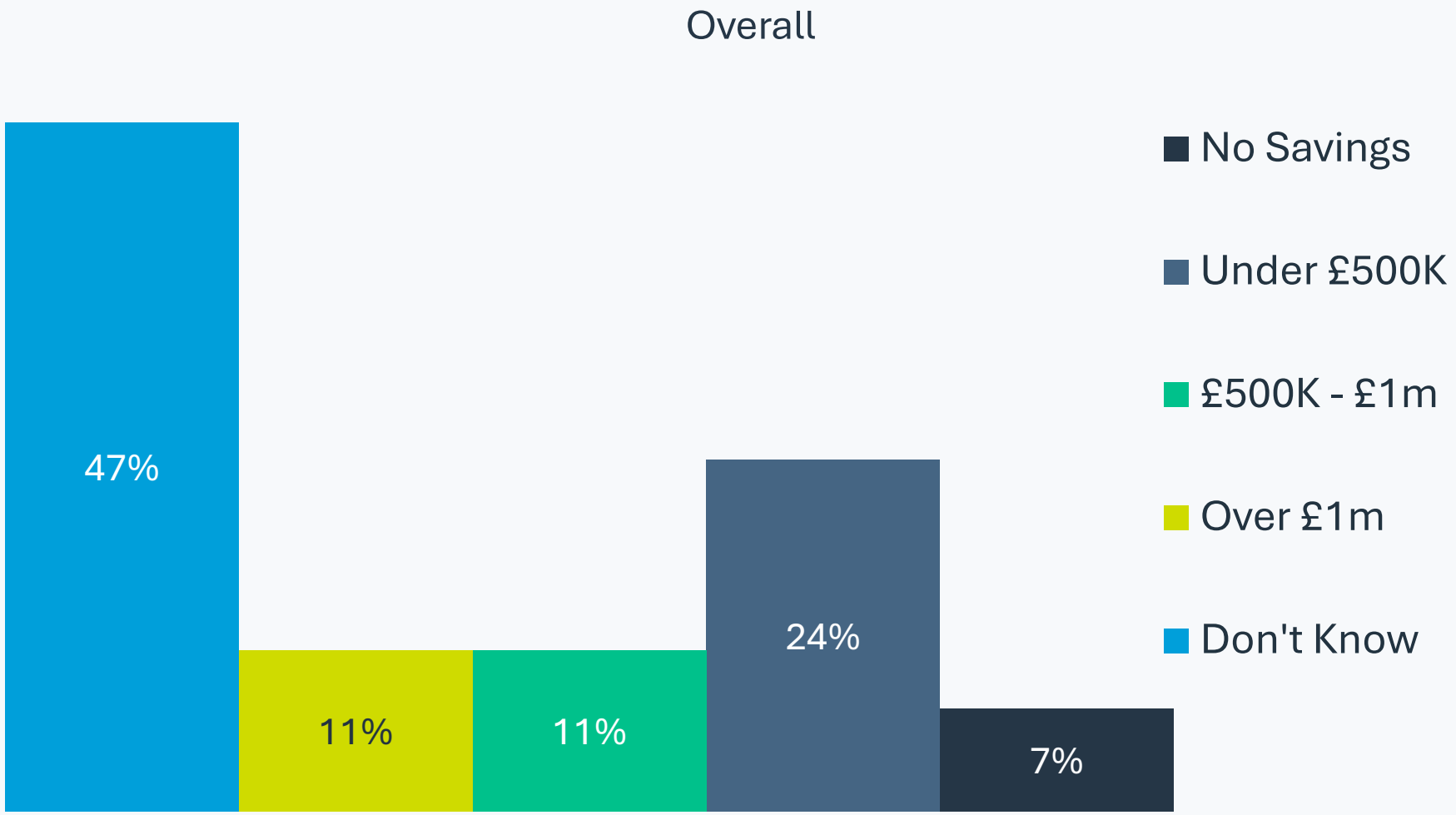
By Senior Management

High: good

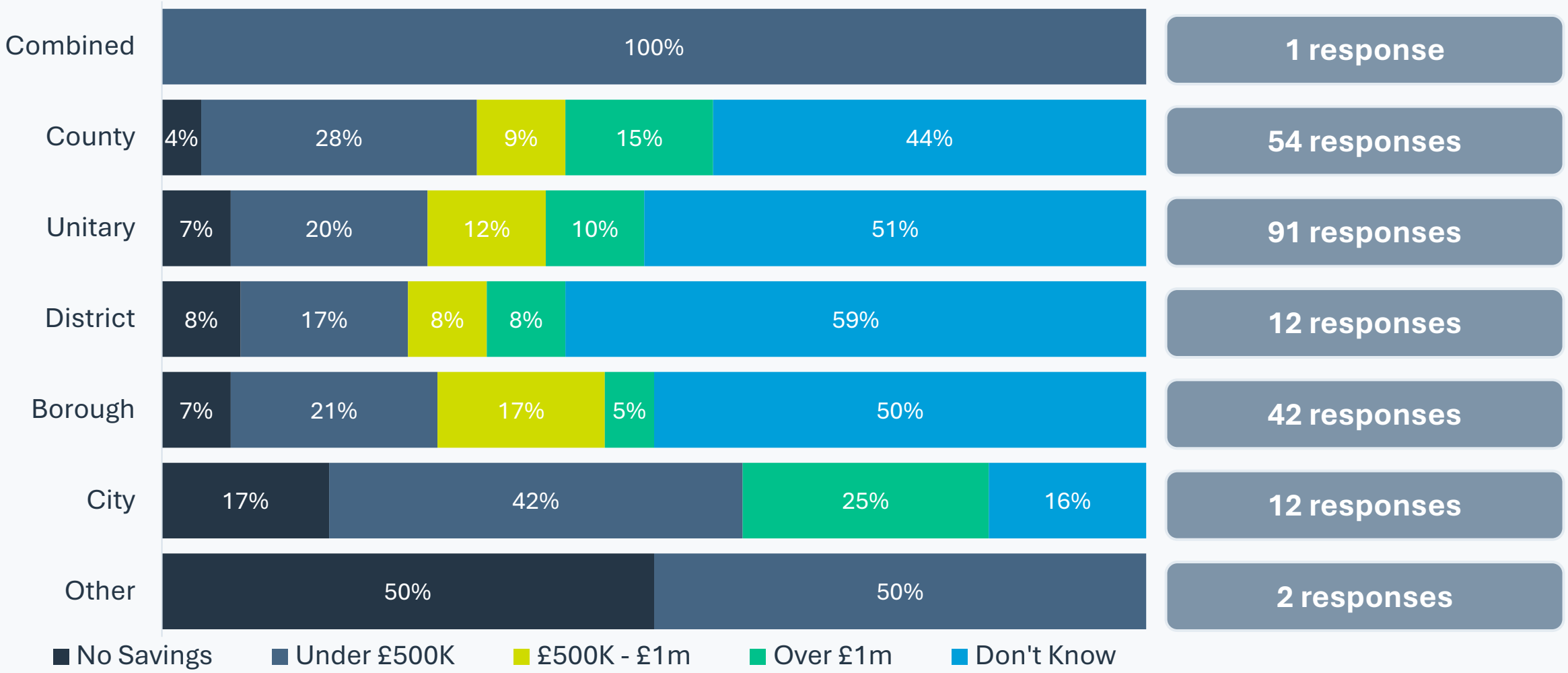


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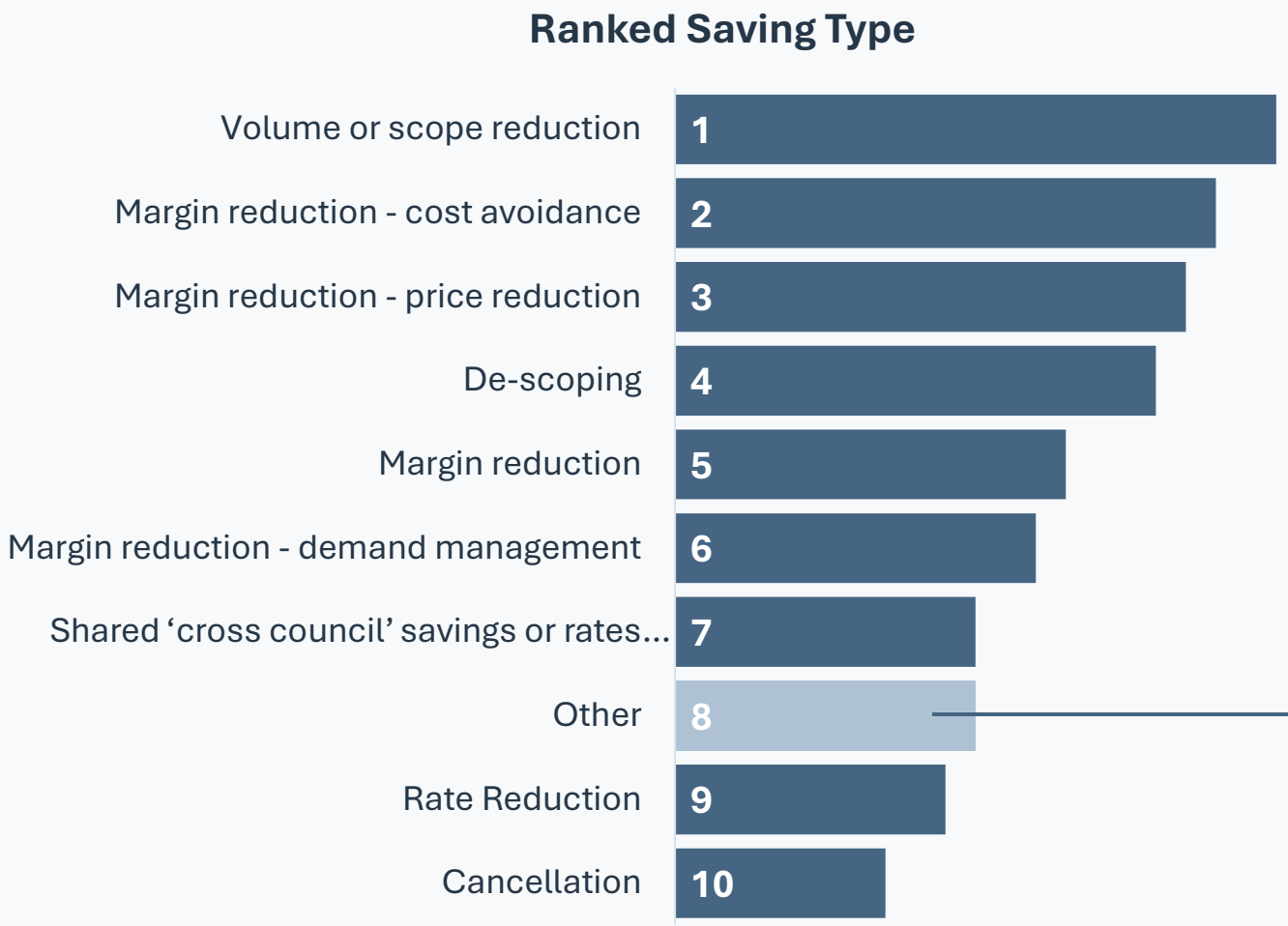
Able to identify cashable and non-cashable savings from improved contract management over the last 2 years?



Savings by council type



Cashable and non-cashable savings





% of how much financial value is lost due to poor contract management based on an average per contract through direct and in-direct costs

Median response of

20%

in lost value

224 responded.
16% of those who responded stated **£0** value lost.

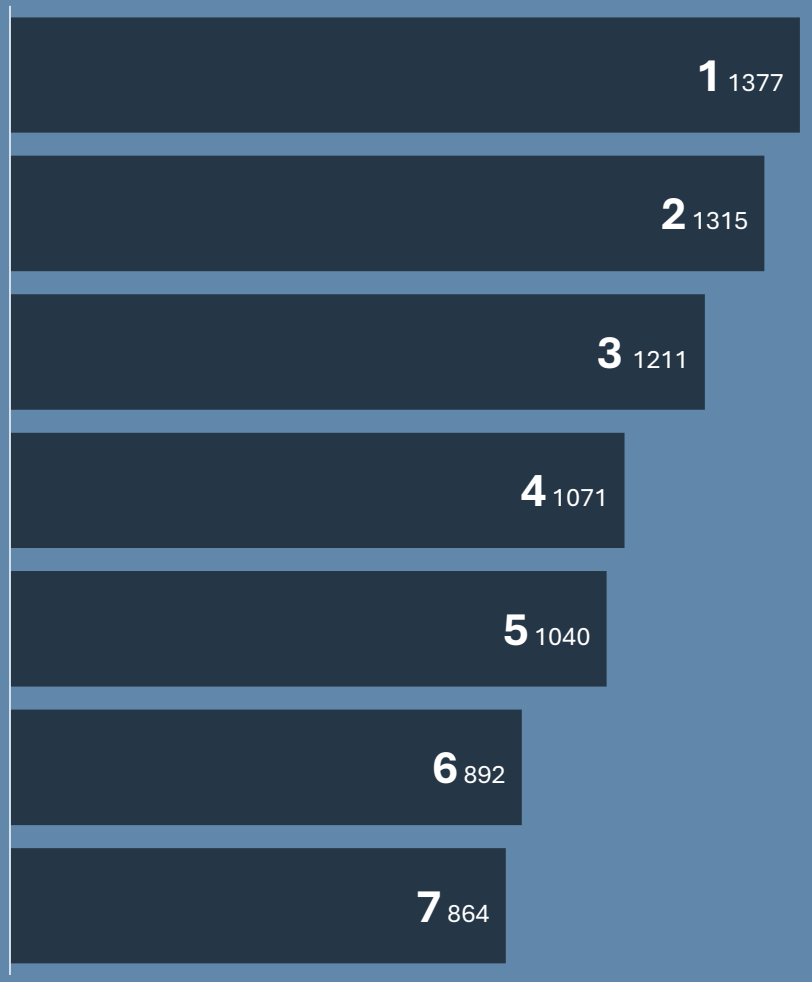
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LOCAL PARTNERSHIPS

Positive Impacts



Most positive impact of effective contract management

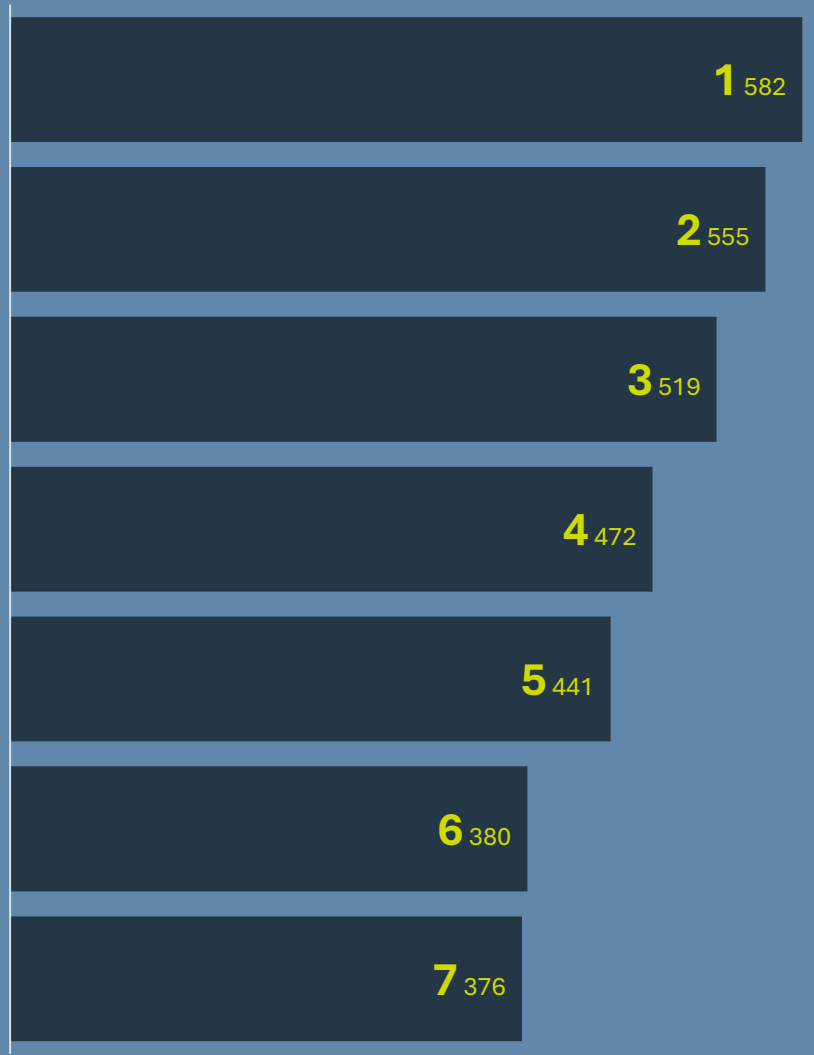


1. Value for money for the public purse
2. Addresses and mitigate risks
3. Improved outcomes for residents
4. Cost avoidance
5. Improve supply performance
6. Potential for savings
7. Focus workforce effort on the rights things

PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

Most positive impact of effective contract management by Unitary Authority



Value for money for the public purse

Addresses and mitigate risks

Improved outcomes for residents

Cost avoidance

Improve supply performance

Focus workforce effort on the rights things

Potential for savings

* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

Most positive impact of effective contract management by County Council



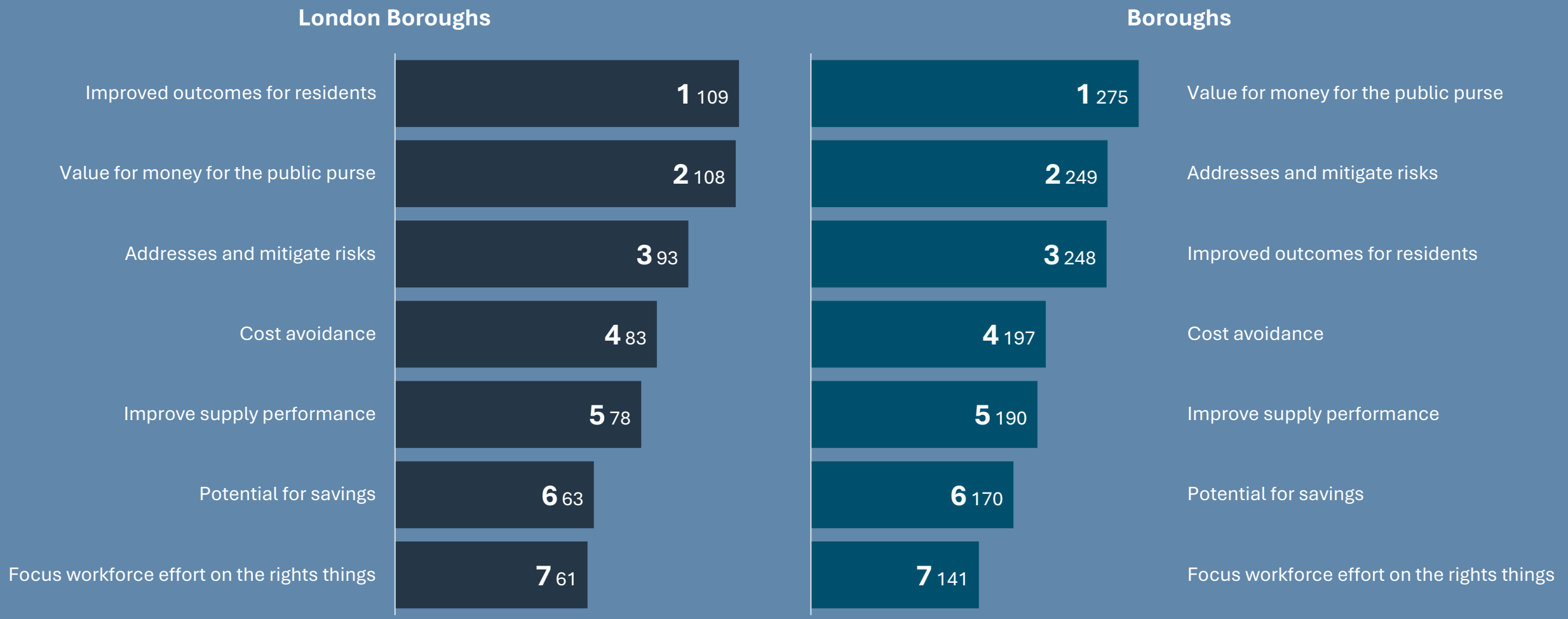
* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

Most positive impact of effective contract management by District Councils



* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

Most positive impact of effective contract management by Boroughs



PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

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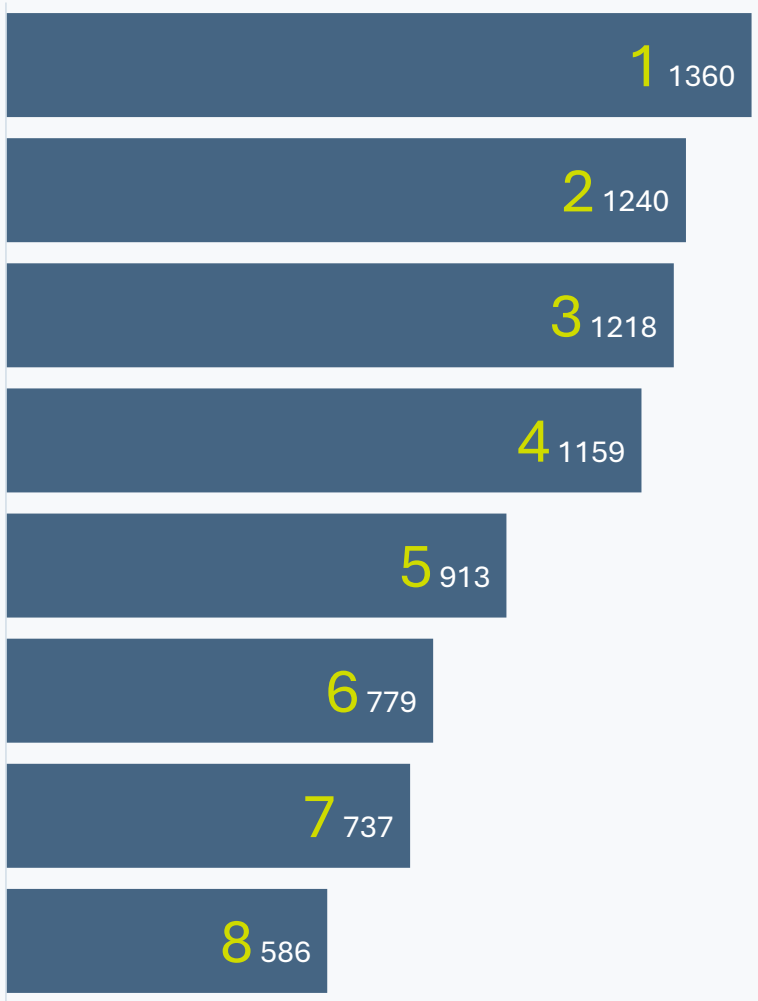
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LOCAL PARTNERSHIPS

Key Priorities



Key priorities in order to improve



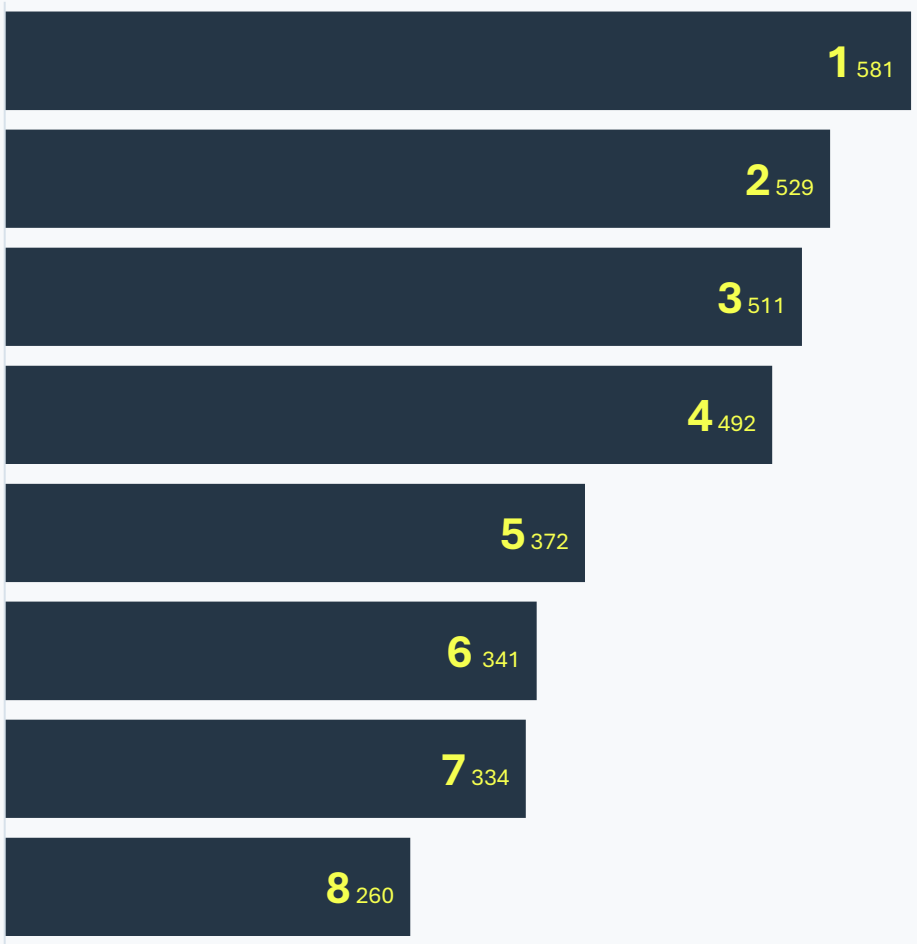
1. Consistency of approach across the council
2. Address legal compliance
3. More training for people who manage contracts
4. Ensure the council meets the requirements of the Procurement Act
5. Tools and templates designed for the local government sector
6. Learning from other councils
7. Networking within the council to share experience
8. Shared experience from across the sector

"house in order"

Learn and develop

* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

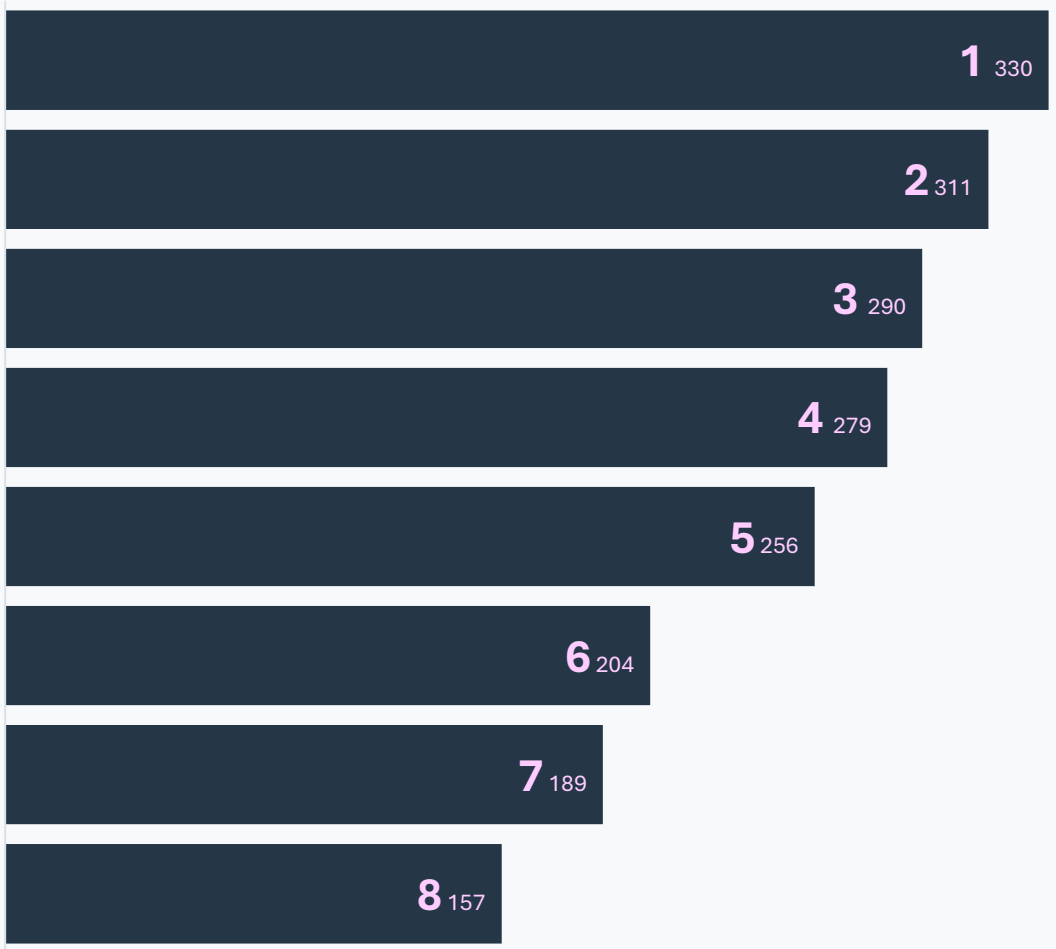
Key priorities in order to improve by Unitary Authority



1. Consistency of approach across the council
2. Address legal compliance
3. More training for people who manage contracts
4. Ensure the council meets the requirements of the Procurement Act
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6. Learning from other councils
7. Networking within the council to share experience
8. Shared experience from across the sector

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Key priorities in order to improve by County Council



1. Consistency of approach across the council
2. More training for people who manage contracts
3. Address legal compliance
4. Ensure the council meets the requirements of the Procurement Act
5. Tools and templates designed for the local government sector
6. Learning from other councils
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Key priorities in order to improve by District Councils

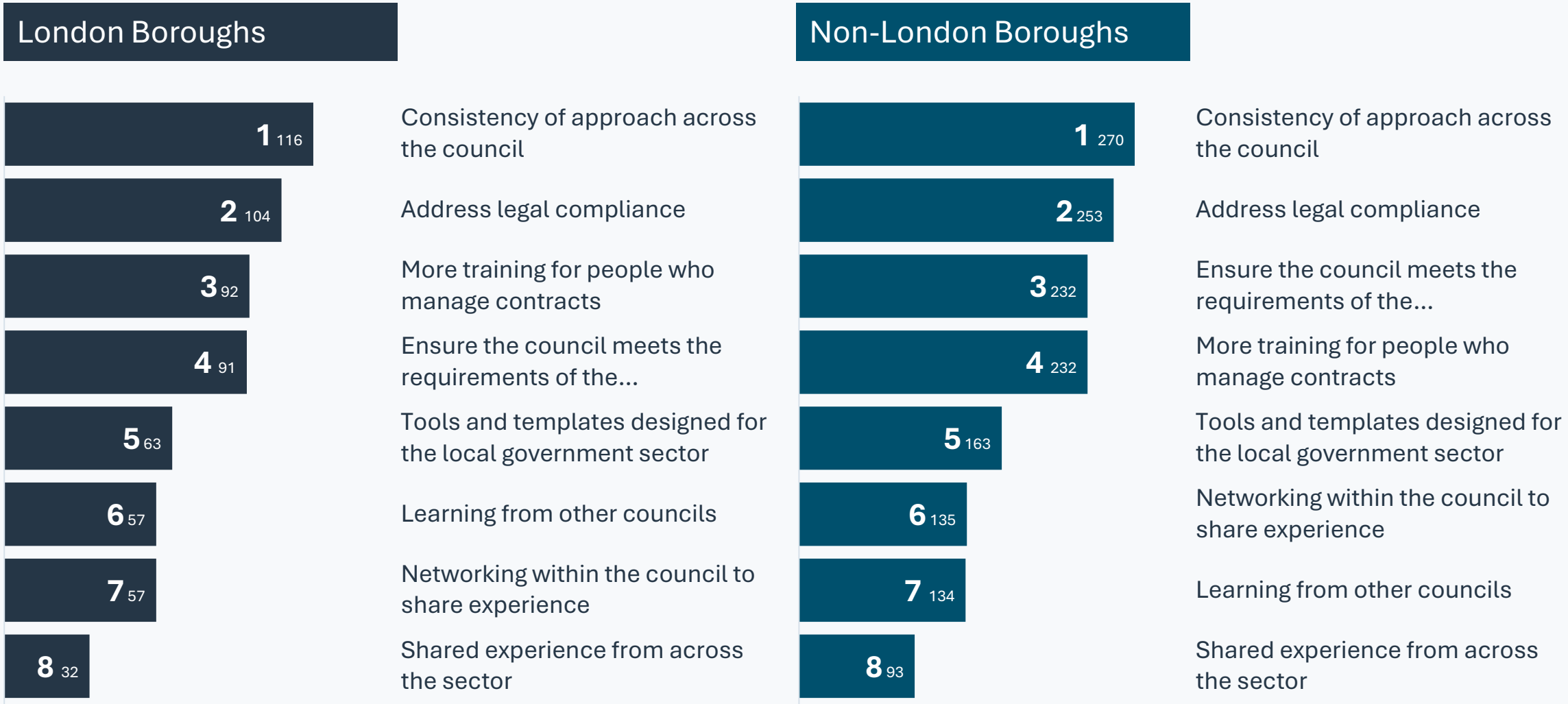


1. Ensure the council meets the requirements of the Procurement Act
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PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

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Key priorities in order to improve by Boroughs



PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

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LOCAL PARTNERSHIPS

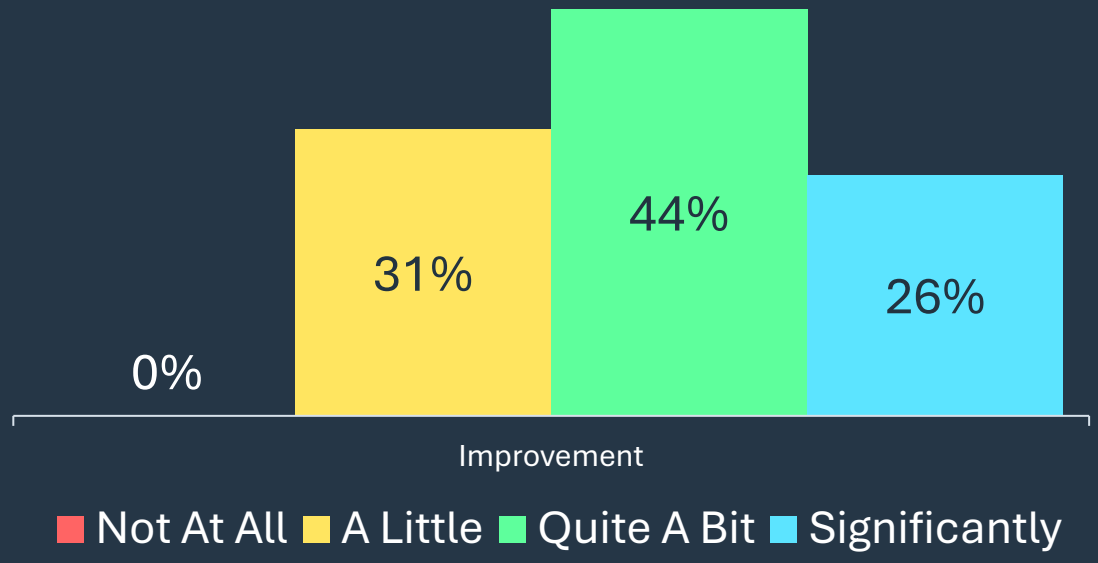
Involvement in the Contract Management Pioneer Programme



Involvement in CMPP

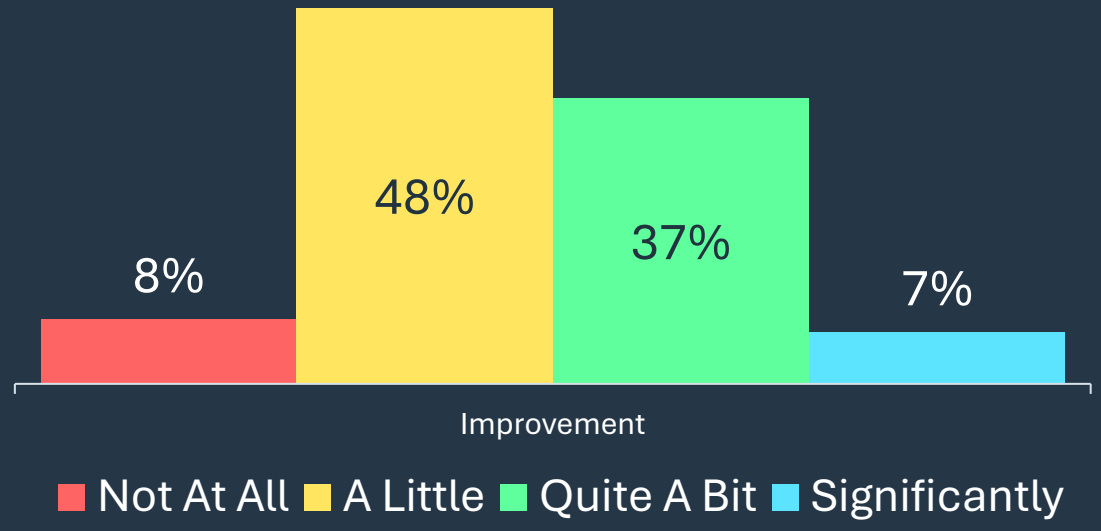
Has your knowledge of contract management increased?

Individual Learner



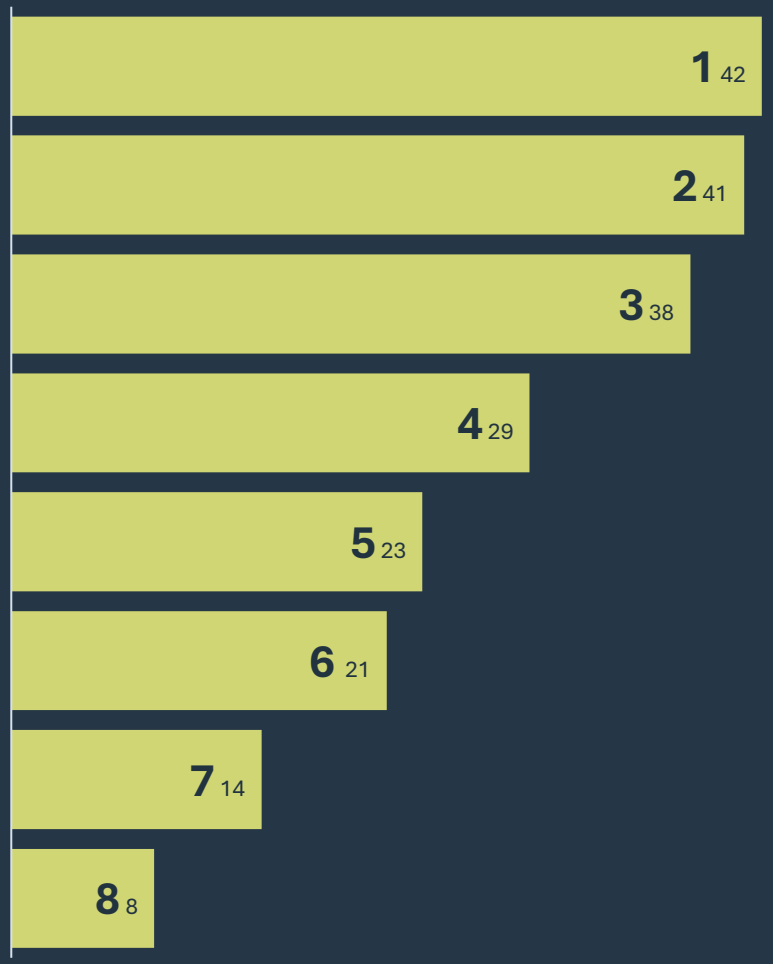
62 responses

Part of the Council



60 responses

Involvement in CMPP



As an individual learner on CMPP, how have you applied new knowledge?

Transferable knowledge and practice to other parts of my work

Gained overall confidence in managing contracts

Manage key areas such as risk, contract change, KPIs, approach in working with suppliers

Driver to create savings and achieve better value for money

Use my time more effectively in managing contracts

Improved performance from the supplier

Resulted in cost avoidance

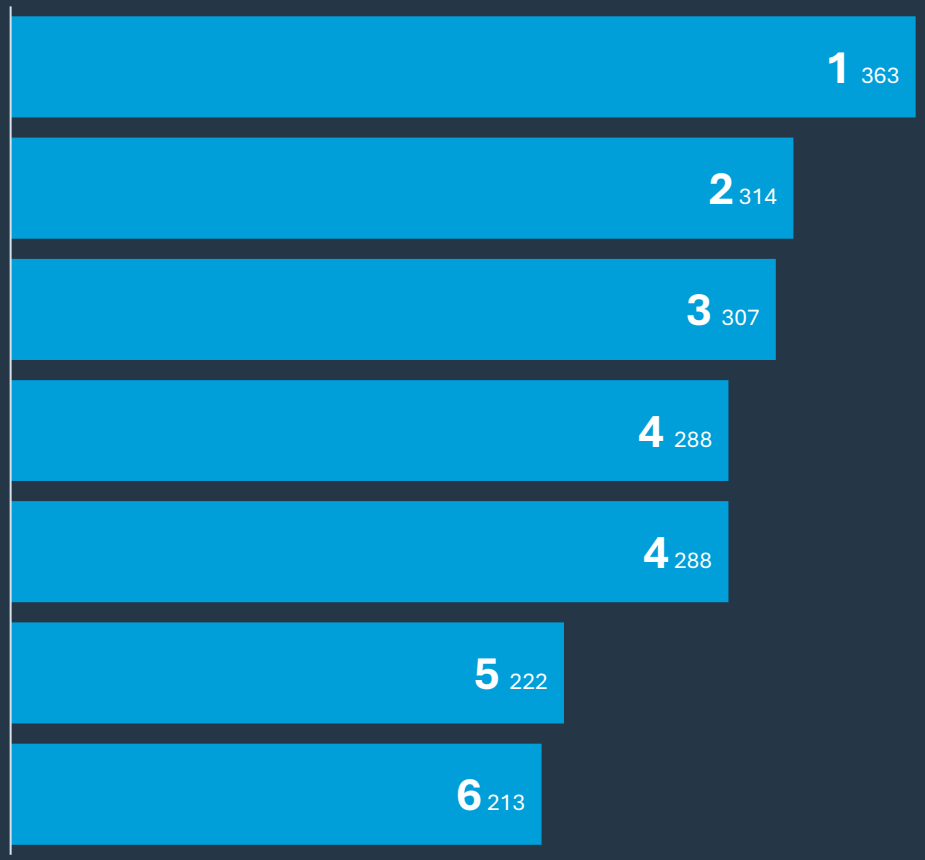
Other



PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

Involvement in CMPP

What have been the main benefits for your local authority?



Better management of individual contracts

Raising awareness of contract management across the council

Better tools and templates

Better performance from suppliers

Creating consistency across the council

Formed more efficient progress

Improved value for money

Individual

Organisation

PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

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Free Resources:
https://localpartnerships.gov.uk/cmpp/

- Contract Management Framework template
- Contract Management Tiering
- Segmentation
- Guidance on the Procurement Act 2023
- Assurance Boards
- Measuring the Health of Contract Management
- Social Value Toolkit
- Handover, Plan and Monitoring Template

Community of Practice

A free-to-join network for public sector professionals involved in contract management.
Hosted on the Government Commercial College platform:

Government Commercial College: Log in to the site

PART OF CONTRACT MANAGEMENT PIONEER PROGRAMME

Presented by as part of CMPP supported by Crown Commercial Service

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