

## ORGANISATIONAL GOVERNANCE STEERING GROUP SUMMARY TEMPLATE

<b>Subject Area</b>	Contract Management Governance  Excludes portfolio of high risk contract (category 1) managed by CMGT via Invest to Save.
<b>Date of Report</b>	28 July 2025
<b>Purpose of Report</b>	<b>Assurance</b>

<b>Report Complied By</b>	Sue-Ann Collins
<b>Role</b>	Head of Contract Management Governance

### Brief Summary update of Areas of Good Practice (bullet points)

- Verification Exercise – To provide assurances that those category 1 (high risk) contracts identified as compliant with \*Trust minimum standards during contract management baseline assessment, (closed October 2022) remain compliant. Stage 1 – Self Assessment stage – Noted 98% compliance, with the more robust evidence based approach completed on 3 of the 4 contracts selected (in line with staff readiness during encompass). 67% (2 contracts) of the 3 contracts tested, identified compliance with Trust minimum standards. Remaining contract for digital services still to be tested, date initially proposed, in August to facilitate testing.
- 261 Trust staff have attended contract management training in the past 3 years in line with the role specific mandatory training for Contract Owners (SLT endorsement October 2023). Awareness sessions are planned for October 2025, presentation to be updated with roles/responsibilities as part of Procurement Act 2023. These will be facilitated via a number of face to face and virtual sessions organised for October 2025.
- Contract Management Baseline Assessment – Final Report drafted for Contract Management Steering Group (CMSG) review and approval. Findings noted included a 53% reduction in the overall volume of contracts at \*\*risk ie from 2023 – 674 contracts have been assessed as no longer in risk. Reasons for removal include – contract has ended, contract is not in use by the SHSCT and improvements in contract management activities.
- Conclusion of the Philips CT scanner Exceptional Contracts Review Meetings (Scanner Installed August 2024, poor performance of equipment unacceptable – downtime & quality) – Outcome of Exceptional Contract Review Meeting process - Agreement for reimbursement of cost of CT scanner purchase (£150K) and a proportion of service and maintenance charge (year 1) – level of reclaw not yet confirmed)
- Contract Managers Forum Newsletter. Second Edition issued globally in January 2025, with further Edition planned for October 2025, updated will cover contract management responsibilities in line with new Procurement Act 2023.

\* Trust Minimum Standards as at 28/07/2025 – Contract Owner confirmed, contract file in place, verification and validation of invoices in line with contract requirements, maintaining contract documentation, contract register in place inclusive of minimum dataset and key triggers and provider performance monitoring system established.

\*\* In risk – Defined as: Risk 1 - Contract has not been assessed and is not in a supported area of the Trust  
Risk 2 – The Contract has been assessed and it is not UK GDPR compliant. Risk 3 – The contract has been assessed. It does not meet the Trust minimum standards. Risk 4 – The contract has not been assessed and is in a supported area of the Trust.

<b>Challenging Issues of Concern (Including issues that are noted on Risk Registers)</b>		
<i>Challenges</i>	<i>Mitigations taken (if any)</i>	<i>Assurances (if any)</i>
The inability to meet Trust minimum standards for contract management in those unsupported areas of Trust business (Areas where Contract Owners do not have dedicated contract teams.)	<ul style="list-style-type: none"> <li>• Risk assessed and added to corporate and a number of directorate risk registers for ongoing review/monitoring.</li> <li>• Development of checklists and best practice guidance to support Contract Owners in these unsupported areas (available on SharePoint).</li> <li>• Contract management training – SLT role specific mandatory requirement (October 2023) that all Contract Owners to attend with 3 yearly refresher.</li> <li>• Invest to Save Band 6 resource within Contract Management Governance Team (CMGT) (initially) to provide an operational contract management support function to a small cohort of previously unsupported high risk contracts (29 – category 1 contracts). This function will support the Contract Owners in managing these contracts in line with best practice guidance and legislative requirements in contract management. (category 1).</li> <li>• Ongoing provision of advice/guidance for Contract Owners via CMGT.</li> </ul>	
The ability of the Trust to achieve compliance with new legislative requirements in contract management ie Procurement Act 2023 (introduced February 2025) and Public Procurement New Legislative Requirements (Issued June 2025)	<ul style="list-style-type: none"> <li>• BSO PaLS organised workshops with Assistant Directors of Finance SO PaLS staff to define roles and responsibilities of Trusts and PaLS.</li> <li>• BSO PaLS development of business case/approvals for a new contract management technology solution (Atamis) to help facilitate compliance with PA 2023</li> </ul>	

	throughout the contract management lifecycle.	
The ability of the Trust to award contracts to SME's following the introduction (2025) of the regional cyber risk assessment for all new awards facilitated by PaLS. The outcome of these assessments can place responsibilities on organisations to purchase and maintain Cyber Essentials Plus which introduces challenges to small providers (cost, complexity etc), where medium risks have been identified.	<ul style="list-style-type: none"> <li>Escalated to Trust Procurement Board via CMGT (Contract Management Governance Teams) report/paper – June 2025</li> <li>Risk assessed with particular reference to the taxi contract and the Trust's ability to establish Framework capacity in line with Trust need. Added to MHD risk register with ongoing review and monitoring.</li> </ul>	
The ability of the Trust to meet Better Business Case approach to new contracts, contract modifications and extensions of contract.	Risk based approach paper drafted for SLT review and endorsement.	

**Areas of development and Improvement**

Contract management technology solution – Atamis – Introduction of this system will assist PaLS and Trust's in achieving compliance with legislative requirements across the lifecycle of the contract. Atamis demonstration provided to Trusts in June 2025. No timeframe for delivery at this stage, BSO PaLS are considering the level of functionality required and are currently working on the development of a business case. Updates to be provided when available. Trusts are supportive of the development of this system.

**Trust Committee Reporting Schedule**

- Any required escalations are via Organisational Governance Steering Group.
- Where relevant Internal Audit requirements via Audit Committee.

**Any Other Items for noting (bullet points)**

**Include if applicable - Asset management/management of equipment (servicing and maintenance)**

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