

CONTRACT MANAGEMENT

The Corporate Leadership Team has reviewed the Council's approach to Contract Management.

- in the light of concerns raised by the Audit Committee at its meeting on 25 January 2012, and
- taking account of the increasing importance of effective contract/client side management, given the range of services delivered through 3rd parties (both the private and voluntary/community sectors) and the increasing imperative to ensure maximum value for money

The review has been led by Mike Hood, the Assistant Director with lead responsibility for the overall management of the Council's contractual relationship with Mouchel, with input from relevant colleagues throughout the Council.

Building on the analysis that has emerged from the review, the Corporate Leadership Team has decided to embark on a phased approach to improving contract/client side management as follows:

1. Develop the role of existing Partnership Delivery Team (responsible for the high level management of the Council's overall contractual relationship with Mouchel) to incorporate an explicit responsibility – akin to that of the Portfolio Office in relation to project management – to develop and promulgate corporate standards and expectations; promote best practice; develop a skills/competence assessment framework and organise relevant training; monitor performance and provide a degree of assurance (eg through undertaking gateway reviews); and generally to champion effective contract management throughout the Council;
2. Build on areas of existing good practice and take advantage of emerging new requirements to bring together – and strengthen – Contract Management capacity across the whole spectrum of 'environmental' type services. This will embrace existing capacity linked to waste collection/recycling and landscaping and incorporate the capacity that will be required to manage the residual waste treatment contract that is currently being tendered. A separate proposal (due to be reported to the July Cabinet) to modernise the arrangements for contracting a wide of range 'highways' functions – alongside the existing arrangement with Mouchel in respect of bridges, passenger transport and some other aspects of highways work – could also have a significant impact on the development of this team.

Detailed consideration would need to be given to the exact structure of this team and role of individual members of staff within it (and

appropriate HR processes – eg for appointments and for restructuring – may need to be applied) but the aim would be to develop a powerful and effective team with a blend of high level ‘generic’ contract management skills and experience, working alongside colleagues with greater ‘service specific’ awareness of the particular requirements of individual contracts;

3. In the fullness of time, consideration will be given to expanding the remit of this team to cover the management of other major contracts and transferring to it the ‘lead’ responsibility for championing effective contract/client side management throughout the organisation.