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Date	Version Number	Author	Comment
2015-07-23	0.1	Richard Hall	First Draft
2015-08-26	1.0	Richard Hall	Includes comments from Pam Oakshott
2016-01-06	1.1	Richard Hall	H&S update to 'Platinum' check-list

Introduction

This guidance should be read in conjunction with the 'Suffolk County Council, Contract Management Policy and Framework'. It is also based on the Crown Commercial Services 'Contract Management Standards' and the 'Scottish Contract Management Toolkit'.

It provides an overview of the activities undertaken during the implementation and operational phases of a Contract. It does not provide the knowledge and skills to manage Contracts in the disciplines of procurement, legal compliance, negotiation, financial and technical / service knowledge, all of which can be obtained through specific and subject related training offered through the councils Learning and Development Team.

"What gets measured, gets managed" - Peter Drucker

1. Definitions and Terminology

'Agreement' – Used specifically for Grant Funding and or a simple Service Level arrangement (See also 'Contract' below).

'Benchmarking' – The process of comparing prices and quality of services without undertaking a formal procurement process.

'Benefits Realisation' – The statement in the original business case of the benefits to be realised from the Contract which is used to assess the performance of the Contract.

'CQC' – The Care Quality Commission, a body established to assess standards of care in adult services.

'Contract' – The legal document formed after a procurement exercise and detailing the agreed terms and conditions governing the relationship between the council and the Supplier for the supply of the goods, services or works.

'Contract Manual' – A document describing in 'Plain English' an understanding between the council and the Supplier of the main terms and conditions of the Contract and how they will operate in practice.

'Method Statement' – The Supplier's response to the council's requirements describing how the requirement will be satisfied.

'OFSTED' – The Office for Standards in Education, a body established to assess education and management standards in the provision of children's care and education.

'Supplier' - The organisation who will be supplying the goods, services or works; sometimes known as the 'Contractor' or the 'Service Provider'.

'Key Performance Indicators' (KPI's) – The specific things that the Suppliers performance will be measured against.

'Risk Register' – The risks, usually identified in the business case, which will be managed throughout the life of the Contract.

'SCC Contract Manager' – The individual with responsibility for managing the Agreement or Contract with the Supplier.

'Small to Medium Enterprises' (SME's) – Suppliers with 250 or less employees and an annual turnover of no more than £35m.

'Suffolk Sourcing' – The council's electronic tendering and Contracts system which is managed by the Corporate Procurement Team. **'TUPE'** – The Transfer of Undertakings, Protection of Employment legislation which relates to the transfer of staff between Supplier's when a Contract moves from one Supplier to another.

2. Handing over the Contract

At the end of the procurement process the signed Contract or Agreement will be handed over to Contract management. A Contract for service should contain the following information. The level of detail may vary depending on the scale and complexity of the Contract.

- A specification of the goods, services or works to be provided
- Agreed service levels ('Method Statements') and a mechanism for recovering costs for poor performance (known as 'Liquidated Damages')
- Key Performance Indicators (KPI's) based on the specific outcomes needed from the Contract
- Arrangements and frequency of reporting against KPI's
- Terms and Conditions including:
 - Rights and Responsibilities of the council and the Supplier;
 - Arrangements for Payment;
 - Arrangements for adjusting prices (unless it is a fixed price Contract);
 - Details of insurance requirements;
 - Principle contacts;
 - Arrangements for Contract management, escalation and dispute resolution;
 - Ownership of any assets including Intellectual Property and copyright;
 - An exit strategy on termination of the Contract for whatever reason including any requirements under the Transfer of Undertakings, Protection of Employment legislation (TUPE).

In addition to the Contract, the Procurement Officer will work with the SCC Contract Manager and the Supplier to produce a simple 'Plain English' document/manual, explaining the main points of the Contract and how each works. It should be worked up and agreed with the Supplier at the end of the procurement or during the early implementation. A template will be available from the Corporate Procurement Team.

Do I need a Contract Manual?

BRONZE – Annual Review - Optional
SILVER – Six-monthly review - Recommended
GOLD – Quarterly review - Compulsory
PLATINUM – Monthly review - Compulsory

3. Setting up to manage a Contract

Applies to all Contracts; **BRONZE, SILVER, GOLD** and **PLATINUM**.

- **Staff**

If you are managing a Contract you need a detailed of knowledge of the specification and Contract terms (see '2' above) and ensure that there are processes in place to agree

variations/escalate issues without delay. For more complex Contracts (those in the **GOLD OR PLATINUM** risk areas) ensure that access is available to 'specialist' expertise in legal, financial, commercial and service commissioning, either as ad-hoc support or part of a specific Contract management team. It is useful to agree and document who is in the Contract Management team and their responsibilities in relation to the contract.

Appropriate training in Contract management, Contract administration and Contract negotiation can be found on the [SCC Learning Portal](#).

Recommended resources for Contract management

BRONZE - Annual review discussion with Supplier- managed by Contract manager only with support if needed

SILVER – Six-monthly review meeting with Supplier - managed by Contract manager with ad-hoc additional 'specialist support'

GOLD – Quarterly review meeting with Supplier - managed by Contract manager with regular 'specialist support'

PLATINUM – Monthly review meeting with Supplier - formal Contract management by Contract manager and a specialist team of officer's which may include legal, finance, commercial and technical support.

- **Administration**

Data relating to Contracts should be held and maintained within Suffolk Sourcing. This system can be used to set up trigger points to remind you about specific regularly occurring Contract management activities such as gathering KPI data, customer surveys, Contract management meetings, policy documents and insurance etc. It can also be used to store documents and records from Contract management activity.

- **Contract operation**

The Contract Manager needs to ensure that all aspects of the contract operate smoothly from day one. This includes all checks and balances on service delivery, methods of submitting and checking invoices and passing invoices for payment.



Top Tips!

To ensure you can process orders and payments, ensure your Supplier has been set up in Oracle, either for P2P use or to enable payment of invoices relating to line of business systems (e.g. Carefirst);

Make sure your Supplier is absolutely clear about what information they have to provide for you, how you want to receive it and when. It is best to agree this in writing or document in the Contract Manual.

Keeping accurate records is essential to good Contract management.

Set up your templates for Contract management activity. These might include:

BRONZE	SILVER	GOLD	PLATINUM
KPI Reports	Agenda for Contract	Agenda for Contract	Agenda for Contract

Customer Requests for Policy updates Satisfaction Survey Contract Change/Variation Requests Risk Register	Management Meetings Requests for Policy updates KPI Reports Customer Satisfaction Survey Contract Change/Variation Requests Benefits Realisation Risk Register	Management Meetings Meeting Minutes Requests for Policy updates KPI Reports Customer Satisfaction Survey Contract Change/Variation Requests Benefits Realisation Risk Register	Management Meetings Meeting Minutes Requests for Policy updates KPI Reports Customer Satisfaction Survey Contract Change/Variation Requests Benefits Realisation Risk Register
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4 Contract administration

Applies to all Contract types: **BRONZE, SILVER, GOLD** and **PLATINUM**.

Several tasks need to be carried out on a regular basis throughout the life of the Contract. They must be fully documented to ensure a record is held of any discussions that take place, and/or any correspondence between the council and the Supplier (it may need to be referred to at a later date). You will need to use the templates you set up (paragraph '3', 'Administration') to record the details, together with any formal council paperwork such as purchase orders, customer review forms etc.

Task	Frequency	Documents needed
Place an order for goods, services or works either using P2P or other Line of Business System	As required	SCC electronic purchase order on P2P.
Receive, check, approve and process invoices	As required	Supplier invoice
Ask for and check all relevant Supplier policies and insurances including external verification (CQC, OFSTED etc.)	Annual	Copies of policy documents and Certificates of Insurance
Contract Review Meeting	BRONZE – Annual SILVER – Six Monthly GOLD – Quarterly PLATINUM - Monthly	Meeting Agenda and Minutes
Obtain KPI and/or Service Level Report	As often as required in the Contract terms.	KPI Report Template
Obtain Customer Satisfaction Survey (Includes Provider Self Assessments, Assessment by other professionals/Professional Bodies etc.)	As often as required in the Contract terms. Remember that you may receive informal customer feedback at any time.	Survey Template
Benchmarking Cost and	Should be undertaken	No specific template

Quality	independently of the Contract at least Annually to ensure the Contract continues to represent Best Value	
Document changes to the Contract	As required and agreed with the Supplier ¹	Contract Change Form
Risk Register	Updated as needed to remove obsolete risks and add new ones	Use the Risk Register within the original Business Case
Benefits Realisation	Can be undertaken at any key milestone in the life of the Contract	Use the Benefits Realisation template within the original Business Case



Top Tip!

Produce a schedule and set yourself reminders to ensure regular tasks are undertaken on time to comply with the Contract. You can either do this within SCC's Contract Management System or in your own calendar/diary.

5 Managing performance

Applies to all Contracts **BRONZE, SILVER, GOLD** and **PLATINUM**

- **General**

The success of your Contract is determined by whether or not the outcomes you wanted are achieved within the budget allowed. To know how well your Contract is performing you have to measure the Supplier's performance against the KPI's determined at the outset of the Contract. Make sure your Supplier clearly knows what is expected from the outset so that you can both measure progress towards delivery of the outcomes.

Make sure that you play your part. If the Supplier needs any information, facilities, data or equipment from the council to perform the Contract; make sure it is made available at the right time.

- **Reporting**

The need for reporting from the Supplier should be kept to a minimum. The Supplier will factor into its pricing an element for Contract administration including gathering data and reporting it to you as well as attending meetings to discuss the Contract. Wherever possible, reporting should be 'by exception' and in line with the Contract monitoring schedule.



Top Tip!

¹ Seek advice from the Corporate Procurement Team if you are considering a Contract Variation before you discuss any changes with the Supplier.

Your Supplier will look closely at the Contract to spot any areas where it can generate additional income. Make sure you give them no excuse!

- **Service Needs**

Especially in Contracts for services to council customers, be prepared for regular feedback from customers on how the service is performing and be prepared to take action when needed. Any instances of poor performance must be challenged immediately with the Supplier and a plan agreed for rectification. If poor performance is left unchallenged, it is likely to continue or escalate or may even indicate an underlying problem for the Supplier. You will need to follow up on progress towards rectification and be prepared to escalate with the Supplier if issues are still unresolved.

Any changes in contract specification needs must be documented using the 'Contract Change Form' in '3' above.

- **Ensuring value for money**

Value for money is achieving the optimum balance of cost and quality of service. If you are spending more in managing and supporting the Contract than the value the council derives from it, there is a fundamental problem which should be referred to the corporate procurement team for advice.

The council is required by law to obtain 'Best Value' for the money it spends. Undertaking a formal procurement exercise is one means of fulfilling that obligation. However, when you are managing a Contract, the best way to fulfil that obligation is to assess the costs and quality of the services you are receiving against similar Contracts in other local authorities.



Top Tip!

Build a network of local authority contacts who are prepared to share information with you about the Contracts they manage which are the same as or similar to yours. This will give you vital information on how you're your Contract is performing in the current market.

- **Payment, Incentives and liquidated damages**

Your Contract will detail how the payment processes work. You should make sure the Supplier is familiar with them because it could result in delays paying invoices.

Make sure that you measure your expenditure against the budget you have been allocated and be prepared to take corrective action if necessary. Consider at the outset how you are going to keep track of expenditure against the contract and put measures in place to ensure it can be monitored. If you require assistance to do this, speak to the Procurement Process & Systems Team.

In **SILVER**, **GOLD** and **PLATINUM** Contracts you may agree with the Supplier, to make changes to the payments or payment mechanism's as a result of Contractual or service

changes in accordance with the terms and conditions of the Contract e.g. stage payments, service efficiencies etc. These must be clearly documented using the 'Change Control Form' (See '4' above).

Some Contracts particularly **GOLD** or **PLATINUM** may contain a mechanism that allows the Contractor and council to share the benefits of any service enhancements or efficiencies. These when triggered, will also need to be documented in a 'Change Control Form'.

Some Contracts have an element of 'Liquidated Damages' sometimes referred to as 'Penalty Clauses' or 'Compensation Events'. Liquidated Damages should be a genuine pre-estimate of the council's financial loss for failure to perform part of the service. You will be entitled either to withhold payment, or part pay an invoice in recompense but you must make it absolutely clear to the Supplier that this is what you are doing and why. Before invoking these rights the Supplier must be given an opportunity to put right the failure. This might mean that they have 'three strikes' rule or simply a mechanism in the Contract to escalate poor performance before any deduction can be made or payment withheld.

- **Price Variation**

Some Contracts mainly although not exclusively **BRONZE** Contracts may be fixed price i.e. there is no room for further negotiation around price.

Many of our Contracts (mostly **SILVER**) allow for variation to price based on either the Retail Prices Index (usually RPI or RPIX).

Our more complex Contracts (**GOLD** and **PLATINUM**) will contain either an inflationary clause (RPI or RPIX) or a specific formula for agreeing variations based on inflationary factors for each element of the cost.

Wherever you see these types of clause they should be accompanied by an opportunity to enter into negotiation. In other words, we do not necessarily have to accept an increase purely because the Contract permits one. It is often the case that the Supplier has been able to achieve efficiencies which negate the need for a price increase.

In the current financial climate the council has adopted a 'zero inflation' policy which often means that all requests for a price increase should initially be refused. In any event you should not entertain any request for increase in prices without full written justification which has been submitted in compliance with the terms of the Contract.

The Corporate Procurement Team can provide support to negotiate price variations.



Top Tip!

It is sometimes the case that a Supplier 'buys' the Contract by either knowingly or through error submitting prices which are lower than they can realistically sustain.

- **Risk Management**

During the procurement process, the commissioner and buyer will assess the known risks in the Contract and agreed who (the council or the Supplier) is best placed to manage them. Examples of risks likely to have been considered are:-

- Fluctuations in demand;
- Supplier capacity;
- Staffing;
- Legislative changes;
- Changes in technology;
- Environmental changes;
- Political risks e.g. funding, etc.

The allocation of risks will have been made clear within the terms of the Contract but any changes should be recorded together with reasons for the change using the Risk Register in the Business Case.

- **Business Continuity**

You will already know whether the Contract you are managing is a high risk (a **GOLD** or **PLATINUM**) Contract. If it is, you must have plans in place to ensure continuity of service. The first line of defence is the Suppliers own Business Continuity arrangements which you should have a copy of and monitor regularly. The Supplier may also undertake regular tests of their Business Continuity arrangements and you can ask to see details of those as a part of your monitoring activity. Remember that the council cannot delegate its statutory responsibilities through a Contract and so we also need to have a business continuity plan in place to deal with Supplier failure.



Top Tip!

The Corporate Procurement Team can provide data on your GOLD and PLATINUM Contractors/Service Providers to specifically monitor changes in their financial returns and credit ratings.

Contracts which are **BRONZE** or **SILVER** are not as business critical but you should still be prepared to find an alternative source of supply if the Contract fails.

A number of risks may be outside the control of either the Supplier or the council and are usually referred to in the Contract as 'Force Majeure Events'. These cover such things as strike action, natural disasters including fire or flood or terrorist attack. Because they are neither controllable by the Supplier or the council, you will need to agree with the Supplier, how these will be dealt with on a case by case basis.

6 Managing the relationship

Applies to all Contract types, **BRONZE, SILVER, GOLD** and **PLATINUM**, but is increasingly important in **SILVER, GOLD** and **PLATINUM** Contracts.

Any Contractual relationship requires a degree of mutual trust and understanding between the Supplier and the council, accepting that there will be slightly different motives for entering into and delivering the outcomes. Supplier motives vary from generating a return to shareholders (profit) for private sector companies to creating social capital and supporting

vulnerable people within the voluntary sector. Arguably the objectives of the voluntary sector are more aligned with those of the council but this is not always the case.

Understanding respective motives is the key to developing an effective Contractual relationship and time should be devoted to understanding what each side wants and expects to achieve from the Contract. Similarly developing relationships with the Supplier's Contract manager based on mutual trust is critical to ensuring successful outcomes to the Contract and for dealing with any specific issues that might arise. Relationships should allow both the council and Supplier to achieve a 'win-win' position in most cases. This is unlikely to be achieved if the relationship is 'adversarial'. Further help on negotiating to get the right result is available from the corporate procurement team and training in negotiation and improving communication skills can be found on the [SCC Learning Portal](#).

Developing a Contract Manual (see '2' above) is important for the benefit of both council and Supplier in understanding what each other expect from the Contract and how it can be achieved. As staff move on, the understanding achieved from this document should enable any new Contract manager on either side to quickly pick up and manage the relationship.

Do not be afraid to challenge your Supplier about all instances of poor performance as identified above ('5' Service Needs). Remember that poor performance could equally be about:

- Any one or more of the KPI's;
- Payment of Sub-Contractors;
- Provision of information;
- Financial concerns;
- Non-compliance with policy requirements; etc.



Top Tip!

Supplier's staff can move on quite quickly with adverse effects on the Contract performance, challenges and the relationship you may have built up. Be aware of any changes and wherever possible make sure there is a proper handover. Seek an early meeting with the new Supplier's Contract manager to go through the Contract and ensure they are clear on the outcomes and performance levels agreed.

7 Service improvement

Applies to all Contract types **BRONZE, SILVER, GOLD** and **PLATINUM** but is increasingly important in **SILVER, GOLD** and **PLATINUM** Contracts.

In all Contracts lasting more than one year, we want to develop or improve the service to customers, increase efficiency and make savings. **GOLD** and **PLATINUM** Contracts may even have a specific requirement for service improvements including opportunities to reduce year on year service costs and/or share any benefits realised between the council and the Supplier.

As a Contract manager you have to ensure that the benefits expected are delivered and it is important to work closely with your Supplier to ensure it happens. If there is a profit share

approach (sometimes known as 'Gain Share') there is a strong incentive for the Supplier to achieve efficiency.

Service improvement could also take the form of delivering on the councils policy aims for example; working with 'Small to Medium Sized Enterprises' (SME's) through the supply chain. In a recent Contract, we specified that main Suppliers had to sub-contract a percentage of the work to local SME's. To support this objective, an event was organised for local SME's to come and meet with the main Suppliers to develop relationships and open opportunities for sub-contracting.



Top Tips!

Take time to read your Contract thoroughly and ensure both you and the Supplier are clear on the expectations for service improvement and efficiencies. If in doubt, ask the corporate procurement team for help;

Work with your Supplier to deliver the efficiencies we need and be prepared to help them to meet their obligations.

8 Summary of Contract management activities

Category from Matrix	BRONZE	SILVER	GOLD	PLATINUM
Minimum review frequency	<i>Annually</i>	<i>Six-monthly</i>	<i>Quarterly</i>	<i>Monthly</i>
Essential activities	<p>Setting up to manage the Contract (One-off task)</p> <ul style="list-style-type: none"> Identify Contract Manager Set up Contract Management Templates <p>Contract administration (On-going task)</p> <ul style="list-style-type: none"> Timetable reporting and Contract management meetings Place orders and manage invoices Check all policy documents annually Obtain KPI reports Obtain Customer Satisfaction surveys and feedback Document any changes agreed with the Supplier Maintain and update Risk Register Update Benefits Realisation 	<p>Handing over the Contract (One-off task)</p> <ul style="list-style-type: none"> Produce basic Contract Manual <p>Setting up to manage the Contract (One off task)</p> <ul style="list-style-type: none"> Identify Contract Manager Identify ad-hoc 'Support Network' from Procurement, Finance, Legal and Commissioning Set up Contract Management Templates <p>Contract administration (On going task)</p> <ul style="list-style-type: none"> Timetable reporting and Contract management meetings Place orders and manage invoices Check all policy documents annually Obtain KPI reports Obtain Customer 	<p>Handing over the Contract (One-off task)</p> <ul style="list-style-type: none"> Produce Contract Manual <p>Setting up to manage the Contract (One off task)</p> <ul style="list-style-type: none"> Identify Contract Manager Establish a 'Support Network' from Procurement, Finance, Legal and Commissioning Set up Contract Management Templates <p>Contract administration (On-going task)</p> <ul style="list-style-type: none"> Timetable reporting and Contract management meetings Place orders and manage invoices Check all policy documents annually Obtain KPI reports Obtain Customer Satisfaction surveys and 	<p>Handing over the Contract (One-off task)</p> <ul style="list-style-type: none"> Produce Contract Manual <p>Setting up to manage the Contract (One off task)</p> <ul style="list-style-type: none"> Identify Contract Manager Establish Contract Management Team including specialist support as needed. Set up Contract Management Templates <p>Contract administration (On-going task)</p> <ul style="list-style-type: none"> Timetable reporting and Contract management meetings Place orders and manage invoices Check all policy documents annually Obtain KPI reports Obtain Customer Satisfaction surveys and

	<p>Managing performance (On-going task)</p> <ul style="list-style-type: none"> • Ensure the Supplier understands the KPI's and provide any information or support the Supplier needs from the council to perform the Contract. • Health & Safety. There may well be a list of things which need to be checked annually or at intervals. • Benchmark cost and performance with other Local Authorities • Manager customer feedback and raise any specific performance issues promptly with the Supplier • Manage price variation requests <p>Managing the relationship (On-going task)</p> <ul style="list-style-type: none"> • Maintain regular contact with the Supplier and be prepared to challenge performance. 	<p>Satisfaction surveys and feedback</p> <ul style="list-style-type: none"> • Document any changes agreed with the Supplier • Maintain and update Risk Register • Update Benefits Realisation <p>Managing performance (On-going task)</p> <ul style="list-style-type: none"> • Ensure the Supplier understands the KPI's and provide any information or support the Supplier needs from the council to perform the Contract. • Health & Safety. There may well be a list of things which need to be checked annually or at intervals. • Benchmark cost and performance with other Local Authorities annually • Manager customer feedback and raise any specific performance issues promptly with the Supplier • Manage price variation requests against corporate stance on inflation. 	<p>feedback</p> <ul style="list-style-type: none"> • Benchmark cost and performance with other Local Authorities • Document any changes agreed with the Supplier • Maintain and update Risk Register • Update Benefits Realisation <p>Managing performance (On-going task)</p> <ul style="list-style-type: none"> • Ensure the Supplier understands the KPI's and provide any information or support the Supplier needs from the council to perform the Contract. • Benchmark cost and performance with other Local Authorities annually • Manager customer feedback and raise any specific performance issues promptly with the Supplier • Manage price variation requests • Be prepared to put alternative arrangements in place if the Supplier should fail. • Annually check Suppliers 	<p>feedback</p> <ul style="list-style-type: none"> • Benchmark cost and performance with other Local Authorities • Document any changes agreed with the Supplier • Maintain and update Risk Register • Update Benefits Realisation <p>Managing performance (On-going task)</p> <ul style="list-style-type: none"> • Ensure the Supplier understands the KPI's and provide any information or support the Supplier needs from the council to perform the Contract • Benchmark cost and performance with other Local Authorities annually • Manager customer feedback and raise any specific performance issues promptly with the Supplier • Manage price variation requests • Be prepared to put alternative arrangements in place if the Supplier should fail. • Annually check Suppliers
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		<ul style="list-style-type: none"> • Be prepared to put alternative arrangements in place if the Supplier should fail. <p>Managing the relationship (On-going task)</p> <ul style="list-style-type: none"> • Maintain regular contact with the Supplier and be prepared to challenge performance. • Keep a watching brief on the Suppliers financial performance. <p>Service Improvement (On-going task)</p> <ul style="list-style-type: none"> • Be clear about what service improvements are needed and provide whatever support has been agreed. 	<p>Business Continuity arrangements.</p> <ul style="list-style-type: none"> • Health & Safety. There may well be a list of things which need to be checked annually or at intervals. • Review any stage payments when they become due and ensure any variations to payment terms are documented using the change control process. • Agree any profit share sums with the Supplier and document using change control process. <p>Managing the relationship (On-going task)</p> <ul style="list-style-type: none"> • Take time to get to know your Supplier and understand their business • Maintain regular contact with the Supplier and be prepared to challenge performance. • Keep a watching brief on the Suppliers financial performance • Arrange to make visits to the Supplier's premises. 	<p>Business Continuity arrangements.</p> <ul style="list-style-type: none"> • Health & Safety. There may well be a list of things which need to be checked annually or at intervals. • Review any stage payments when they become due and ensure any variations to payment terms are documented using the change control process. • Agree any profit share sums with the Supplier and document using change control process. • Ensure liquidated damages are enacted in accordance with the terms of the Contract and claimed as necessary. <p>Managing the relationship (On-going task)</p> <ul style="list-style-type: none"> • Take time to get to know your Supplier and understand their business. • Arrange regular visits to the Supplier's premises. • Maintain regular contact with the Supplier and be prepared to challenge
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			<p>Service Improvement (On-going task)</p> <ul style="list-style-type: none"> Be clear about what service improvements are needed and provide whatever support has been agreed. 	<p>performance.</p> <ul style="list-style-type: none"> Keep a watching brief on Suppliers financial performance <p>Service Improvement (On-going task)</p> <ul style="list-style-type: none"> Be clear about what service improvements are needed and provide whatever support has been agreed.
<p>Desirable activities</p>	<p>Handing over the Contract</p> <ul style="list-style-type: none"> Contract Manual <p>Setting up to manage the Contract</p> <ul style="list-style-type: none"> Identify ad-hoc 'Support Network' from Procurement, Finance, Legal and Commissioning <p>Managing performance</p> <ul style="list-style-type: none"> Be prepared to put alternative arrangements in place if the Supplier should fail. <p>Service Improvement (On-going task)</p> <ul style="list-style-type: none"> Be clear about what service improvements are needed and provide whatever support has been agreed. 	<p>Managing Performance</p> <ul style="list-style-type: none"> Review any stage payments when they become due and ensure any variations to payment terms are documented using the change control process. 	<p>Managing Performance</p> <ul style="list-style-type: none"> Ensure liquidated damages are enacted in accordance with the terms of the Contract and claimed as required. 	<p>None</p>