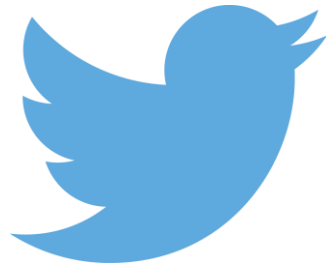




## Be part of the conversation! Follow APSE on Twitter and LinkedIn



**@apseevents**  
**@apsenews**



**@APSE - Association for  
Public Service Excellence**



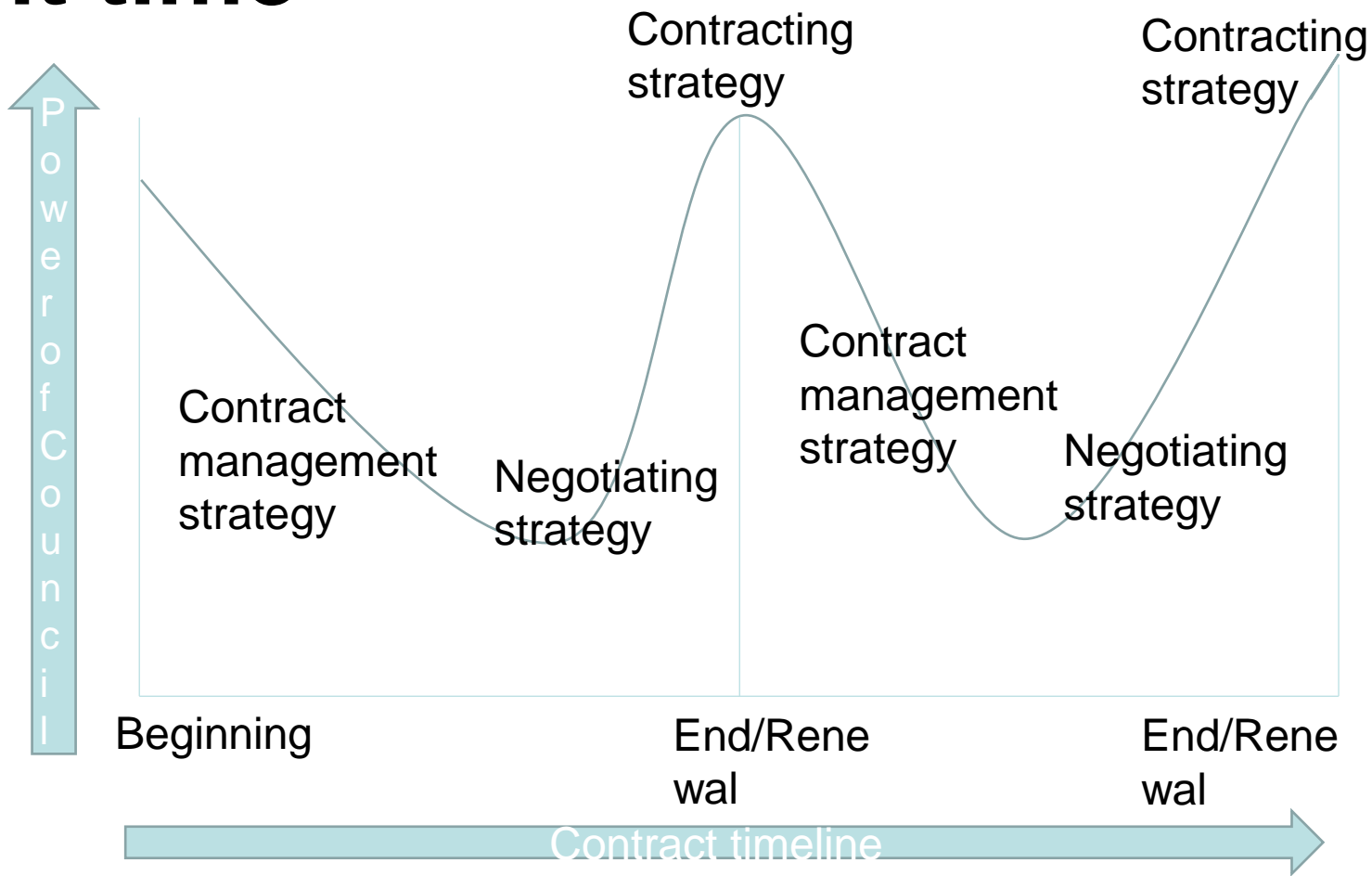
# Session 3

- Undertaking a contract review
- Developing a viable options appraisal
- Developing an outline business case
- Embedding the council vision into the new delivery model
- What does a contract calendar of review look like?
- The project team: turning the vision into reality

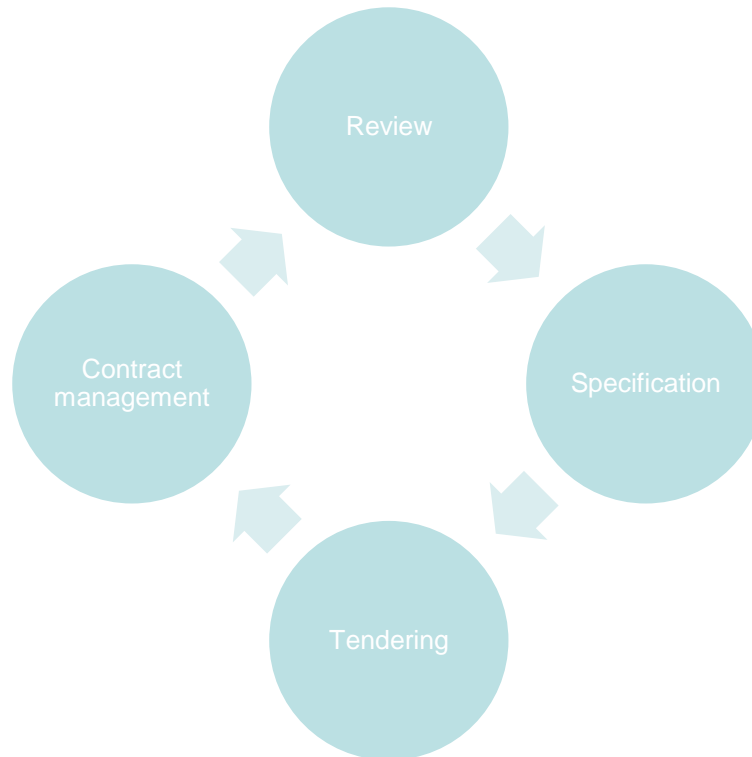


# Undertaking a Contract Review

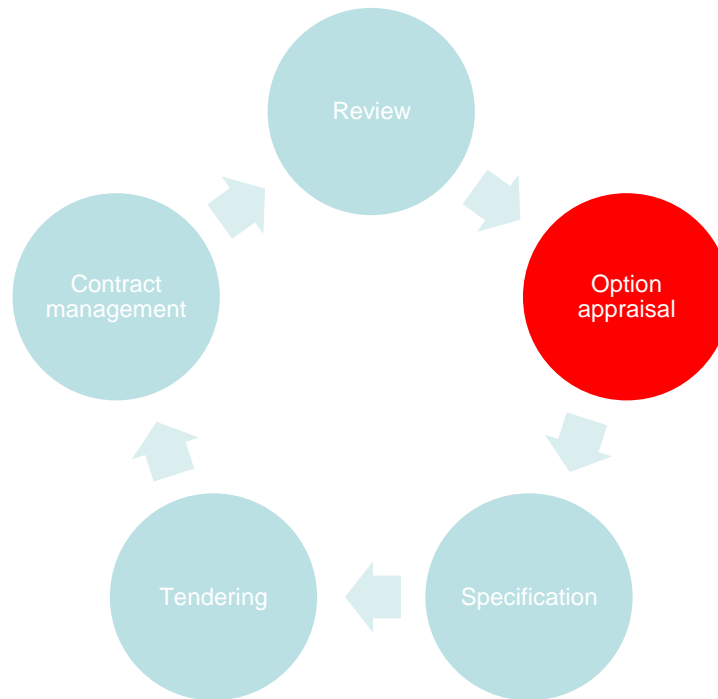
# The right strategy at the right time



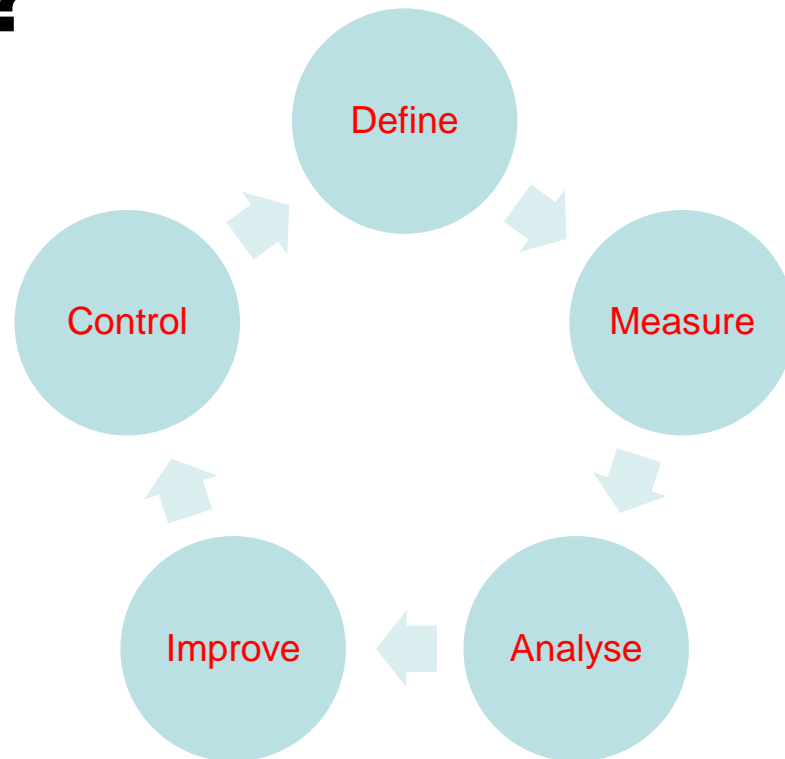
# How it should look?



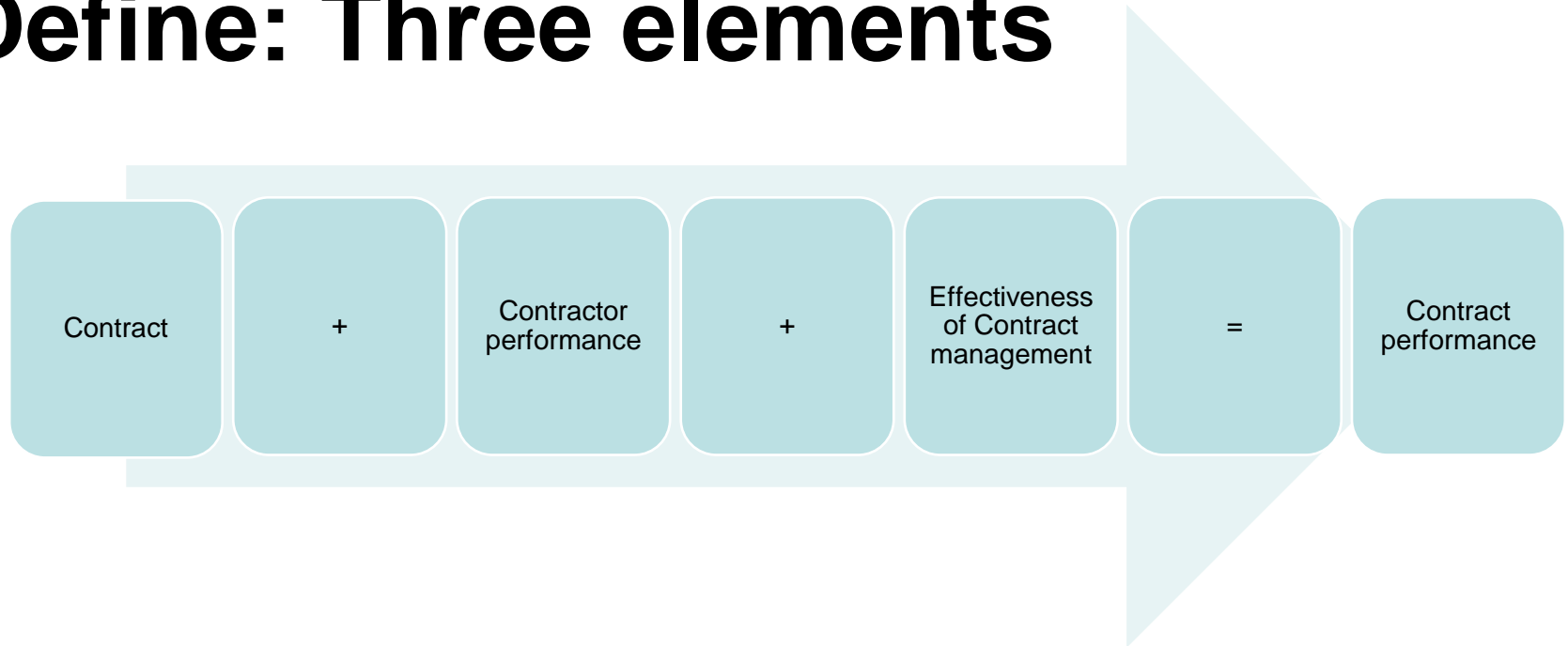
# Or is this better?



# Contract Review: One off event or continual improvement?



# Define: Three elements





# Define: Contract

- Objectives
  - Outcomes – what should the service achieve?
- Specification
  - Outputs – what measurables do we expect from the contract?
  - Inputs – who decides how to do it?
- Measurement
  - Client recording
  - Self reporting
  - Wider stakeholder feedback

# Define: Contractor Performance

- In line with specification?
  - Do you actually know what this is?
  - And has it changed?
- What else?
  - Responsiveness?
  - Customer care?
  - Do the members/public like the contractor?

# Define: Contract management

- What does the contract envisage?
  - Crucially who should determine the inputs
  - Contract review meetings
  - Contractual processes
- Is this what happens?
- Does contract management help or hinder?

# Measure

- What matters to you?
  - Outputs probably
- What matters to key stakeholders?
  - Public often like to see inputs
- What does the specification/contract say?
  - This is all you can rightfully judge performance by

# Analyse

- Performance against expectation
  - Requirements of contract
  - Client side input
  - End user perception
- Contextualisation
  - Benchmarked net cost
  - Benchmarked performance

# Improve

- Using contractual remedies
- Improving contract management
- Looking to the future

# Control

- Making it stick
- Ongoing review programme
- Metrics recording/reporting

# Workshop Discussion







# Options Identification and Appraisal

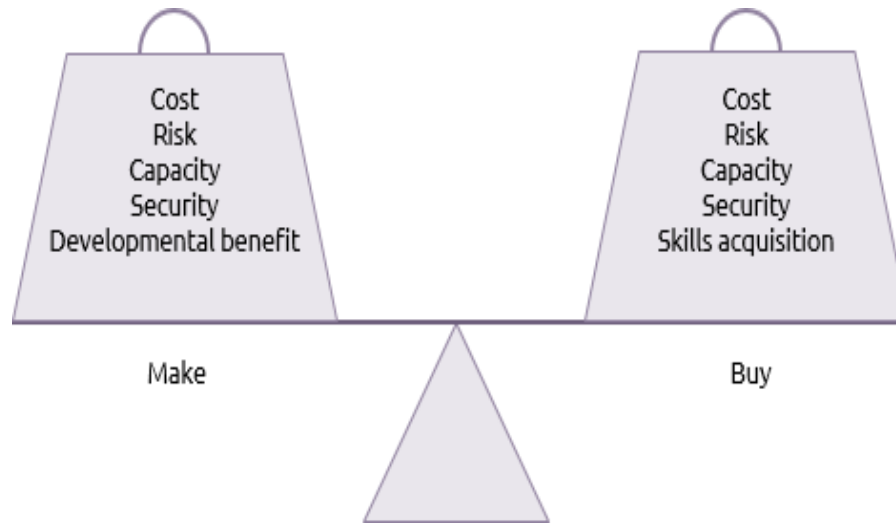
# Exploring options

- What options are available
- Short run
- Long run

# Options identification: Make or buy

- Make
  - Direct in-house
  - Commissioned in-house
  - In-house hard split
  - Shared service
- Buy
  - Input specified contract
  - Output specified contract
  - Outcome specified contract
  - Independent provider
  - Arms length provider
  - Shared service options

# Options appraisal



# Options appraisal: constructing criteria

- Service objectives
  - Collect the refuse
  - Take it to the disposal facility
- Wider objectives
  - Do so in a way that optimises net cost
  - That is consistent with climate change policy
  - That contributes to amenity and value/economic development
- Cultural fit
- Political fit
- Doability
  - Capacity issues
  - Expertise
  - Timeframe

# Options appraisal process

- Who's going to do it?
  - Officers
  - Members
  - Consultants
- Do you need a scoring scheme?
  - How do you determine relative weightings?

# Options appraisal: outcome

- Options report
  - Preferred option
  - This is what we want
  - But need to know for certain its going to work
  - So on to .....

# Workshop Discussion







# The Business Case

# What is a business case?

- Evidence to convince investors that
  - The result will be as required
  - Performance
  - Cost
  - Reputation

# What should it include?

- A balanced approach such as:
- Strategic case
  - How the option will deliver against strategic objectives
- Legal case
  - That it is lawful and will satisfy legal duty e.g. best value, procurement rules etc
- Commercial case
  - Where operating in a commercial environment
- Financial case
  - That it is affordable in net cash terms
- Operational case
  - How staff and other resource requirements will be satisfied

# Workshop Discussion



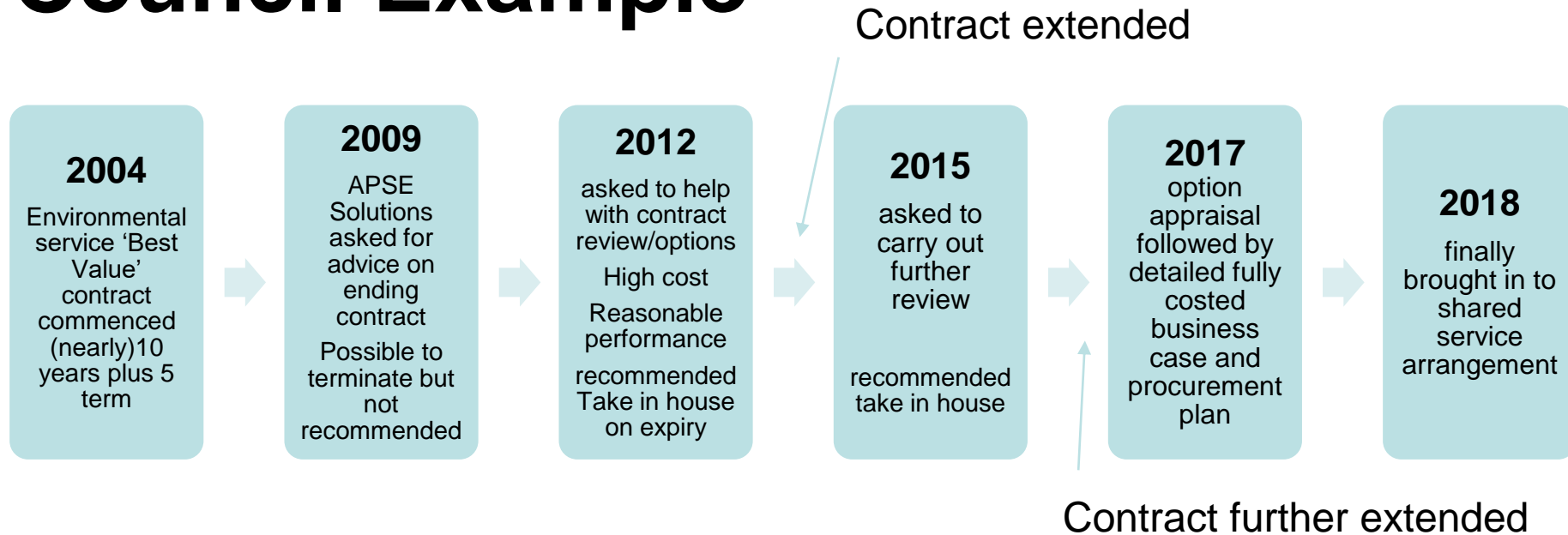


# Mobilisation

# Mobilisation

- Business plan setting out what and when
- Service standards created
- Resourcing plan written
- Procurement plan if needed
- Implementation

# Don't underestimate how long it can take: Anywhere District Council Example



# Workshop Discussion





# Final questions

