

Appendix 2c: Opinion and Themes

Assurance



Cleaning Services Contract Management

Objective

To assess whether there are robust arrangements in place to ensure that the cleaning contract is being delivered properly in compliance with the specified performance and quality standards, and at the correct cost / price.

Themes

The contract for cleaning various premises within the Borough, including the Civic Centre is valued at £1.1M over three years. Due to the incomplete nature of the contract document, it was not possible to identify the precise cleaning services, performance standards or management and monitoring arrangements that were expected to be delivered at the various locations, when the contract was awarded.

Subsequently, the Contract Manager has made considerable efforts to establish contract management arrangements that are practical and understood by all concerned. This has included agreeing work specifications and introducing Monthly Cleaning Audit forms. These forms are, though, completed by the contractor and there is concern about their accuracy. Monthly review meetings are held but focus mainly on operational issues rather than overall performance, complaints, risk management, customer surveys, potential improvements or efficiencies etc.

Therefore, to ensure the Council gets the service it is paying for, for the remainder of the contract term, action is being taken to:

- define the role of the Contracts Manager so he is responsible for and involved in all matters relating to the contract across all sites, including agreeing with client managers / budget holders that the invoice charges made by the contractors are in with the tendered amount and any subsequent formal variations agreed
- introduce a formal change control process to enable any variations to the contract to be agreed and authorised at the appropriate level within the Council
- confirm the precise cleaning requirements for each location and incorporate them into the contract using a formal Variation Order
- further develop:
 - contract management and monitoring arrangements so they are more comprehensive and informative
 - a formal process for measuring and reporting on performance, which includes the use of key indicators and involves client representatives in proactively signing off on the service provided.
- produce a risk register for the contract, which will then be periodically updated and reported to the Client Review Group
- inform client representatives at all sites of the updated arrangements and how they will operate.

Number of actions agreed: 8