CONTRACT MANAGEMENT PIONEER PROGRAMME

Measuring the health of contract management

PART OF CONTRACT MANAGEMENT SUITE OF TOOLS

CONTENTS

1 OVERVIEW

1.1 Introduction

The guide has been produced to support councils to navigate the use of data to evaluate how well contracts are being managed across their local authority, in a housing context.

Measuring the council-wide health of housing contract management is different from measuring the performance of individual contracts with their own KPIs and compliance requirements. However, the reason for measuring the health of contract management reflects the same reasons for investing in effective management of individual contracts: to ensure the council is maximising value on third party spend, to ensure good governance for the public purse and to use resources effectively. In addition, it enables risk and inconsistency to be identified along with recognising, sharing and celebrating good practice. In a housing context, the council must be able to demonstrate that it is actively monitoring and managing performance of contracts that deliver tenant services, ensure property safety, and uphold regulatory standards[1] and statutory duties (e.g. gas and electrical safety). Increasingly within housing, using effective contract management to drive value for money – whether for the Housing Revenue Account, the General Fund, or the council's capital programme – is critically important.

No one council is the same, therefore there will be areas that will need adapting to meet the bespoke requirements of individual local authorities.

Why measure the health of contract management	Know where action needs to be taken	Address areas of risk
Raise standards and continuous improvement	Create confidence, trust and empowerment	Compliance with standards, the Procurement Act and regulations
Positive culture and practice with shared learning	Identify areas of duplication and potential savings	Create insights and predicted analytics

[1] Regulatory standards for landlords – GOV.UK

For housing contracts, this means ensuring that compliance services are timely and effective, responsive repairs are consistently delivered, capital projects are progressing as planned, and disrepair risks are mitigated.

Data and insights from contract management health

1 Prioritise information the council wants to know in how it manages contracts	• Links to corporate and housing objectives, demonstrating the key role of third party spend. • There may be specific issues the council wants to focus on.
2 Ensure there is a route and source to collect the data	• Use existing data as much as possible. • New ways of collecting data may be required.
3 Establish a baseline from which to measure improvement	• Tracking change over time can demonstrate progression or regression. • RAG rating is a useful way of measuring contract delivery.
4 Design a collation method that is as automated as possible	• Systems that can "talk to each other" will be useful to reduce manual processes. • Collecting data can be resource intensive without supporting technology.
5 Form an effective reporting method, preferably using one dashboard report	• Align the different reporting currently conducted by contract managers. • Design a report of different layers, starting with the headlines with the ability investigate the detail.
6 Apply insights to the reports	• Use reporting to understand the pressure points and risks. • Bring together different elements of the data to create a multi-dimensional picture.

Specifically for housing, additional insights should include performance against key metrics – with benchmarking and target performance where possible. The exact metrics will vary according to the specific circumstances of the council (for example whether it is a stockholding authority and whether it has outsourced some or all of its housing functions), but should typically cover areas such as:

- Turnaround times for completion of repairs works.
- Quality of works (e.g. right first time).
- Works in progress for repairs works (such as any backlogs of repairs).
- Statutory compliance works (e.g. fire risk assessments).
- Performance of back office functions (such as call handling).
- Resident satisfaction scores.
- Health and safety reporting trends.
- Outcomes from tenant engagement.

Some key questions the data can support:

- Are repairs meeting response times and first-time fix rates?
- Are statutory checks (e.g. gas, electrical, fire) being completed on time?
- Are building safety programmes on track and resident communication clear?
- Are housing capital works being delivered as expected?
- Are high-value housing suppliers financially stable and delivering to standard?
- Are disrepair claims increasing, and if so, why?

The performance results

Can the performance of contracts demonstrate the culture in operating contract management across the council and within directorates?

Has there been improvement in performance overtime as new practices have been introduced?

If the contract is underperforming what is the cause (e.g. resourcing or non-compliance with requirements for monitoring)?

Is the original specification unachievable?

Have external factors had an influence of the contract's deliverability?

The financial profile

How is the profile of spend compared to forecast?

Is there a reason for underspend such as slow delivery of capital projects and is that because of weak project management?

The overspend may relate to an agreed increase in performance, but is there the budget to do that and has a change in contract been conducted correctly?

Knowing the state of suppliers

Are there risk working with a supplier in a difficult market?

Do they have high value contracts with the council, yet their credit score is weak?

Are they delivering several different contracts, potentially under threshold which then takes them above threshold?

Are they performing well in their KPIs along with the social value elements?

Have they a culture and practice of innovation that we want to make more of?

Compliance and standards

Are there areas of non-compliance that are regularly failed?

Is this because the standards are unworkable?

Are there areas of the council where non-compliance is a regular occurrence, and therefore part of the culture?

What are the common risk areas and is further investigation need?

Predictive view

What needs to be done to mitigate likely risks to contract delivery?

What are the trends telling us and where do we needed to assign resources?

Can we benchmark against other councils and compare our contract delivery?

How can the data from the Central Digital Platform help us?

1.2 Forming the principles

The following principles were developed during the course of the work with Derbyshire County Council as useful foundations to navigate measuring contract management:

- Measuring the health of contract management is integrated with the council's continuous improvement, achieving value for money and ultimately supporting delivery of the council's objectives.
- Striving to utilise current data sources, existing requests for information and maximising reporting routes to ensure effective use of resources in recognising demands on services.
- Aiming to use one dashboard for different audiences when reporting on the health of contract management.
- Accepting the council is on a journey to improve its contract management, with a step change over time and refinement in how the health of contract management is measured by learning through delivery.
- Recognising that data will not tell the whole story of effective contract management, and that exemplary delivery is an expected requirement of the supplier built into the contract.

2 THE INDICATORS, COLLECTION AND REPORTING

2.1 Types of indicators

To create an evidenced approach to measuring contract management needs a set of indicators.

Housing indicators should reflect compliance performance, asset management programmes, repair frameworks, resident satisfaction, and disrepair claims.

The indicators align to the following categories:

Profile – the type and level of contracts managed across the council. This will provide an understanding of the third party spend across the authority, where to allocate contract management resource and particular expertise or pressure points in service areas. Include housing-specific segmentation: repairs, planned maintenance, statutory compliance, development, voids, decarbonisation. Monitor the number of contracts and spend associated with each.

Expected performance – how well contracts are performing. Based on an aggregated assessment the results can show where there are strengths and weaknesses, contracts that might need further review and where there may be potential risk. Consider including:

- Percentage of statutory compliance KPIs (gas, electric, fire) met.
- Turnaround times for repairs, including the reletting of void properties.
- Percentage of contracts achieving first-time fix in responsive repairs.
- Percentage of housing complaints or disrepair claims linked to contractor performance.
- Resident satisfaction levels (RSH Tenant Satisfaction Measures).

Added value – where additional benefits can be demonstrated. These can be cashable and non-cashable benefits to the council and residents as a way of demonstrating innovation.

Compliance – ensuring that contracts are being managed to the expected requirements and standards, as outlined in the contract management framework. This will address where additional support might be needed and can be proactive in addressing risks. Consider including:

- Percentage of housing contracts with live compliance dashboards.
- Percentage of contracts with documented health and safety obligations.
- Percentage of contracts audited against Regulator of Social Housing requirements.
- Percentage of contracts with tenant liaison or decanting plans where appropriate.
- Percentage of housing capital projects using compliant change control procedures.

The Central Digital Platform will also have the potential to provide data useful to the council. It can be used for tracking major housing frameworks (e.g. repairs, fire safety, decarbonisation). It should also be considered how housing KPIs and financial data can align with Central Digital Platform outputs.

2.2 Indicator set

The indicator set is a sample of the type of measures that can be used – areas such as values will need to be bespoke to each council depending on your practices and governance.

Profile indicator	Rationale	Source
Number of contracts in total and by directorates	The scale of contracts and outsourced services with the council and by directorates – which can be measured over time to assess changes in direction	Contracts register
Total value of contracts Value of contracts over £25k Value of contract under £25k	A measure of volume in financial terms, again profiled by directorate and tracked overtime. The profile of low level contracts illustrates scale of operation across the council	Financial data
Contracts by tiered/ segmentation level	Segmented profile of contracts based on value, risk and impact	Contracts register

Profile indicator	Rationale	Source
Supplier profile – number of contracts and value per supplier	Key dependencies, duplication on contracts and areas of relationship building	Contracts register
Credit check – based on good, adequate or of concern	Stability of the supplier and any associated risk linked to delivery which the council is highly dependent	Annual assessment
Number of direct (waivers), frameworks and Light Touch awards	To know the scale and risks attached to direct awards	Contracts register/ Central Digital Platform
Digital platform data – based on notices	Ensure legal compliance	Central Digital Platform
Invoices paid within 30 days	Review compliance	Financial data

Expected performance	Rationale	Source
Percentage of KPIs rated as red, yellow, amber, green **Red:** inadequate **Amber:** requires improvement **Yellow:** approaching target **Green:** good **Not known:** information not available (Based on three KPIs in the contract to illustrate delivery or a combined score)	Overview of performance, and assess were mitigation or further investigation is needed, including why performance is not know	Self assessment (based on monitoring reports)
Spend on-track based on milestones rated as red, amber, green: **Red:** overspent **Amber:** heading to overspend **Green:** on track with spend **Not known:** information not available (which would require investigation)	Highlight areas where over budget, address trajectory of potential overspend which could be an illustration of delay in delivery or dispute	Self assessment (based on monitoring and finance reports)

Expected performance	Rationale	Source
Spend against milestones rated as red, amber, green: **Red:** overspent **Amber:** heading to overspend **Green:** on track with spend **Blue:** on track or achieved an underspend **Not known**: information not available (which would require investigation)	Highlight areas where over budget, address trajectory of real and potential overspend; less critical profile of underspend which could be an illustration of delay in delivery or dispute, or positive budget saving	Self assessment (based on monitoring and finance reports)
Delivery of social value commitments: **Red:** non delivery to timescale **Amber:** no information or evidence **Green:** delivered or on track for delivery **Not known:** information not available	Illustration of social value monitoring and delivery; not know would required further investigation	Self assessment (based on monitoring reports)
Closed contract, profile of performance, spend, timescale	Creating a bank of information on to delivery on contracts	Contract close reports

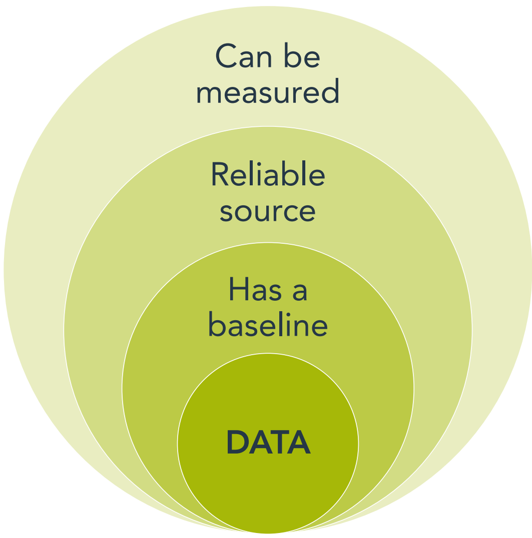
Added value	Rationale	Source
Percentage of contracts achieving above contract delivery creating added value, based on: ‣ Exceed deliverables within budget ‣ Improved offer/experience for residents ‣ Additional cashable savings to the council ‣ Added Investment ‣ Sourcing external funding or partnership adding value ‣ Additional net zero actions ‣ Support for the local economy and training ‣ Innovation through partnership with the council or delivered through the contract	Areas of added value as an indicator of partnership, progression and innovation by the supplier and the council	Self assessment (based on monitoring reports)
Annual review of contracts – focus on five contracts that demonstrate added value	Best practice sharing and celebrating achievement	Deep-dive review
Percentage entries on the contracts register with an up to date named contract manager and SRO	Reassurance that contracts have appropriate accountability and delivery	Contracts Register
Percentage entries on the contracts register with relevant link to published governance decisions	Proof there are the relevant powers and delegations are in place to deliver the contract	Contracts Register

Compliance	Rationale	Source
Percentage of monitoring meetings taking place in accordance with tiering/ segmentation and contractual terms and conditions	Expected practice from the contract manager proportionate to the type and level of contract	Self assessment
Percentage credit and compliance checks taking place in accordance with contract tiering/segmentation requirements		
Percentage of contracts with risk registers		
Percentage of contracts with risk registers that are updated monthly		
Percentage of contracts with an up to date contract management plan		
Annual assessment of contract management delivery	Profile of all contracted delivery through a self-assessment annual review (includes contracts of low level)	
Change requests followed according to tiering and governance requirements	Compliance with changing the contract (as higher risk of challenge due to transparency requirements in the Procurement Act)	
Percentage of self assessments providing correct information via annual spot check of compliance	Ensuring that self-assessments are accurate	Spot checks/ audits
A contract manager with a gold and silver contract has attended a minimum of 50% of networking sessions	To ensure shared learning takes place and contract managers are up to date, presented by directorate	Register of attendance

Centre Digital Platform	Rationale	Source
Performance KPIs for contracts over £5m: **Red:** inadequate **Amber:** requires improvement **Yellow:** approaching target **Green:** good	Whole life measure of KPI deliver to gauge the performance against the specification	Contracts Register
Number of change notices submitted and percentage approved	Level of alteration to the contract, could raise concerns in delivery and having the correct specification	Central Digital Platform
Suppliers on the debarment list	Part of the supplier profile	
Number of Below Threshold Notice	Percentage of contracts at below threshold giving a profile of contracting in the council	

2.3 Data collection and collation

A key factor for accurate measurement is access to reliable and collectable data that has a solid baseline. The principle is to use as many existing (and reliable) data sources as possible. However, where that is not possible a self assessment may need to be completed by the contract manager which can also provide a checklist and reminder of requirements. This is a *self* evaluation, so based on trust. It would therefore be useful to verify the results through spot checking and in-depth deep dive conversations with contract managers – particularly for the high value and high risk contracts.



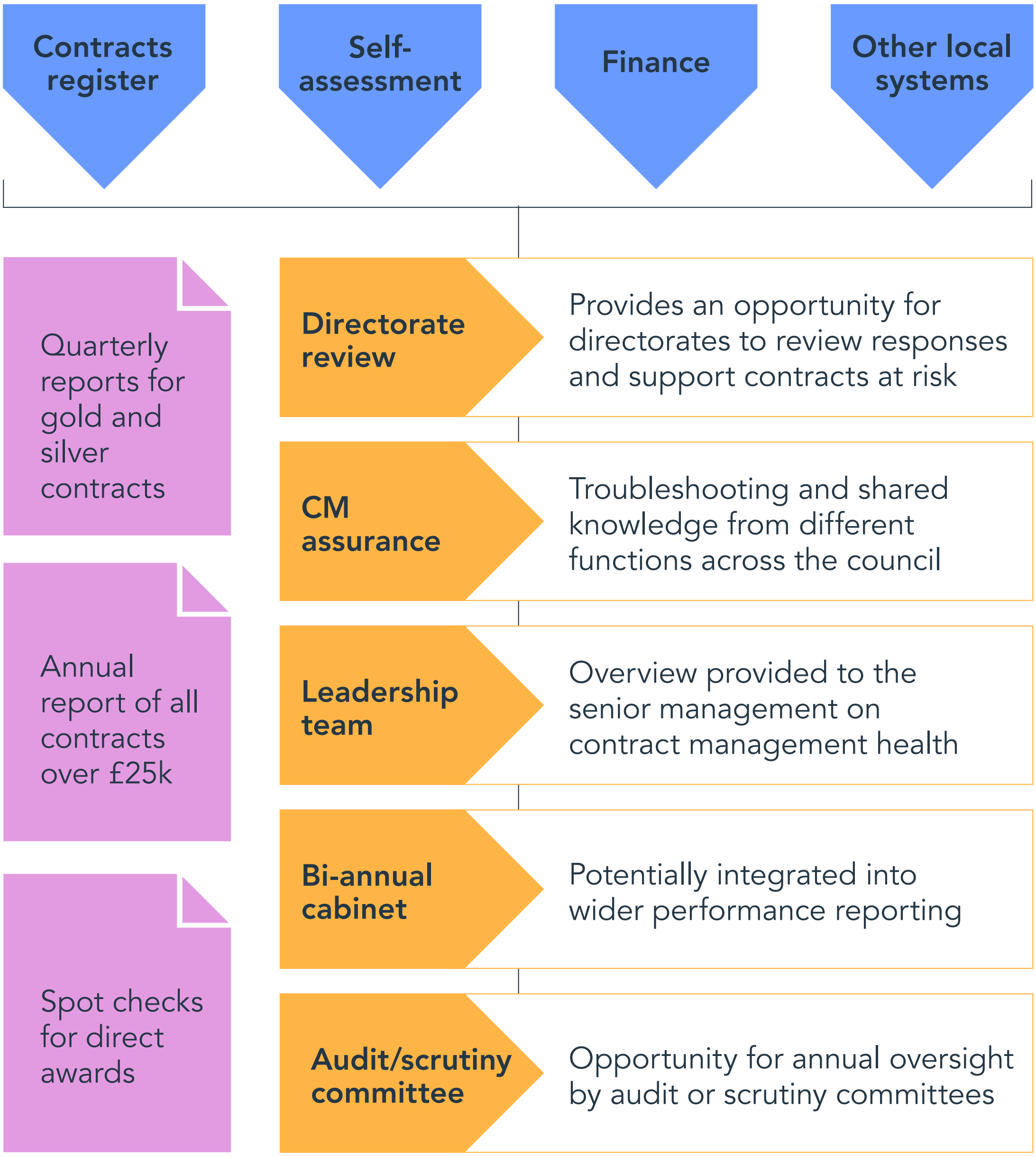
It is advisable to keep the self-assessment as quick and easy as possible, asking the key questions important to the council. If too complicated it will be overburdensome and be avoided. Common priority areas are:

- Regular meetings with the supplier building up and sustaining the relationship.
- Change is correctly managed and agreed through the correct governance.
- Performance and spend on track.
- Compliance requirements are in place e.g. health and safety, insurances, quality standards.
- A risk register is in place and up to date.

Housing-specific self-assessment questions might include:

- Are contracts being managed in a way which is compliant with the housing regulatory standards?
- Are compliance services delivered in line with the Landlord Safety responsibilities?
- Are all void safety certificates recorded and tracked?
- Are repairs turnaround times understood and benchmarked?
- Are KPIs for resident satisfaction monitored?
- Are building safety communications logged?
- Are cost overruns in capital works tied to delays in access, decant, construction works or planning?
- Are any underspends (for example in capital programmes) recoverable in year?

The following diagram aims to illustrate the sources of information and the various reporting stages and places.



2.4 Reporting

Based on the ambition and given the right technology (and software interactions) the information has the potential of being pulled into one source to reduce manual processing, creating a single report with a headline front cover with the ability to "drill down" for further information. Power BI (or similar) could provide a useful communication platform for the data.

It is suggested that reporting is quarterly to reduce the burden of reporting monthly, and, again technology permitted, the information will be up to date and live for each quarter.

The reporting cycle is outlined below:

At point 8 the results can be reviewed formally through cabinet or member committee, integrated into performance reporting, with potential annual review by scrutiny or audit committees.

2.5 Layers of data

The suggested layers for data:

LAYER 1: Cover
Total Contract Value (£) Number of contracts Value of contracts under £25k Percentage and number of contracts by tiering Number of direct awards by category (one table) Percentage invoices paid with 30 days tracked over time RAG rating of KPIs by percentage (one chart) RAG rating of spend by percentage (one chart) RAG rating on social value deliverables (one chart) Percentage contracts delivering added value Filter by Directorates Digital Platform information: e.g. Percentage of housing contracts compliant with safety and regulation Percentage of housing statutory compliance achieved (gas, electric, fire) Percentage of disrepair-linked complaints per contract Percentage of tenant satisfaction KPIs met

LAYER 2: Compliance
Percentage of entries on the contracts register with named contract manager and SRO Percentage of entries on the contracts register with links to governance (where relevant) Percentage of housing contracts with tenant decant or in-situ management plans **Percentage of contracts:** ‣ Having regular monitoring meetings based on tiering requirements ‣ An up to date risk register ‣ An up to date contract management plan ‣ A self-assessment completed ‣ Change control following a set procedure Filter by Directorates

LAYER 3: Supplier profile
Top 10 suppliers by value Credit score of top 10 suppliers Top 10 suppliers by number of contracts Supplier providing added value Suppliers on debarment list

LAYER 4: Change over time
Over time changes, based on: Total Contract Value (value) Number of contracts (value) Percentage of contracts by tiering (one chart) Number of direct awards by department (one table) Percentage invoices paid with 30 days RAG rating of KPIs by percentage RAG rating of spend by percentage Percentage contracts delivering added value

LAYER 5: Audit information
Percentage of spot checks showing correct information Dialogue box on audits Audit data Case studies – demonstrating value beyond the data profiles, e.g. quarterly focus on a particular service

LAYER 6: Closed contracts
Contracts completed on time: **Green:** Meet timescale or early delivery **Amber:** Later timescale but no negative impact **Red:** Failed delivery timescale. **Contracts completed in budget:** **Green:** Within spend or under budget **Amber:** Slight overspend but contained within the budget allocation **Red:** Overspend. **Contract meeting performance by KPIs:** **Green:** Achieved or exceeded **Amber:** Close to target **Red:** Failed target.

The first layer can look like the following:

3 REQUIREMENTS OF THE PROCUREMENT ACT

3.1 KPI requirements

The Procurement Act (Section 52(1)) states "Before entering into a public contract with an estimated value of more than £5m, a contracting authority must set at least three key performance indicators in respect of the contract".

In certain cases, the obligation to set at least three KPIs does not apply. Firstly, it does not apply if the council considers that the supplier's performance could not appropriately be assessed by reference to KPIs. An example of this from Government guidance is "off-the-shelf goods".

Most housing frameworks will exceed the £5m threshold, especially responsive repairs, voids, or planned works. At least three KPIs must reflect statutory duties (e.g. 100% gas compliance), tenant outcomes (e.g. satisfaction), and cost delivery (e.g. works on time and on budget).

Secondly, it does not apply if the public contract is of a type listed below:

1. a framework (although it does apply to call off contracts under frameworks where these are over £5m);
2. a utilities contract awarded by a private utility;
3. a concession contract; or
4. a light touch contract.

The Procurement Act requires any KPIs set in accordance with this requirement to be published. In practice, this means that if more than three KPIs have been set, all must be published (see below).

The Procurement Act goes on to require a "contract details notice" to be published within set timescales after a public contract has been entered into. Where KPIs have been set in accordance with Section 52, the accompanying Regulations will (amendments pending[2]) require the notice to contain a description of the three KPIs considered by the council, at the time of publishing, to be the most material to contract performance.

If different KPIs will be more or less material over the life of the contract, guidance indicates the council should, in the contract details notice, provide a snapshot of those most material at the time of publishing and those most material over the life of the contract.

If KPIs were not set because the authority considered performance could not be appropriately assessed, the contract details notice must explain why.

As copies of actual contracts with an estimated value of over £5m need to be published with the contract details notice, information relating to all KPIs set will be available through this route.

The performance of relevant contracts with a value over £5m must be assessed against the set KPIs at least once a year for the duration of the contract and on termination. Under the Regulations (amendments pending[3]), certain information on the assessment of suppliers against the three most material KPIs must also be published in "contract performance notices" at those same intervals.

[2] The Procurement Act 2023 (Consequential and Other Amendments) Regulations 2025, in draft (as at 5/2/2025).

[3] The Procurement Act 2023 (Consequential and Other Amendments) Regulations 2025, in draft (as at 5/2/2025).

The Regulations require the KPIs included in the contract performance notice to be assessed in accordance with the ratings as set out below:

Rating	Description
Good	Performance is meeting or exceeding the KPI
Approaching target	Performance is close to meeting the KPI
Requires improvement	Performance is below the KPI
Inadequate	Performance is significantly below the KPI
Other	Performance cannot be described as good, approaching target, requires improvement or inadequate

Where a supplier breaches a public contract and this leads to termination (whether in full or in part), certain performance information must also be included in the contract termination notice.

The new legal requirement to set and publish KPIs and then periodically publish information on supplier performance against the three most material ones, should bring greater transparency in respect of the performance of suppliers during the contract period and, it is hoped, be a factor to drive improvements where needed.

3.2 Notices

As a requirement of the Procurement Act and accompanying Regulations, a range of notices will need to be submitted to the Central Digital Platform for publication. This potentially offers for local authorities to be provided with output data that can contribute to the health of contract management within a council and even be benchmarked against other local authorities. To note: the notices in the main relate to higher value contracts so the council will still need their own mechanism for measuring and, if considered appropriate, benchmarking the performance of suppliers under lower value contracts.

Housing officers should ensure compliance with Contract Performance Notices and Change Notices for significant projects like retrofit, recladding, or high-rise safety schemes. Ensure tenant-facing housing contracts over £5m include KPIs compliant with the Act and are regularly reported.

The notices across all parts of the procurement and contract management cycle include:

Pipeline Notice (UK1): Contracting authorities with an anticipated procurement spend of more than £100 million under relevant contracts in the upcoming financial year must publish information on potential future procurements they expect to conduct that year – information is only required in respect of individual contracts where the estimated contract value exceeds £2 million including VAT and options.

Preliminary Market Engagement (PME) Notice (UK2): This notice sets out that an authority intends to conduct, or has conducted, preliminary market engagement (among other information). The authority must either publish a PME Notice before publishing a Tender Notice, or explain in the Tender Notice why it hasn't published a PME Notice.

Planned Procurement Notice (UK3): Similar to the current Prior Information Notice (PIN), this notice is optional and may be published to inform the market that a contracting authority intends to publish a Tender Notice at a future date.

Tender Notice (UK4): A re-naming of the "contract notice" that was used for procurements launched under the Public Contracts Regulations 2015 and which must be published to commence a competitive procurement, letting suppliers know there is an opportunity to tender for.

Transparency Notice (UK5): Published before making a direct award in special cases without a Tender Notice or if switching to direct award.

Contract Award Notice (UK6): A new notice, which informs the market of an authority's intention to enter into a contract before it is entered into and, in the case of a competitive tender procedure, only once the tenderers have been provided with an assessment summary. An eight working-day mandatory standstill period applies.

Contract Details Notice (UK7): Once a public contract is entered into, a Contract Details Notice must generally be published setting out that the contract has been entered into within 30 days of that event or within 120 days if the contract is "Light Touch". This applies to all public contracts awarded, whether awarded directly without a Tender Notice, via a framework or through a full tender process, except different rules apply for direct award (user choice contracts). The notice will explain the contract has been entered into and contain details such as the supplier, the contract value, duration, and extension options within the contract. In addition, where the contract has a value exceeding £5m, a copy of the contract must also be accessible through the notice (commercially sensitive information can be withheld).

Contract Payment Notice (UK8): This notice is published no later than 30 days after the end of each quarter, detailing payments over £30,000 made under relevant public contracts.

Contract Performance Notice (UK9): This is a new notice. Where a contract value is estimated to exceed £5 million, an authority is generally required to have set at least three KPIs within the contract and monitor the supplier's performance against these. At least once annually during the contract period and on termination, details of the supplier's performance under these KPIs must be published in accordance with ascribed ratings of Good, Approaching Target, Requires Improvement, Inadequate and Other, and where the supplier has breached the contract, details provided of that breach and details of whether the contract was partially terminated, a settlement reached, or damages awarded as a result. Note that where the breach has resulted in a full termination of the contract, this would require publication of a Contract Termination Notice instead.

Contract Change Notice (UK10): before changing a contract, an authority must now publish a Contract Change Notice, unless an exemption applies, for example where (1) the change either increases or decreases the estimated value of the contract by 10% or less (in the case of goods or services), or by 15% or less (in the case of works); or (2) the change increases or decreases the term of the contract by 10% of the maximum duration of the originally awarded contract. Certain types of contract are also outside the requirement to publish a Contract Change Notice, including light touch contracts. The notice must describe the nature of the change, its impact on the contract, and reasons for it being permitted under Section 74 of the Act.

Contract Termination Notice (UK11): Within 30 days of a contract coming to an end for any reason, most commonly because of expiry or early termination, an authority must publish a Contract Termination Notice. This must include details of the contract and the reasons for its termination (including certain details if termination arose from any breach of contract), the date of the termination, the contract's estimated value.

Procurement Termination Notice (UK12): Published when an authority decides to abandon a procurement process after publishing a Tender Notice or a Transparency Notice.

Dynamic Market Notices (UK13, 14, 15, 16): Published when an authority wishes to establish a Dynamic Market.

Payments Compliance Notice (UK17): Every six months, details of compliance to pay suppliers within the required 30-day period must be published. This needs to include the average number of days it takes to make payments, the percentage of payments made within 30 days, within 31 to 60 days and 61 days or over.

Below-Threshold Tender Notice: Published before advertising to invite tenders for a "notifiable" below-threshold contract. A below-threshold contract is 'notifiable' if it has a value at or above £30,000 (inc. VAT).

Below-Threshold Contract Details Notice: published following the award of "notifiable" below-threshold contracts in the same way as the Contract Details Notice for above-threshold procurements. The notice must be published as soon as reasonably practicable after the contract has been entered into.

4 FURTHER READING AND RESEARCH

Guidance: Key Performance Indicators (HTML) – GOV.UK

Unlocking the power of KPIs – Local Partnerships, there is limited research on measuring contract management health across whole organisations.

Centre of Procurement Expertise in Scotland Procurement benefits reporting: guidance – gov.scot

Commercial Continuous Improvement Assessment Framework (CCIAF) – Peer Review Guidance v2.2 (HTML) – GOV.UK

Self-assessment templates CMPP – Contract Management Pioneer Programme – Local Partnerships

Guidance: Central Digital Platform and Publication of Information (HTML) – GOV.UK

Disclaimer
This report has been produced and published in good faith by Local Partnerships. Save as to any specific contractual agreement that states otherwise, Local Partnerships shall not incur any liability for any action or omission arising out of any reliance being placed on the report (including any information it contains) by any organisation or other person. Any organisation or other person in receipt of this report should take their own legal, financial and/or other relevant professional advice when considering what action (if any) to take in respect of any associated initiative, proposal or other arrangement, or before placing any reliance on the report (including any information it contains).

JOINTLY OWNED BY

Local Partnerships 18 Smith Square, London SW1P 3HZ
LPenquiries@localpartnerships.gov.uk | localpartnerships.gov.uk

@localpartnerships.bsky.social | local-partnerships-llp