



**Proposal for Re-Procurement of the Repairs and Maintenance (R&M) Contracts for Housing Services**

Author: Tim Bruce – Strategic Asset Manager  
Date: January 2017  
Version: 1.2 (3)

## 1. Introduction

The current Repairs & Maintenance (R&M) services deliver:

- Circa 18,000 responsive repairs each year including 1,100 repairs to communal areas to approximately 5,700 homes.
- Void turnover is just under 8% or a figure of around 410 units/ year.
- The statutory obligation to annually check and service gas installations is completed to some 4,140 tenanted homes/ schemes, whilst we also check the electrical systems of some 1,200 properties each year.
- We spend some £8million each year on capital planned programmes delivering replacement roofs, windows, kitchens, bathrooms, electrics and heating, alongside environmental improvements and decorations to ensure our properties remain in good order.

The total expenditure on responsive and planned preventative maintenance over the next decade on average will some £12 million per annum. At present, this expenditure is slightly higher and spread over 4 main contracts, alongside the cost of running a direct labour organisation (DLO), the details behind these arrangements is provided in the table below:

Contract	Type of Work	Annual Value Capital	Annual Value Revenue
1	Planned Programmes, such as roof, kitchens, bathrooms	£4,160,000	
2	Gas Servicing and New gas Installations	£1,360,000	£500,000
3	Electrical Testing and Electrical Rewiring	£980,000	£250,000
4	Support Contract for the Repairs & Voids Services		£1,000,000
DLO	Reactive Repairs & Preventative Maintenance		£2,000,000
Other	Specialist Services outside the above	£1,500,000	£250,000
	<b>Average Annual Total Allowance in Business Plan</b>	<b>£8,000,000</b>	<b>£4,000,000</b>

There are a number of factors influencing the need to re-procure the current contracts that provide the repairs and planned maintenance of the housing stock, including the following:

- The existing contract arrangements are either coming to an end or to a point of extension
- The need to drive for greater value into the HRA Business Plan
- The need to improve services to residents and be seen as an effective social landlord within Wiltshire and the South West region.
- To cost and consider the inclusion of some new services alongside the existing, such as road & street light maintenance, radon surveys, flood protection, energy efficiency works, etc.
- The need to have a service delivery model that can adapt and develop over time to deliver added value and service efficiencies

This paper outlines the strategic review undertaken by managers and the Housing Board, in the form of a R&M Steering Group, the options considered and the proposals recommended for procurement.

## **2. Context**

Wiltshire is predominantly a rural county with the vast majority of the stock is based in the old Salisbury District Council area. It is generally considered that there is rarely a 'perfect' solution for the methods and arrangements for delivering day-to-day housing repairs and associated services. Each organisation is different, as is each housing stock, as are the expectations of our residents and our ability to respond to these is shaped by our own Housing Revenue Account (HRA) Business Plan.

When looking at how other housing organisations within the South West are meeting these service requirements, the predominant model is through the provision of a DLO. Currently, there are 10no. Councils within the South West who still own their housing stock and 80% manage their R&M services through a DLO. Of the 18 former District, Borough or City Councils in the South West, where stock has been transferred to a Housing Association, 100% are known to use DLOs for the management of the housing stock. There are just 2No. organisations that are not using a DLO; Exeter City Council and Poole Borough Council, through the Poole Housing Partnership. These two organisations externally procure all the R&M services and benchmark criteria demonstrates that whilst most of their R&M services provide good value for money, their housing stock is considerably different from Wiltshire Council's, with their stock spread over a much smaller geographic area.

In many cases, housing providers are expanding their DLOs to take on more repairs and maintenance services and establish a commercial edge to meet the needs of both private owners and the private rented sector. This is often seen as a way of reducing costs to their residents whilst generating income to their Business Plans, which in the light of recent legislation is vital for the future of many housing organisations. Wiltshire Council is not immune to these problems and we must also find ways to reduce our costs as well as generate more income to our HRA Business Plan.

Government and local policy often changes the agenda and funding the service is subject to numerous pressures. However, best practice advice is that the optimal solution should be one, which will serve the current and future needs of our residents, our business drivers and the possible wider needs of the Council.

Repairs and maintenance activity is a significant driver of resident satisfaction and therefore the opportunity of re-procurement must be used to drive greater economies and efficiencies whilst improving service outcomes through clear Key Performance Indicators (KPIs), together with effective management and sharing of risks and rewards.

At the same time, we will also get closer to our customers through our new Resident Engagement Strategy, which will lead to the creation of a R&M Focus Group reporting to both the Tenants' Scrutiny Panel (Housing Assurance Panel [HAP]) and Housing Board.

## **3. Background**

On 15<sup>th</sup> September 2015, Cabinet considered a report relating to the establishment of a Wholly Owned Subsidiary (WOS) for housing repairs and maintenance, planned and investment works as well as the client function, following an options appraisal commissioned externally.

Cabinet resolved: To approve in principle for;

- i) The formation of a Wholly Owned Subsidiary (WOS) to deliver the Council's (Housing) Responsive Repairs, Voids and Planned Investment works, works to hostels, gypsy and traveller sites, including the client function role.
- ii) Approve advancing the procurement of a "partnering contractor" that will manage the delivery of the Council's housing asset management function and housing maintenance client function.
- iii) To agree to delegate the finalisation of the proposal to the Associate Director for Adult Care, Safeguarding and Housing in consultation with the Cabinet Member for Housing, Leisure, Libraries and Flooding, Corporate Director with responsibility for Housing and the Section 151 and Monitoring Officers.
- iv) Proposals and final decision to be brought back to Cabinet for determination.

Since September 2015 the housing service has been through considerable change including:

- The introduction of new staffing structures, which have had a significant impact with both increased productivity and performance of the Council's DLO
- The development of an asset management strategy to provide a framework for future investment in the housing stock.
- Resident satisfaction has also improved and therefore some of the context for the previous recommendations has shifted.
- Legislative change including the Housing and Planning Act 2016 and the Welfare Reform and Work Act 2016 has impacted on the Housing Revenue Account Business Plan.

As the impact of these changes are still under review and the Asset Management Strategy is being finalised, it is felt that it would be prudent to further review the options for delivery of the repairs and maintenance service in this new context.

**What were/ are the issues with the current Service:**

The report to Cabinet in Sept 2015 identified the following four issues;

- Lack of internal skills to manage an efficient and effective repairs service
- Need to have a performance managed service
- Being able to develop and use the existing Direct Labour Organisation (DLO)
- Developing a flexible model that would be able to be expanded in the future to deliver more than just responsive repairs, but also planned, cyclical works, FM works and smaller new build projects if required, as well as being able to work across the council in a more joined up manner.

The report suggested that a WOS was the best solution to resolve these issues. However, from the recent review undertaken of the current service it has been found that whilst some of these issues still exist, there have also been a number of changes as outline above. As a result all the options are being considered again so that a robust decision can be reached.

## 5. Current Performance

When the report was written in 2015, the consultants, Echelon, compared the Council's performance data firstly against Housemark benchmarking data, secondly against a small benchmarking group (22 organisations) called the Asset Management Improvement Partnership (AMIP) ([www.amip.org.uk](http://www.amip.org.uk)) and thirdly against two high performing Housing Associations.

Shown below is the performance of the Council reported in 2015 compared to current performance against those same benchmarks.

### i. Housemark Benchmarking

The previous report stated that Wiltshire Council was in the middle/upper quartile for percentage satisfaction with repairs and average time in days to relet voids was in the upper quartile. The report stated that it was reviewing the Council performance against 2012/13 Housemark data, however, we have not been able to substantiate this as no data was submitted to Housemark in this year.

Using our own performance monitoring information, our performance over the last 3 years can be summarised as follows:

Indicator	Performance		
	2013/14	2014/15	2015/16
<b>Satisfaction with repairs overall</b> (all repairs)	<b>92.9%</b> - Lower quartile	<b>90.7%</b> - Lower quartile	<b>94.5%</b> - Mid-lower
<b>Average re-let times</b> (standard)	<b>34.3 days</b> – Mid-lower	<b>26.1 days</b> – Mid-upper	<b>35.9 days</b> – Mid-lower

This demonstrates that there has been an improvement in overall satisfaction with the repairs service and starts to address the first issue raised in the Sept 2015 report. However, voids performance has fallen. This is mainly due to the introduction of a new corporate asbestos contract and a change in the definition of major works by Housemark.

### ii. AMIP Benchmarking (Based on 2013 Q4 AMIP data, rather than actual performance in Sept 2015)

KPI	<i>Echelon report WC score 2013</i>	<b>Actual Wiltshire Council 2015 Q3</b>	<b>AMIP High 2013 Q4</b>	<b>AMIP Low 2013 Q4</b>
C-Satisfaction	90.7%	95.1%	99%	91.7%
Completions on Time – Non DLO	85.8%	91.4%	100%	91.1%
Completions on Time - DLO	91.6%	98.4%	100%	91.1%
Appointments Kept	93.6%	94.9%	99.5%	90.9%
Right First Time	84.5%	88.1%	100%	86%
Void Key to Key (standard & MW)	30.1 Days	26.8 Days All GN voids	7.4 Days (Not sure if ST,MW or both)	36 Days (Not sure if ST,MW or both)

**iii. Client to Client Comparison (Based on 2013 Echelon data, rather than actual performance in Sept 2015)**

The previous report compared Wiltshire Council with the performance of Celtic Horizons, a WOS created by United Welsh and a high performing repairs contract (Origin). This has been updated with Q3 2015/16 data.

KPI	Echelon report WC score (2013)	Actual Wiltshire Council 2015 Q3	Celtic Horizons	Origin Housing
C-Satisfaction	90.7%	95.1%	95.7%	93%
Completions on Time – Non DLO	85.8%	91.4%	100%	100%
Completions on Time – DLO	91.6%	98.4%	100%	100%
Repairs End To End Times	N/A	9.1 Days	7.4 Days	11.1 Days
Appointments Kept	93.6%	94.9%	96.5%	99.5%
Right First Time	84.5%	88.1%	88.30%	85.6%
Standard Void Repairs works issued to works complete	30.1 Days	11 days	6.9 Days Not sure if ST,MW or both	5.1 Days Not sure if ST,MW or both
Major Works Void Repairs works issued to works complete	-	28 days		
Productivity (Repairs) Jobs/Day/Operative		-	-	5.3

As can be seen from these statistics in the previous two sections the performance of the DLO and the contractor has improved significantly to the point that their performance is now comparable or considerably nearer to the other organisations. We also have no formal Housemark data from 2012/13 as a decision was reached not to submit data due to the uncertainty caused by the following factors:

- A major change in staffing structure midway through the period and the difficulty in reconciling this
- A change in Housing IT management systems midway through the period
- A change in the Financial recording systems midway through the period

However, many of the recommendations within Echelon's 2015 report still stand true and will continue to be pursued, such as:

- Development of an effective Asset management Strategy, currently being developed by the Strategic Asset Manager
- Use of property MOTs/ use of planned preventative maintenance
- A new pricing structure, i.e. moving away from complex schedules of rates
- Offering services beyond just housing residents

iv. **Current Comparison between DLO and external contractor performance for response repairs**

	Year	ALL Repairs	DLO only	MD only
<b>Customer Satisfaction</b>	2013/14	92.9%	92.2%	91.9%
	2014/15	90.7%	92.7%	86.3%
	2015/16	94.5%	94.7%	93.7%
	Year	ALL Repairs	DLO only	MD only
<b>Repairs completed on time</b>	2013/14	88.0%	84.4%	83.5%
	2014/15	89.5%	93.6%	85.2%
	2015/16	93.5%	98.3%	94.6%
	Year	ALL Repairs	DLO only	MD only
<b>Repairs completed right first time</b>  (from satisfaction survey)	2013/14	83.8%	85.0%	83.1%
	2014/15	84.6%	87.9%	80.9%
	2015/16	87.5%	89.8%	86.8%
	Year	ALL Repairs	DLO only	MD only
<b>Appointments kept</b>  (from satisfaction survey)	2013/14	94.3%	93.4%	93.0%
	2014/15	94.1%	95.7%	91.6%
	2015/16	95.2%	95.2%	94.0%

This table demonstrates that outsourcing work does not always improve services for our customers and that services within the DLO have improved to a point that a level of effective management can clearly be demonstrated, which was lacking at the time of the September 2015 report.

However, it is also accepted that there is still considerable room for improving the repairs service and there are a number of ways that service costs can be reduced and these include:

- To review how and where the DLO access materials for the completion of works under response repairs and void properties and how much is carried around in vans. It is proposed that a procurement exercise will be undertaken to deliver cost and service efficiencies in the management of our stores facilities and impressed stock in the vans.
- To implement auto-scheduling software so that works are batched together and less time is spent travelling between properties so that works orders are raised direct to the operatives PDAs to instruct them where to go next.

- The increased development of multi-trade operatives that can complete works first time and reduce the impact on the customer and reduce the duplication of single tradesman's transport costs.
- Avoid paying a profit and overheads to an external contractor and look to retain any potential saving or future profit margins within the HRA
- In the longer term, look to offer our R&M services to other customers, such as leaseholders and the military and thereby reduce the cost of our overheads to our customers.

## **5. Work of the R&M Steering Group**

A sub-group of the Housing Board has been formed to review the options for procurement of the service. This is called the Repairs and Maintenance Steering Group (R&M Steering Group).

The existing repairs contracts (shown in Appendix A) are a series of separate contracts. Most of these contracts are now either due to end on 31<sup>st</sup> March 2018 or be potentially be extended, as indicated.

Since September the R&M Steering Group has been meeting to:

- Define what we do now
- Define what needs to change or be added to the service
- Agree a Strategic Aim and series of required Outcomes for the new service
- Agree what is IN and OUT of scope (Appendix A)
- Consider what the potential options are for procurement/ service delivery (Appendix B)

### **The Aim**

It is proposed by the R&M Steering Group that the aim of the R&M service review is to deliver: **'The right works, at the right time, at the right cost'**.

### **The Outcomes**

The group proposes the following outcomes to be delivered as a result of the new R&M service provision:

<b>Outcome</b>	<b>Subject Area</b>	<b>Evidence Base</b>
<b>Improved Customer Experience</b>	<b>Our Customers</b>	Consistent & Accurate Feedback, Greater Resident Involvement,
<b>Provision of Quality Homes</b>	<b>Our Homes</b>	Meeting both the Decent and Wiltshire Home Standard,
<b>Delivery of Best Value/ Cost Efficiencies</b>	<b>Our Business Plan</b>	Good Interest from the Market, Competition for our Work, Supply Chain Management, More for the same/the same for less, Reduced cost/Increased HRA income



<b>Top Quartile Performance</b>	<b>Our Performance</b>	Benchmarked Data, Improved methods of measurement,
<b>Contract Flexibility with scope for Innovation &amp; Change</b>	<b>Our Growth &amp; Development</b>	Shared Risk & Reward, Increased capacity to bring work in-house,
<b>Futureproofing the R&amp;M Service</b>	<b>Our Sustainability</b>	Effective Management Structure, Accurate Repairs Diagnosis, New Handheld IT Systems, Commercial & Market Awareness

## The Scope

Appendix A suggests the scope of what should be included in the current procurement proposals and what should be excluded.

## 6. Summary of the Options

The procurement options have been wide ranging but are focused around 6 principal options for the R&M Service, as detailed in Appendix B:

- 1) Continue as we do now with a responsive repairs and voids contract supplementing the DLO and separate contracts for planned and cyclical maintenance, gas maintenance and electrical maintenance.
- 2) Expand the DLO, recruit and implement a new management staff structure into the service reducing the reliance on external contractors for delivery of responsive repairs, voids works and planned and cyclical maintenance with a continuation of contracts to deliver gas and electrical maintenance.
- 3) Expand the DLO but buy in the management services reducing the reliance on external contractors for delivery of responsive repairs, voids works and planned and cyclical maintenance with a continuation of contracts to deliver gas and electrical maintenance.
- 4) Create a Wholly-Owned Subsidiary (WOS) to include all repairs and maintenance services.
- 5) Select a Sole Contractor to deliver all repairs and maintenance services
- 6) Outsource all works with no DLO to numerous Contractors

The analysis of these options has been undertaken in consultation with key stakeholders and without pre-conceived ideas, whilst seeking to consider all the principal available options. The risks associated with each of the various options have been appraised in the form of a series of advantages and disadvantages.

Appendix C is a proposed scoring mechanism based on the outcomes and aim outlined in Section 5 of this report.

## 7. Options Scoring

Based on the scoring of the options in line with Appendix C the results are as follows;

No	Option	Score	Comments
2	<b>Expand the DLO, recruit and implement a new management staff structure into the service</b>	39	Most favoured option in that this over the medium/ long term will generate savings into HRA Business Plan but carries the highest initial cost however, some of this this can be offset against the cost and time of procurement
3	<b>Expand the DLO but buy in the management services</b>	32	Second most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs, however procurement is likely to be expensive and time consuming, plus we will always be paying the overheads and profit for the external organisation
4	<b>Create a Wholly-Owned Subsidiary (WOS)</b>	30	Not the most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs and we will always be sharing the overheads and profit for the external organisation, however procurement is likely to be expensive and the most time consuming and unlikely to be fully achieved before the contracts lapse in March 2018. There will also be the increased cost of setting up a new legal organisation and the complexity of transferring staff to the new organisation.
5	<b>Select a Sole Contractor to deliver all services</b>	24	Not recommended as high risk - From a simplistic point of view this may seem to be the easiest solution, it also comes with the greatest risk for both the Council and the Contractor, which will probably end up with higher prices and a form of contract that leaves the Contractor holding most of the key cards. Whilst initially costs may prove competitive, over the long-term the contractor will shape the service more than the Council as their withdrawal, or threat of withdrawal/ non collaboration places all the risk back to the Council. Should the contract collapse or the contractor enter into liquidation, the council would have no back up or Plan B for a continued service delivery
1	<b>Continue as we do now</b>	23	Not considered appropriate for future proofing the service and the least likely to generate any cost savings or efficiencies
6	<b>Outsource all works with no DLO to numerous Contractors</b>	19	Not recommended as too costly - Whilst this solution mitigates some of the risks highlighted in the previous option, the Council will be paying the profits and overheads of a number of organisations and so costs may prove less competitive. However the likelihood of all contractors entering into liquidation is very unlikely so that the council would have some back up or Plan B for a continued service delivery should one or two get into financial difficulty. This would also allow the Council to work with the specialists in the field, such as British Gas for gas servicing, or with contractors geared towards either responsive and/or planned programmes.

The highest scoring option is Option 2, followed by options 3 and 4.

## **8. The Proposal**

The proposal is as follows:

- a) Responsive repairs and voids service. The R&M Steering Group recommends a choice between either recruiting or purchasing in of the required management skills to fully develop the DLO into a fit for purpose/ futureproof service delivery model to deliver all of the responsive repairs and voids services (option 2 or 3 above). Additional operational staff will also need to be recruited to gear up to take on all of the responsive repairs and voids services from April 2018.
- b) For planned and cyclical maintenance works and major adaptations there are three options to consider;
  - (i) Build up the capacity of the DLO to take on these works from April 2018.
  - (ii) Extend the current contract with Ian Williams for a further two years to April 2020 with a view to the DLO taking on these works from April 2020.
  - (iii) Re-procure these works as part of a separate contract.

It is recommended that option (ii) is pursued.

- c) For gas and electrical works there are options to extend the current contracts for a further 2 years, plus an option to extend these yet further for another 2 years (total 4yrs). The R&M Steering Group recommends that since these contracts are working well, they are extended for a further 2 years and the option retained for a further extension, based on continued good performance. The proposed extended contracts will be with:
  - (i) British Gas – for gas servicing and heating replacements and boiler renewals
  - (ii) Wessex Electrical – for electrical safety testing and electrical replacement and servicing
- d) The Asset Management function should be retained in house to continue developing the Housing Asset Management Strategy and a robust asset database within the QL computerised housing management system. The Strategic Asset Management function will ensure there is a strategic framework for future investment in line with the priorities identified by the Housing Board in consultation with residents.
- e) It is proposed that soft market testing is undertaken following the cabinet decision to ascertain whether the proposed option is likely to be seen by the market as a workable arrangement and attract suitable and sufficient interest. Any undue risk perceived by the market could result in higher levels of pricing. It is acknowledged that over the length of the contract, there are likely to be a number of local and central government initiatives that may influence both service standards and method of delivery. Any proposed contracts are intended to retain some flexibility, in order that these changes can be reflected into the contractual arrangements without the need for wholesale re-negotiation.

The increased use of in-house services and a reduction in out-sourced contracts will ensure that the service will retain flexibility to;

- respond to the review of the HRA Business Plan in the light of recent legislation
- respond to the work resulting from the Asset Management Strategy including asset reviews of the council's sheltered stock, garage sites, hard to let estates and unadopted roads and footpaths, the development of a Wiltshire Home Standard

and the emerging investment priorities of the Housing Board in consultation with residents.

- embrace new technologies and new working arrangements over the next 10 years.

The medium/ long-term aim is to develop the service to not only deliver quality services to our residents but to offer this service to other social and private landlords within Wiltshire and deliver additional income into the Housing Revenue Account, in support of developing new housing units and maintaining quality homes.

## **9. Conclusion**

All responsive repairs, minor adaptations and void refurbishments, except gas and electrical works, are proposed to be delivered by a single source, the DLO, with management expertise either procured or recruited. There will be an option to include all other planned maintenance programmes and major adaptations either from April 2018 or at a later date.

In this way it is propose the issues raised in the 2015 report will be addressed as follows:

<b>Issue</b>	<b>2015 Report</b>	<b>Proposed Solution</b>
➤ Lack of internal skills to manage an efficient and effective repairs service	Outsource these skills by working with an external organisation to create a WOS and share any risks and benefits	We need to recruit or purchase the commercial skills to develop the DLO under the umbrella of the HRA Business Plan
➤ Need to have a performance managed service	The creation of a WOS was aimed at delivering this factor	Done in-house in the main already but taken further by recruiting or alternatively purchasing the skills
➤ Being able to develop and use the existing Direct Labour Organisation (DLO)	Transferring/ TUPE staff from the Council into the new WOS	All staff retained within the Council and no legal cost from creating a WOS or need to TUPE staff
➤ Developing a flexible model that would be able to be expanded in the future to deliver more than just responsive repairs, but also planned, cyclical works, FM works and smaller new build projects if required, as well as being able to work across the council in a more joined up manner.	Done through the WOS where all efficiencies or profits are shared with the external partner	Done through the expansion of the DLO where all efficiencies or profits are to the benefit of the HRA Business Plan. However, creating a commercial wing with the HRA is not discounted in the medium/long-term if the DLO becomes successful in winning contracts and orders outside of the needs of the current contracts.

The setting of the planned programmes and the upkeep of the asset database will remain the responsibility of the strategic asset management function in the Council.

The entire process that underpins these proposals are detailed in a series of appendices as follows:

Appendix A – Existing repairs and maintenance contracts

Appendix B – Options Appraisal

Appendix C – Scoring of the Options

Appendix D – Proposed 'Procurement Route'

DRAFT

## Details of Existing Contract Arrangements

## Suggested Scope if Contracts to be procured:

Responsible manager		Contractor	Contract end date
Richard Hamer	<b>Lot 1 - Ian Williams Ltd:</b>		31/03/2018 (2 + 2 Extension Options)
RH	Kitchens & Bathrooms	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Windows	IWL	31/03/2018 (2 + 2 Extension Options)
RH	External Doors - Domestic and Communal	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Disabled Adaptations	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Re-roofing & Flat to Pitched Conversions	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Asbestos Removal	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Fire Prevention Works	IWL	31/03/2018 (2 + 2 Extension Options)
RH	External Decorations / Planned Preventative Maintenance	IWL	31/03/2018 (2 + 2 Extension Options)
RH	Disability Discrimination Act Works	IWL	31/03/2018 (2 + 2 Extension Options)
RH	External Wall Insulation	IWL	31/03/2018 (2 + 2 Extension Options)
Richard Hamer	<b>Lot 2 - British Gas / PH Jones:</b>		31/03/2018 (2 + 2 Extension Options)
RH	Boiler Replacements & New Heating Systems	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Energy Pilots / Renewable Energy Schemes	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Gas, Oil & LPG Servicing	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Communal Boiler Servicing	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RG	Responsive Repairs	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	3* Maintenance Agreement	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Solar PV installation & Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Solar Thermal Installation & Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	Mechanical Ventilation Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)
RH	ASHP – Servicing & Maintenance	BG/PHJ	31/03/2018 (2 + 2 Extension Options)

## Scope Comment

## In Out

This contractor has been struggling to meet the requirements of this contract and therefore should be re-procured to obtain the required service delivery requirements or be delivered through elemental frameworks or in-house provision

In  
In  
In  
In  
In  
In  
In  
In  
In  
In  
In

This contractor has been successfully meeting the requirements of this contract and therefore it is recommended that this contract be extended for at least another 2 years.

Out  
Out  
Out  
Out  
Out  
Out  
Out  
Out  
Out  
Out

**Suggested Scope if Contracts to be procured:**

Responsible manager		Contractor	Contract end date
Richard Hamer	<b>Lot 3 - Wessex Electrical Ltd:</b>		31/03/2018 (2 + 2 Extension Options)
RH	Rewire & Remedials	Wessex	31/03/2018 (2 + 2 Extension Options)
RG	Responsive Works	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Smoke Detector Servicing	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Smoke Detector Renewals	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Test & Inspections	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	PAT Testing	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Fire Alarm Maintenance	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Fire Extinguisher Maintenance	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Public Lighting	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Generator Maintenance	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Door Entry Servicing	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Stair Seats	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Lifts	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	NSH Installs and renewals	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	Legionella monitoring / Risk Assessments / minor works	Wessex	31/03/2018 (2 + 2 Extension Options)
RH	TV Aerials for blocks of flats	Wessex	31/03/2018 (2 + 2 Extension Options)
	<b>Lot 4 - Environmental Improvement works - Never Tendered:</b>		
RH	Environmental Improvement schemes to car parks and to form improved parking.	Atkins via Highways Contract	
RH	Landscaping works	Not currently carried out	
RH / RG	Repairs to and renewals of boundary walls and fences	Ad-hoc via IWL / DLO / EmmDee	31/03/2018
	Maintenance and upgrading of recreation areas	Not currently carried out	
Rachel Gipson	<b>Lot 5 - EmmDee (supported by the DLO and Cascade Contract framework)</b>		
RG	Routine and emergency repair work	EmmDee	31/03/2018
RG	Work to void properties	EmmDee	31/03/2018

**Scope Comment**

In	Out	Comment
		This contractor has been successfully meeting the requirements of this contract and therefore it is recommended that this contract be extended for at least another 2 years.
		Likely to form part of the Wiltshire Home Standard
In	Framework	
In	Framework	
In	Framework or possible in-house delivery	
In	Framework	
In	Brought within the DLO	
In	Brought within the DLO	

### Suggested Scope if Contracts to be procured:

Responsible manager		Contractor	Contract end date
	<b>Works delivered outside Lots 1, 2, 3 and 5:</b>		
RG	DLO for repairs and minor work schemes	DLO	On-going
RG	Handyman Service	?	On-going
RH	Cavity wall insulation injection (inc removal and refill)	SCIS Ltd	On-going
RH	Annual gutter clearance at Sheltered Schemes	DLO	On-going
RH	Asbestos surveys	Encompassed joint Contract with Strategic Property	31/03/2021 (1 + 1 Extension Options)
RH	Energy Performance Certificates (EPC's)	MP Surveying	On-going
RH	Surveying of Void properties	Wessex via Cascade Contracts	On-going
RH	Stock Condition Surveys	To be tendered	TBC
RH	Maintenance and repair of Sewerage treatment facilities	Drain Services	31/03/2017 (1 + 1 Extension Options)
RH	Condition assessments of sewerage treatment facilities	Aquatech Consultants.	One-off PO
RH	Loft Insulation	SCIS Ltd	On-going
RH	Warden Call Systems	Chubb	Annual
RH	Architectural design for Disabled Adaptations	Relph Ross Partnership	Ad-hoc
RG	White lining	Subcontract	Ad-hoc
RG	Street signs / communal signage	Signs & Motion	On-going
RG	Pest control	Council contract	On-going
	<b>Guy Tribbeck What Tenancy Management manages:</b>		
Guy Tribbeck	Grounds Maintenance	Via Highways and soon Salisbury CC	2020?
Guy Tribbeck	Window cleaning		On-going
Guy Tribbeck	Estate cleaning		On-going
Guy Tribbeck	Furniture, fixtures and fittings		TBC
Guy Tribbeck	Utility billing for communal areas		On-going
Guy Tribbeck	Communal cleaning for sheltered and service charged flats.		On-going
Guy Tribbeck	Laundry machine rental		?

### Scope Comment

In	Out
In	Out
	Within the DLO
	But review
In	Framework
In	Within the DLO
	Out
	Potential Corporate Framework
	Out Depends on Options/ Framework
	Out Depends on Options/ Framework
In	Corporate Consideration
In	Corporate Consideration
In	
In	Need to review systems
In	Framework
In	Within the DLO?
In	Framework
In	Framework
	Not all fly tipping covered - Review the current contract and how this is delivered to Housing Units
In	Out
In	Out Framework with PFH/ Westworks
In	
In	
In	Check around current contract? ThB



**Suggested Scope if Contracts to be procured:**

Responsible manager		Contractor	Contract end date
	<b>Not covered in the above:</b>		
Richard Hamer	Structural Assessments (not yet Tendered)		TBC
Rachel	Drainage Repairs		
None	Unadopted Road		
None	Street Lighting		
None	Tree Maintenance		
None	Carpets		
Rachel	Emergency Underground Leaks		
Rachel	Locksmiths		
Rachel	Materials for DLO		

**Scope Comment**

In Out

In

In

In

In

In

Out Framework through PFH/ Westworks

In

?

In

? Could be Corporate Contract

In

Framework with PFH/ Westworks

DRAFT

## Option 1 – Reprocure as existing:

	Options	Explanation	Advantages	Disadvantages	Recommendation
1	<b>Continue as we do now</b>	To carry on outsourcing both Repairs/Voids and Planned Programmes	Minimum change for staff and easiest solution	Unlikely to generate much in the way of service efficiencies and no guarantee of reduced price , therefore, very unlikely to deliver savings	Not considered appropriate for future proofing the service and the least likely to generate any cost savings or efficiencies
		Maintain the Direct Labour Organisation (DLO) as existing	Current market conditions may offer opportunities for savings from other contractors	May end up paying more for the same service on both R&M and planned programmes	
		Rely on Contractors to source our materials for Planned Programmes or examine how we can drive better value through local frameworks	Re-procurement could be straightforward if similar scope, pricing and delivery approach taken.	Least managerially & politically acceptable	
		Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then reprocure as the contracts lapse.	Opportunity to rearrange material supply contract with reduced costs for R&M Service through membership of Housing Consortia	Unlikely to encourage investment and technological innovation from contractors when based on existing specification	
		Review required of existing specialist contracts	No TUPE implications for Council but could have implications for successful contractors	The Council would continue to pay for duplication of overheads & profit to various external organisations	
				Less flexibility to adapt when there are likely to be significant policy changes	
				Too many contractors involved in repair process produces less ownership of issues and causes inefficiencies	

## Option 2 – Recruit in the required management skills

Options	Explanation	Advantages	Disadvantages	Recommendation
2 <b>Expand the DLO, recruit and implement a new management staff structure into the service</b>	Recruit more staff for DLO and implement a staff structure to develop and expand the in-house services around Repairs and Voids (Short-term - next 18 months). Once these services are up a running efficiently, new services could potentially then be brought 'in-house' (Medium-term 3-5 years)	Minimal change for existing operatives but opportunity for promotion and career progression within a new staff structure	Very reliant on recruiting the right management staff and new staff structure to ensure correct levels of supervision	Most favoured option in that this over the medium/ long term will generate savings into HRA Business Plan but carries the highest initial cost however, some of this this can be offset against the cost and time of procurement
<b>(...with the exception of planned programmes for the time being)</b>	A new partnering contract or frameworks (replacing Ian Williams) for planned programmes aligned to deliver service improvement and increased value for money with appropriate risk/reward mechanisms in place	Minimal change for planned programme staff and opportunity to find new partnering contractor to deliver programmes with great efficiency	Increased overhead costs as a need for additional fleet and impressed stock in vans to front fund the increased service delivery	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to merge these services into the DLO as the contracts lapse or reprocure, as appropriate (Long-term 5-9 years)	No profit figure being paid to external contractor for R&M Service	The Council will have to allow for investment and technological innovation.	
	Utilisation of Housing Consortia Frameworks to drive efficiencies into the Supply Chain	Opportunity to rearrange material supply contract with reduced costs for R&M Service & Planned Programmes through membership of Housing Consortia	Possible TUPE implications from Ian Williams and MD Contractors	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new structures up and lead on the recruitment process for the new team	Opportunity for the new management team to introduce better practices and some operational efficiencies	Unable to produce salary packages that compete in the market and therefore not attracting the right managers	
		The Council takes responsibility for overall delivery of the R&M service outcomes		
		The Council can ensure a greater focus on delivery on customer service to both residents/leaseholders		
		Mobilisation costs reduced - no contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication		
		Innovation in service delivery is more likely when one 'vision' operates across the whole R&M service		
		Management of the R&M Service will provide for consistency at all levels across the repairs service, increasingly so as more services are brought within the DLO		
		Reduced cost to the Council in not having to supervise an external organisation.		
		Future opportunity for DLO to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		
		All Cost Efficiencies go straight back in the HRA Business Plan		

### Option 3 – Buy in the required Management Skills

Options	Explanation	Advantages	Disadvantages	Recommendation
3 <b>Expand the DLO but buy in the management services</b>	Procure a Management Contractor to develop and expand the in-house DLO services around Repairs and Voids (Short-term - next 18 months). Once these services are up a running efficiently, new services could potentially then be brought 'in-house' (Medium-term 3-5 years)	Major change for existing operatives with new external management but opportunity for promotion and career progression within a new staff structure	Increased overhead costs as a need for additional fleet and impressed stock in vans to front fund the increased service delivery	Second most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs, however procurement is likely to be expensive and time consuming, plus we will always be paying the overheads and profit for the external organisation
<b>(...with the exception of planned programmes for the time being)</b>	Bringing in an organisation with a proven record to develop and expand the DLO to improve turnover and services	Minimal change for planned programme staff and opportunity to find new partnering contractor to deliver programmes with great efficiency	Need to employ expert to help develop specification and contracts documents that are fit for purpose and deliver the needs of the business	
	A new partnering contract or frameworks (replacing Ian Williams) for planned programmes in place that is aligned to deliver service improvement and increased value for money with appropriate risk/reward mechanisms in place	Opportunity to rearrange material supply contract with reduced costs for R&M Service & Planned Programmes through membership of Housing Consortia	Mobilisation costs reduced - no contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to merge these services into the DLO as the contracts lapse or reprocure, as appropriate (Long-term 5-9 years)	Opportunity for the management contractor to introduce better practices and some operational efficiencies	Council would continue to pay for duplication of overheads & profit to various external organisations	
	Utilisation of Housing Consortia Frameworks to drive efficiencies into the Supply Chain	The Council shares responsibility for overall delivery of the R&M service outcomes with experts in the field	Possible TUPE implications from either Ian Williams and MD Contractors	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new specification and selection process for the new Management Contractor	The Management Contractor takes responsibility for delivery of a customer focussed service to both residents/leaseholders	Any Cost Efficiencies are shared with an outside organisation	
		Innovation in service delivery is more likely the acquisition of experts to operate and expand the R&M service	New IT brought in by the Management Contractor might 'break' the link to all other parts of the Housing Management System (QL). Any new interfaces required could be expensive for the Council	
		Management of the R&M Service will provide for consistency at all levels across the repairs service, increasingly so as more services are brought within the DLO		
		Future opportunity for DLO to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		
		Opportunity to jointly recruit in a new management team to take on the service at the end of the contract		
		Able to pay for the right levels of staff by purchasing them in rather than a salary package		
		Future opportunity for DLO to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		

## Option 4 – Form a Wholly-Owned Subsidiary (WOS)

Options	Explanation	Advantages	Disadvantages	Recommendation
4 <b>Create a WOS</b>	Go out to the market to appoint a contractor to come in and set up a Wholly-owned Subsidiary with the Council for the running of both the R&M Services and Planned Programmes	Benefits of scale offer opportunities for significant procurement and efficiency savings from a single organisation	The model requires a strong, informed commercially aware client side for on-going contract management with some associated training costs	Not the most favoured option in that this will generate some savings into HRA Business Plan and allows the Council to share some of the initial set up costs and we will always to sharing the overheads and profit for the external organisation, however procurement is likely to be expensive and the most time consuming and unlikely to be fully achieved before the contracts lapse in March 2018. There will also be the increased cost of setting up a new legal organisation and the complexity of transferring staff to the new organisation.
<b>(including some planned programmes)</b>	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to merge these services into the WOS as the contracts lapse or reprocure, as appropriate (Medium to Long-term - 3-9years)	Contract value will allow investment and technological innovation from contractor.	Need to employ an expert to help develop specification and contracts documents that are fit for purpose and deliver the needs of the business	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new specification and selection process for the new Partner Provider	Contract size will allow contractor to introduce best practice and operational efficiencies	Lack of competition might lead to complacency if either the client or organisational management approach is poor.	
		Contract value will allow the contractor to invest in community engagement initiatives	May preclude a contractor who does not wish to undertake specialist services (possibly planned maintenance elements).	
		Contractor takes responsibility for delivery contract outcomes, which allows further reduction of client side costs	Risk of organisation remaining viable and financially stable for the duration of the contract	
		Greater focus on customer service offered by strategic partner to residents/leaseholders	DLO, repairs and planned programme staff to be TUPEd into another organisation, with other staff to follow as services develop, together with the legal and HR issues generated.	
		Mobilisation costs reduced - fewer contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication	Political concern over staff transfers out of the Council	
		Innovation in service delivery is more likely when one 'vision' operates across the whole service	Time constraints of the end of existing contracts means this option is less viable	
		Collaborating with a single organisation for the R&M Service will provide for consistency at all levels across the repairs service	Any Cost Efficiencies are shared with an outside organisation	
		A more intimate knowledge of one supplier is likely to improve understanding and foster close working	The need to either create separate IT functions or to protect tenant confidentiality	
		Opportunity to rearrange material supply contract with reduced costs for R&M & Planned Programmes Service through membership of Housing Consortia	Paying overheads and profit to an partner organisation within their costs for working with us in the WOS.	
		Future opportunity for WOS to become an income generator for the HRA Business Plan and offer services to new customers, including leaseholders, shared owners and other landlords		

## Option 5 – Sole Provider

Options	Explanation	Advantages	Disadvantages	Recommendation
5 <b>Select a Sole Contractor</b>	Close off all contracts and seek a single organisation to take all repairs, voids and planned programmes	Benefits of scale offer opportunities for significant procurement and efficiency savings from a single contractor	The model requires a strong, informed commercially aware client side for on-going contract management with some associated training costs	<p>Not recommended as too risky</p> <p>- From a simplistic point of view this may seem to be the the easiest solution, it also comes with the greatest risk for both the Council and the Contractor, which will probably end up with higher prices and a form of contract that leaves the Contractor holding most of the key cards.</p> <p>Whilst initially costs may prove competitive, over the long-term the contractor will shape the service more than the Council as their withdrawal, or threat of withdrawal/ non collaboration places all the risk back to the Council. Should the contract collapse or the contractor enter into liquidation, the council would have no back up or Plan B for a continued service delivery</p>
<b>(including planned programmes)</b>	Transfer DLO staff to an external organisation to deliver all the R&M Services	Contract value will allow investment and technological innovation from contractor.	Need to employ an expert to help develop specification and contracts documents that are fit for purpose and deliver the needs of the business	
	Transfer existing contractors' staff to an external organisation to deliver all the R&M Services	Contract size will allow contractor to introduce best practice and operational efficiencies	Lack of competition once the contract is in place might lead to complacency from the contractor if contract management is poor.	
	Procure the services of an expert to support the transformation process over a 12-15 month period. To assist with setting the new specification and selection process for the new Sole Contractor	Contract value will allow the contractor to invest in community engagement initiatives	May preclude a contractor who does not wish to undertake specialist services (possibly planned maintenance elements).	
		Contractor takes responsibility for delivery contract outcomes, which allows further reduction of client side costs	Substantial risk of contractor remaining viable and financially stable for the duration of the contract	
		Greater focus on customer service offered by strategic partner to residents/leaseholders	DLO staff to be TUPEd into another organisation together with the legal and HR issues generated	
		Mobilisation costs reduced - fewer contractor meetings, fewer IT interfaces and technology changes, clearer customer service and more transparent costs for leaseholder communication	The difficulty of writing flexibility and innovation into a contract that gives a great deal of power and influence outside the Council. Changes in legislation or policy could leave the Council paying for the alterations to the contract	
		Innovation in service delivery is more likely when one 'vision' operates across the whole service	Sole Contractor will probably want to manage the supply chain so membership of Housing Consortia unlikely to deliver cost efficiencies	
		A single contract will result in one interface between IT systems reducing costs and enhancing data accuracy	Political concern over staff transfers out of the Council	
		A more intimate knowledge of one supplier is likely to improve understanding and foster close working		
		Collaborating with a single contractor will provide for consistency at all levels across the repairs service		
		Single contract will reduce the cost of procurement		

### Option 6 – Multiple Contracts/ Frameworks

Options	Explanation	Advantages	Disadvantages	Recommendation
6 <b>Outsource all works with no DLO to numerous Contractors</b>	Transfer DLO staff to an external organisation to deliver the Repairs and Voids Services	Ability to procure specialists in the field along with possible reduced costs	The Council may pay a premium for the works, plus each organisation's overheads and profit	Not recommended as too costly - Whilst this solution mitigates some of the risks highlighted in the previous option, the Council will be paying the profits and overheads of a number of organisations and so costs may prove less competitive. However the likelihood of all contractors entering into liquidation is very unlikely so that the council would have some back up or Plan B for a continued service delivery should one or two get into financial difficulty. This would also allow the Council to work with the specialists in the field, such as British Gas for gas servicing, or with contractors geared towards either responsive and/or planned programmes.
<b>(all services)</b>	A new partnering contract or frameworks for planned programmes in place that is aligned to deliver service improvement and increased value for money with appropriate risk/reward mechanisms in place		Fragmentation of services could lead to increased costs as programmes are developed in isolation and duplication works takes place.	
	Continue to run the Gas and Electric Contracts (British Gas & Wessex Electrics) and then look to reprocur when the contracts lapse		DLO staff to be TUPEd into another organisation together with the legal and HR issues generated	
			Political concern over staff transfers out of the Council	
			Contract values unlikely to generate investment and technological innovation from contractors.	
			Contract sizes unlikely to introduce best practice and operational efficiencies	
			Contract values likely to minimise how much contractors will invest in community engagement initiatives	
			Contractors less likely to take responsibility for delivery of service/contract outcomes, which will place greater responsibility/ burden on the Council	
			Less focus on customer service from contractors to residents/leaseholders	
			Mobilisation costs increased - more contractor meetings, more IT interfaces and technology changes and more complex costs for resident communication	
			Less innovation in service delivery due to fragmented service vehicles	
			A string of contract will result in diluted ownership of data accuracy	
			Collaborating with a string of contractors will provide inconsistencies across the repairs service	
			Increased cost and time in Contract & Performance Management with differing approaches and policies from each contractor	
			Increased cost and time in procurement due to the need to replace existing contracts and transfer staff to new organisations	

Scoring of the Options against Outcomes and Aim

Option		Our Customers		Our Homes		Our Business Plan		Our Performance	Our Growth & Development	Our Sustainability		Total	Right Work at the Right Time at the Right Cost
		Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Score	Score	Weighted Score		Ranking
1	Continue as we do now	2	4	3	6	2	4	2	3	2	4	23	5
2	Expand the DLO, recruit and implement a new management staff structure into the service	3	6	4	8	4	8	3	4	5	10	39	1
3	Expand the DLO but buy in the management services	3	6	4	8	3	6	3	3	3	6	32	2
4	Create a Wholly-Owned Subsidiary (WOS)	3	6	3	6	3	6	3	3	3	6	30	3
5	Select a Sole Contractor	2	4	3	6	2	4	3	3	2	4	24	4
6	Outsource all works with no DLO to numerous Contractors	1	2	2	4	2	4	1	2	3	6	19	6
		Weighting		x2	x2	x2				x2			

As scored and ranked by the R&M Steering Group

Scoring Premise	
1	Will have a severe detrimental impact
2	Will not have a massive impact but services unlikely to improve
3	This should improve things slightly
4	This should improve things significantly
5	This would be an ideal solution



Summary of the proposed 'Procurement Route':

- Retender or Extend Lot 1 with Ian Williams
- Extend Lot 2 with British Gas
- Extend Lot 3 with Wessex Electrical
- Undertake comprehensive review of services to be brought in-house and commence recruitment of additional staff or possible TUPE from MD Contractors and deliver new services such as Unadopted Road inspections and Tree remedial works.
- Bring Lot 4 in-house as part of the DLO function
- Work with Westworks and Procurement for Housing to establish a list of frameworks which can be utilised to deliver cost efficiencies, including the stores supply to the DLO to drive down costs of response repairs

DRAFT

Procurement Plan

STAGE	2016			2017												2018							
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	
1	DEFINING	█	█																				
2	PLANNING		█	█																			
3	APPOINTING CONSULTANT			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█			
4	MARKET ENGAGEMENT			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█			
5	APPROVING			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█			
6	PROCURING					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█			
7	AWARDING												█	█	█	█	█	█	█	█			
8	DEVELOPING														█	█	█	█	█	█			
9	IMPLEMENTING																			█	█	█	█
10	MONITORING																				█	█	█
11	DELIVERING																					█	█

DRAFT