

Contract Management Plan

Contract name:	Domestic Gas Service, Maintenance & Installation
Contract reference number:	
Timemaster reference:	
Contract start date:	<i>1st April 2017</i>
Mobilisation period:	<i>6 months</i>
Contract end date:	<i>31st March 2021 (subject to extension)</i>
Other key dates:	<i>Contracts to be awarded November 2016</i>
Value of contract:	<i>11,000 Properties - £3,000,000 p/a</i>
Classification of contract:	<i>Major</i>
Annual review date of contract management plan:	<i>1st October 2017 and 1st April 2018</i>

Service directorate and service directorate contact:	Property & Contracts Environment & Housing Contact: Adam Crampton, M&E Service Manager
PPPU lead contact:	<i>Miriam Browne</i>
Provider name:	<i>Liberty Gas</i>
Provider address, phone number, email:	<i>Liberty Gas Group Knowsley Industrial Park Charley Wood Road Liverpool L33 7SG tony.moore@liberty-group.co.uk</i>

Location of contractual documents:	LINK to contract documents are stored.
Document date / version:	25-6-16 V2

Purpose:

The contract management plan summarises key information about how the contract will be managed. It confirms systems and processes to ensure that the provider complies with the terms and conditions of the contract, that performance is effectively managed, that communications are managed, and that issues are appropriately escalated. This may include specific actions and obligations for the service directorate team.

1. Contract Overview

- Contacts are for the provision of domestic gas servicing, repairs and maintenance to Leeds City Council owned properties. The scope of the contracts includes annual servicing, responsive repairs / replacements and planned maintenance / installations in both tenanted and void properties.
- The key outputs of the contracts include the robust maintenance of gas assets, ensuring Leeds City Council remains compliant in its obligations outlined in regulation 36 of the *Gas Safety (Installation & Use) Regulations (1998)*, ensuring all gas works are completed in accordance with Leeds City Council specifications / contractual requirements, supporting and delivery of Housing Leeds' investment programme and providing high levels of customer service and performance against published KPI suite.
- The contracts length is 4 years from date of commencement with provision for extension up to a further 4 years at Leeds City Councils discretion, as per *clause 10.1 of the Additional Employer Conditions (Part 2 – Preliminaries)*.
- Contract parties and key subcontractors:

Contract Parties:	Leeds City Council ("The Employer") Liberty Gas ("The Contractor")
Key Subcontractor:	TBC

- Organisational structures to be appended to this document once contracts awarded.
- Housing Leeds contract management structure can be found at *Appendix A* of this document. Key contract management personnel are:
David Gold – Gas Services Manager
Mick Foster – Senior Gas Technical Officer

2. Objectives

- The key objective of these contracts is to ensure Leeds City Council continues to fulfil its legal obligations as defined in section 36 (Duties of Landlords) of *the Gas Safety (Installation and Use) Regulations (1998)* in a safe, efficient and effective manner. These legislative obligations can be summarised as:
 - *Repair & Maintain gas pipework, flues & appliances in a safe condition.*
 - *Ensure a gas safety check is completed at intervals not exceeding 12 months.*
 - *Keep records of each safety check for a minimum of 2 years.*
- A number of benefits have been identified that are to be measured throughout the life of these contracts. These benefits are identified in *Section 10 – Benefits* of this document.
- New, bespoke specifications have been developed for these contracts. Elements of these specifications have been developed in consultation with tenant representatives to ensure the highest levels of customer service are achieved. This will be measured through the published KPI suite (see *Section 4*).
- Value for money is also a critical objective of the contracts. The contracts have been tendered through a competitive process evaluating both price and quality on the basis of a 50/50 split. The expectations of the contract have been implicitly specified to ensure price evolution is unambiguous and represents the contract requirements.
- Housing Leeds' Gas Quality Control team will continually monitor on-site quality and the quality of paperwork issued by contractors. The quality of gas works is a key driver for the success of these contracts and will be closely managed as an operational priority alongside Key Performance Indicator GS6.
- The successful contractors will be encouraged to promote a diverse workforce that is representative of the local community. This objective will be included in the contract management plans, following discussions with contractors about how this will be achieved, and will be discussed and monitored at contract review meetings.
- The domestic heating contracts link to the Vision for Leeds 2011 – 2030, specifically the '*Best city... to live*' objectives which state that "*Leeds will be a great place to live with good housing...*" where "*houses to rent and buy will meet the needs of people at different stages of their lives*" and "*local people benefit from regeneration investment*". The strategy also links to the City Priority Plan 2011 – 2015 which aims to "*increase the number of properties with improved energy efficiency measures*", and "*increase the number of properties which achieve the decency standard*".
- These contracts will also deliver the Housing Leeds investment

programme in relation to gas heating, linked to the *Domestic Heating Maintenance, Servicing, Repairs and Installations Category Plan* and Housing Leeds' 30 year Business Plan.

3. Transitional arrangements and mobilisation

- Existing contracts are scheduled to expire on the following dates:
 - West – 31st March 2017
- Due to the complexity of these major projects, separate Mobilisation Plans will be produced (November 2016). These will be appended.
- Mobilisation of new contracts will be closely managed inclusive of demobilisation of the existing contractor.
- A Mobilisation Plan will be jointly produced in November 2016. In this case handover with existing contract will be included. It is also intended that a Demobilisation Plan will be produced with the existing contract. The service must achieve a seamless handover in order to minimise disruption to tenants and ensure gas safety is not compromised. This will form a key element of the mobilisation / demobilisation plans.
- Note; Mobilisation Plans were submitted and evaluated as part of the Quality Evaluation of the tender process. These plans will be jointly reviewed and, where applicable, updated.
- Transfer of Undertakings (Protection of Employment) (TUPE) does not apply to this contact as it has been retained by the incumbent contractor.
- Staff training will be required in a number of areas, most notably on the contractor responsibilities / requirements regarding ICT interfaces. Sessions have already been completed with ICT representatives of contractors, however additional training will be required for operational & contract management staff. This training will be completed by LCC ICT staff and Housing Leeds operational staff to ensure training is 'pitched' at the right level and is role appropriate.
- Additionally, it is intended that joint 'contract training' will be completed as part of mobilisation. This training will include key contract management personnel from LCC and Liberty Gas. The purpose of this training will be to ensure that the JCT Measured Term contract, complete with omissions and Additional Contract Clauses (as detailed in *Part 2, Preliminaries*) are clearly understood with no ambiguities. This training will be led by LCC Legal Procurement personnel (PPPU Senior Project Solicitor).
- Sharing of up to date asset information, access records and tenant details will form a critical part of the mobilisation process. This will include gas servicing data to ensure statutory compliance is not compromised during this period. Housing Leeds' Gas Services Manager will be the owner of this process and take the lead in ensuring any errors and/or omissions are identified and rectified.
- Additionally, it will be vital to receive details of 'open' jobs at the point at which the contracts hand over in order to manage the risk of jobs

being 'lost'.

- A full testing process of all ICT systems (inclusive of all file transfers) will be required prior to contract commencement. These systems include:
 - Orchard GUI
 - PSTeam
 - Keystone
 - FMS
 - Asbestos Management System
- This testing process will be a critical milestone in the mobilisation plans.
- Mobilisation specific risk registers will be developed and reviewed at regular meetings with contractors. These risk registers will be produced in January 2017.
- Another key area of mobilisation is tenant and local member engagement. Contractors will be expected to engage with Housing Leeds staff to attend tenant & member engagement sessions in order to introduce themselves to tenants and provide opportunities to question Housing Leeds and new contractors. This process is intended to address any concerns tenants may have in relation to new contracts / contractors.

4. Performance management

- A summary of the Key Performance Indicator (KPI) standards, weighting and deductions can be found at *Appendix B* of this document.
- Complete specification, deduction methodology and application can be found at *Appendix A – Deductions Methodology & KPI Specifications of Part 2 – Preliminaries – Measured Term Contract* of the contract documents.
- KPI's can be summarised as:
 - GS1 – Same day fix (responsive repairs)
 - GS2 – Repairs completed in target
 - GS3 – Appointments kept
 - GS4 – Customer satisfaction
 - GS5 – Gas compliance
 - GS6 – Quality of work
 - GS7 – Responsive boiler change turnaround time
- It is essential that the standards set out in the contract documents are adhered to as a minimum standard, most notable *Part 3 – Preambles* and *Part 4 – Specifications*.
- Additionally, owing to the nature of the quality evaluation completed as part of the tender process, it is key that any commitments made by contractors to go 'above and beyond' the contractual requirements are adhered to and enforced. These commitments are detailed in the Operational Contract Manual.
- Leeds City Council systems will be the systems from which performance data is reported. This is to ensure all necessary updates, file transfers and documentation is uploaded to LCC systems in a timely, punctual manner.
- Performance will be monitored on an on-going basis, particularly GS5

(gas compliance) and GS6 (quality control). KPI's will be reported on and, where applicable, deductions applied on a monthly basis.

- Performance against the KPI suite will be a standard agenda item and trends, performance standards and corrective actions discussed and recorded at monthly contract meetings.
- Where a performance standard is not met, additional performance meetings will be scheduled and targets monitored fortnightly.
- Performance standards will be made available to tenants and elected members at repairs forums as necessary.
- Additional performance indicators not represented in the KPI suite will also be monitored. These include:
 - Complaints – number of complaints raised, stage of the LCC complaints procedure and volume upheld / not upheld. Also complaint trends and performance in relation to response within target.
 - Member enquiries – number of enquiries, trends and performance in relation to response within target.
 - Financial – spend against projection, invoicing and payments.

5. Finance

- All payments relating to the domestic gas contracts will be made via PSteam.
- All payments must be accompanied by specific task / variation orders to ensure a transparent, methodical approach to invoicing and payments.
- All invoices will be scrutinised by an appropriate member of staff (Gas Senior Officer, Gas Services Manager and M&E Services Manager) to ensure claims for payment are valid and in line with the contract terms.
- All invoices will be subject to a two-stage validation process, as defined by PSteam;
 - Stage 1 – Approval
 - Stage 2 – Authorisation
- Spend will be monitored via monthly meetings, both internal (Housing Leeds and LCC Finance) and at monthly contract meetings with suppliers.
- It will be the responsibility of the Contract Manager to monitor spend and report any projected under- or over-spend to the M&E Service Manager.
- The workstream will involve expenditure in both capital and revenue expenditure codes. Each element will be monitored individually to ensure capital / revenue budgets are not exceeded.
- Indexation will only be applied to these contracts following the initial 4 year term. Indexation will only be applied should the option to extend the contract(s) be exercised. This is detailed in *Section 10.2 of Part 2 – Preliminaries* which states;

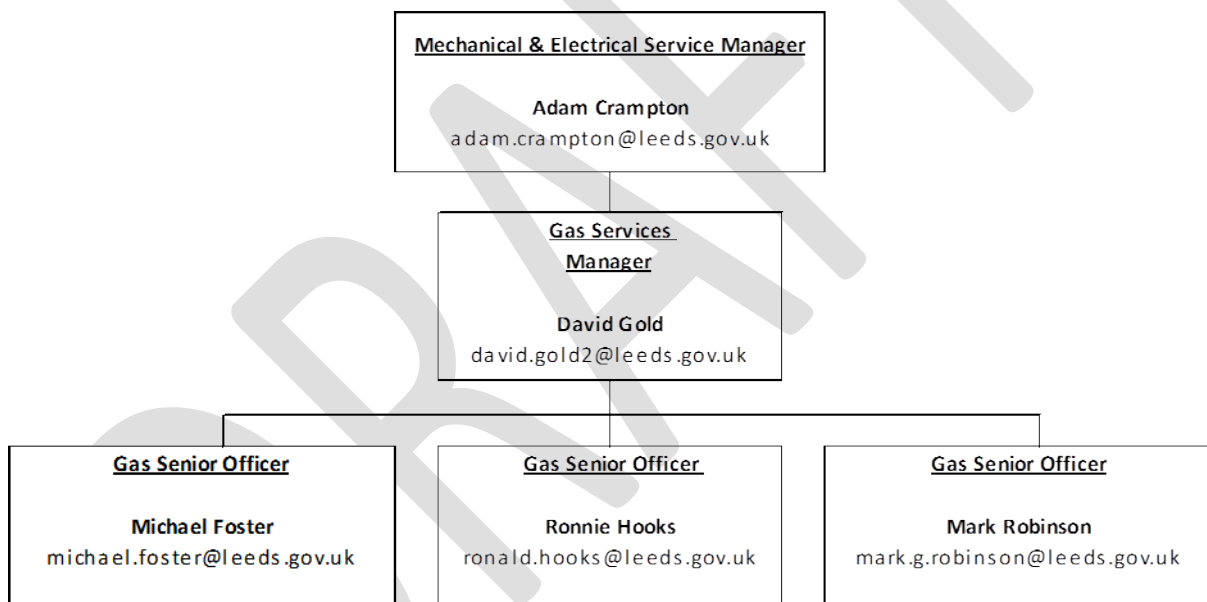
On each occasion that the Contract Period is extended under clause 10.1 the Schedule of Rates shall be adjusted in line with the BCIS BMI Local Authority Maintenance Cost Indices – Services. Indexation will be calculated over the Contract Period with the base date for any adjustment taken as the date of commencement of the Contract Period

or the date of the previous extension, whichever is the later.

- It is not anticipated that any price reviews will be undertaken during the term of the contracts.

6. Governance arrangements

- The Housing Leeds contract management team for each lot is detailed in the diagram below.



- Escalation personnel are:
 - Tony Butler, Head of Maintenance Operations
 - Tom Finch, Head of Housing Contracts
 - Simon Costigan, Chief Officer – Property & Contracts
- Additional support will be required in relation to a number of 'specialist' areas of these contracts. These areas include (but are not limited to);
 - Information Management & Technology (IM&T)
 - Finance
 - Safeguarding
 - Health & Safety (including asbestos)
 - Procurement
- All statutory documentation including Landlord's Gas Safety Records (LGSRs), commissioning certification, warranty information, electrical minor works certification and manufacturer instructions will remain the property of Leeds City Council. Further details of this can be found at

7. Communication with provider

- Formal communications with the providers will be in accordance with the contract documentation.
- Monthly performance & contract meetings will be held with each provider. Items to be reviewed at these meetings include;
 - Performance against each Key Performance Indicator
 - Review of actions
 - Financial performance
 - Complaints & compliments
 - Health & safety
 - Risk register review
- An annual review will also be completed with each provider. This will include a full performance and commercial review.
- Progress against employment and skills targets and plan will be monitored and reported to Employment Leads.
- Other communications mechanisms will be established with each provider as appropriate and best practice applied to all contract areas.
- Escalation will be only be accepted in line with the contract documents, most notably 2 – *Supplemental Provisions (Sixth Recital and Schedule), paragraph 6 – Notification and negotiation of disputes* of the JCT Measured Term Contract.
- Complaints must be dealt with in accordance with Housing Leeds' Complaints Response policy and within the timescales detailed therein.
- Compliments should be reported to the following address; housing.leeds.complaints@leeds.gov.uk.
- Informal communication will also be essential to the success of these contracts. It is anticipated that operational queries will be dealt with either over the phone or, where necessary via email in addition to the formal meeting schedules. Communications will also take place via the appropriate PSTeam application.

8. Communication with stakeholders

- Stakeholders have been consulted and stakeholder engagement has been ongoing throughout the procurement exercise.
- Stakeholders include elected members, tenants, senior management teams and contractors.
- Tenants have been consulted in the development of the contract documents and as a part of the Quality Evaluation process.
- Ongoing consultation / feedback will be monitored via the following means:
 - **Customer Satisfaction** – received monthly via independent customer satisfaction surveys completed by Leeds City Council contact centre and reported as part of the KPI suite.
 - **Complaints & Compliments** – complaints and compliments will be analysed for trends and actions identified as appropriate. This

- will form part of the monthly contract meeting agenda.
- **Member Enquiries** - will be analysed for trends and actions identified as appropriate. This will form part of the monthly contract meeting agenda.
- **Focus Groups** – a number of focus groups will be attended (e.g. Repairs Scrutiny Groups) as requested c/w contractor representation.
- **Performance Reporting** – performance reports will inform senior management of the contract performance on a monthly basis.
- A copy of the procurement Communications Log can be found at *Appendix C* of this document.

9. Risk management

- A mobilisation risk register will be created as part of the mobilisation phase of these contracts. This risk register will be monitored and updated during bi-weekly meetings with the contractors with risks identified, assigned and risk mitigations clearly highlighted.
- Following mobilisation, each contract will have its own risk register assigned to it.
- Risk reviews will form part of the monthly contract meetings with each contractor. High and Very High risks will be escalated to Housing Leeds' senior management team with appropriate mitigations included.
- Examples of High or Very High Risks include:
 - Health & Safety incident causes harm to a customer, member of staff or public as a result of a serious gas incident.
 - Non-compliant Gas Properties due properties with gas not identified on LCC asset data
- At the commencement of the contracts the risks inherently present to this work stream will be jointly identified by Housing Leeds and contractor staff. These risks will be monitored monthly. Additional risks will only be added / removed from the risk register as raised through the contractual risk notification process.
- Following the creation of these risk registers, copies will be appended to this document.

10. Benefits

- The benefits to be realised through these contracts include;
 - **No significant variation between contract value and actual spend**
The aim of these contracts is to achieve cost certainty with respect to the work stream. The procurement process will use a price evaluation methodology which will ensure that contractors submit accurate and achievable prices as part of their bids. This methodology will use benchmark prices, price thresholds and due diligence.
 - **Improve energy efficiency and reduce fuel poverty**
Reduce fuel poverty and improve energy efficiency by replacing inefficient appliances through the planned capital programme.

- Provide local employment opportunities

Providing employment opportunities to local contractors through sub-contracting (Leeds base). Employment and skills opportunities will be provided through apprenticeships, work experience etc. Employment and skills targets were included within the tender documentation and tenderers confirmed employment targets within their submissions. Across the two contracts, the employment and skills targets include 16 apprenticeships and 16 people progressing into employment. The employment and skills targets for each contractor are attached at appendix E.

- Complete All Annual Gas Inspections

All properties will have an up to date gas safety certificate, issued every 12 months. LCC are currently 99.78% compliant with gas safety certificates with the aim of increasing this to 100%.

- Customer Satisfaction

New methods for measuring customer satisfaction will provide more robust information. The customer satisfaction figures will be validated by customer complaints information. After one year of the new process a new baseline will be established, targets will be reviewed in line with this.

- Improved gas safety

To ensure that LCC properties are effectively and safely maintained from a gas safety perspective.

- Reduce carbon footprint

Reduce carbon footprint through the introduction of more energy efficient appliances through reactive and planned installations along with the strategy to remove inefficient appliances such as gas fires throughout the life of the contract.

- These benefits will be monitored via a combination of benchmarking, performance monitoring, asset profiling and financial modelling.

11. Change

- Change will only be permitted via the documented contractual process as per the JCT Measured Term Contract.
- Contract change will only be permitted if authorised by the following LCC personnel;
Adam Crampton – Mechanical & Electrical Service Manager
David Gold – Gas Services Manager
- Continuous improvement and innovation will be explored on an ongoing basis and reviewed at monthly contract meetings.
- Any opportunities to introduce additional value for money or additional benefits to the contracts will be realised through the necessary contractual processes.

12. Lessons

- Lessons will be captured as part of the ongoing performance, satisfaction, complaints and compliments monitoring processes and reviewed as necessary at monthly meetings.
- 'Best Practice' workshops will be held with all providers of the service across the city to ensure any innovative, effective or beneficial practices are shared and implemented to the benefit of all service users.
- Housing Leeds will also continue to engage with other local authorities, housing associations, government bodies (e.g. the Health & Safety Executive) and external parties (e.g. Gas Safe and Corgi Technical Services) to identify and share industry wide best practice and implement any opportunities identified.

13. Expiry arrangements

- As with existing suppliers, demobilisation represents a risk to the continuity of service across the city.
- As such, engagement and clear communication with the providers will be essential to ensuring the service is maintained during demobilisation.
- Demobilisation will need to form a significant element of any subsequent mobilisation plan.

14. Procurement background

- The service directorate lead with respect to the procurement is Adam Crampton, Mechanical & Electrical Service Manager, Housing Leeds.
- The PPPU lead with respect to the procurement is Miriam Browne, Project Manager, PPPU.
- The procurement route used was EU open procurement.

15. Appendices

- Appendix A – Housing Leeds Mechanical & Electrical Team Organisational Structure
- Appendix B – Key Performance Indicator Standards or "KPI"
- Appendix C – Procurement Communications Log
- Appendix D – RACIS
- Appendix E – Employment and Skills Targets

Key contacts (delete where not applicable)

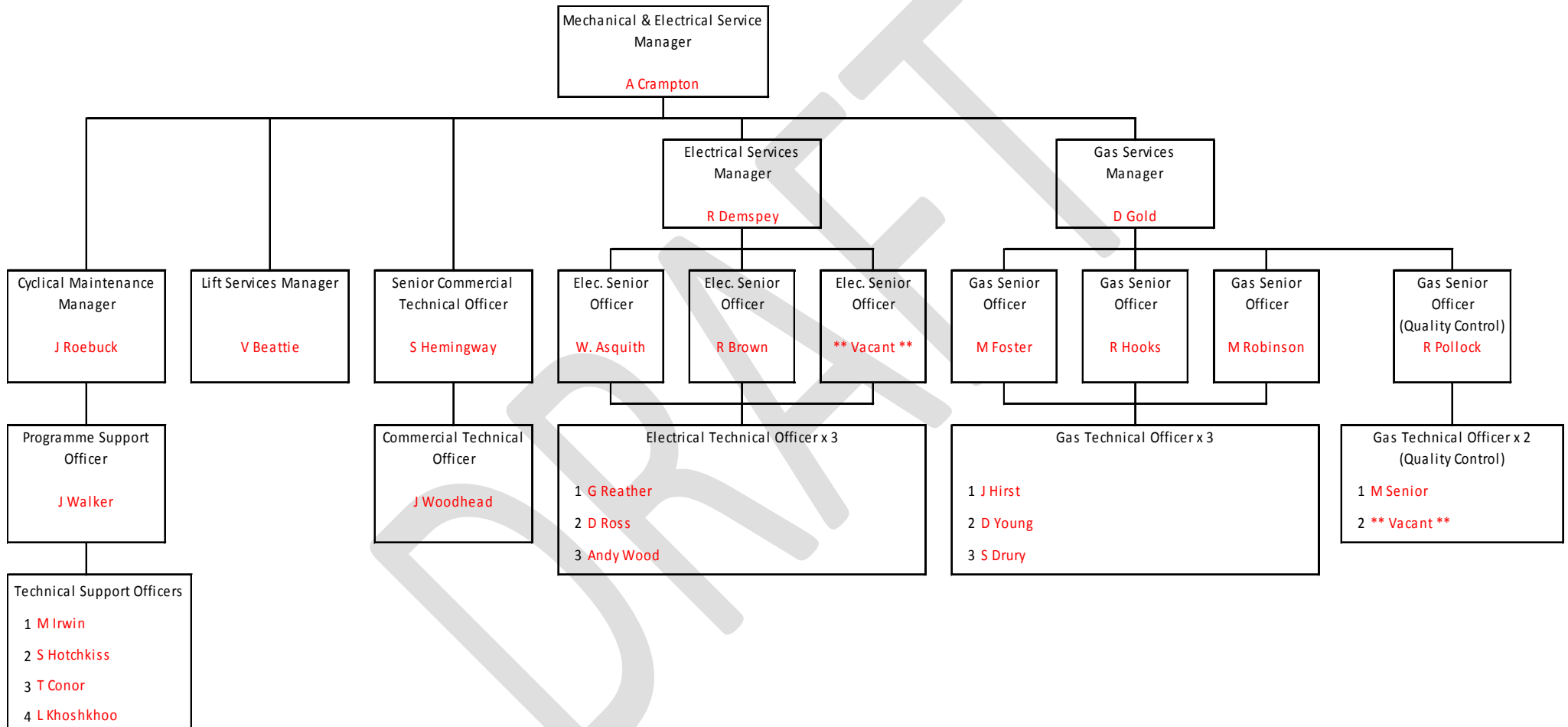
Service 1 internal

Adam Crampton – M&E Service Manager

<i>Service 2 internal</i>	David Gold – Gas Services Manager
<i>Legal</i>	John Wilkinson – Senior Project Solicitor
<i>Finance</i>	Julie Abbishaw – Financial Manager
<i>Health and safety</i>	Dawn Robinson – Health & Safety Advisor
<i>Performance</i>	Simeon Perry – Commissioning & Performance
<i>Safeguarding</i>	Lorna Bustard – Tenancy Sustainment and Safeguarding
<i>Procurement</i>	Miriam Browne – Project Manager

Provider bank details

Appendix A (i) – Housing Leeds Mechanical & Electrical Team Organisational Structure



Appendix A (ii) – Liberty Gas Organisational Structure

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APPENDIX B - Key Performance Indicator Standards or "KPI"

No.	Performance Standard	Definition	Weighting Factor	Standard 1 minor failure (65% deduction)	Standard 2 mod. failure (80% deduction)	Standard 3 major failure (100% deduction)
GS1	See "Same Day Fix" Specification (GS1)	The % of all repairs started and finished on the same calendar day.	Low 8.33%	> 82% and ≤ 85%	> 80% and ≤ 82%	≤80%
GS2	See "Repairs completed in target time" Specification (GS2)	The % of Gas Repairs completed within target date assigned.	Low 8.33%	> 94% and ≤ 97%	> 92% and ≤ 94%	≤92%
GS3	See "Appointments kept" Specification (GS3)	The % of repair appointments kept by virtue of attendance first time on or prior to the appointment date	Low 8.33%	> 95% and ≤ 98%	> 93% and ≤ 95%	≤93%
GS4	See "Customer satisfaction with Repair service" Specification (GS4)	Number of customers satisfied with service received as % of total number of customers contacted for their views in the month.	Medium 16.67%	> 87% and ≤ 90%	> 85% and ≤ 87%	≤85%
GS5	See "Gas Compliance" Specification (GS5)	The % serviceable properties with a valid, in date Landlords gas safety record (CP12)	High 25.0%	> 99.48% and ≤ 99.78%	> 99.28% and ≤ 99.48%	≤99.28%
GS6	See "Gas Servicing - quality of work" Specification (GS6)	The % of Quality Assurance Gas Service inspections completed with no defect found.	High 25.0%	> 85% and ≤ 88%	> 83% and ≤ 85%	≤83%
GS7	See "Responsive Boiler Changes" Specification (GS7)	The % of boilers installed within 2 working days of authorisation from Housing Leeds. n.b. this only relates to boilers identified by the Contractor following a repair or service.	Low 8.33%	> 92% and ≤ 95%	> 90% and ≤ 92%	≤90%

APPENDIX C – Procurement Communications Log

Communications Log						
PROJECT NAME:		Gas Project	DATE CREATED:		22/12/2014	
DOCUMENT MANAGER:		Miriam Browne	LAST UPDATED BY:		Adam Crampton	
PROJECT ID:			DATE LAST UPDATED:		22/05/2015	
NB. This document does not include project team meetings or consultation with PPP & PU					Purpose	
					Approval	
					Consultation	
					Information	
Ref	Communication Audience	Communication Type	Communication Objectives	Priority	Responsibility	Date
1	Cllr Gruen	Briefing	Update	Information	Steve Hunt	5th October 2014
2	Options discussion (list attendees): Simeon Perry Adam Crampton David Gold Mark Robinson Anne Benson Phil Rigby Miriam Browne Sami Dean	Meeting	To consider the procurement options and allocation of work to the ISP.	Consultation	Adam Crampton	Nov-14
3	Agreement with Mears on contract extensions/ end South contract 6 weeks early. - led by Tom Finch. Support from Steve Hunt, Cllr Gruen	Meeting	Contract extensions agreed with Mears	Consultation	Tom Finch	Dec-15
4	Housing Contracts Board	Report	Information report on proposed strategy	Consultation	Simeon Perry	3rd November 2014
5	Housing Contracts Board	Report	Information report on proposed strategy	Consultation	Simeon Perry	15th December 2014
6	Options review meeting (list attendees): Tony Butler Mark Denton Adam Crampton David Gold Tom Finch Phil Rigby Miriam Browne Sami Dean John Wilkinson	Meeting	To review the procurement options and allocation of work to the ISP for gas provision, testing the risks and benefits of each option. Confirm justification for each proposed option.	Consultation		18th February 2015
7	Contractors / the market	Market Sounding Document (via YORtender)	To seek the views of the market on the proposed strategy.	Consultation	Adam Crampton / David Gold	24th February 2015
8	Contractors / the market	Meetings	To seek the views of the market on the proposed strategy	Consultation	Adam Crampton / David Gold	4th - 9th March 2015
9	Housing Contracts Board (meeting cancelled, papers circulated by email)	Highlight Report	Project Highlight Report	Information	Miriam Browne / Adam Crampton	12th March 2015
10	Tenants	Meeting	To provide tenants with an overview of current service (Explained the issues with different contract types, specification etc and the requirement to procure East contract as no extension available). Consulted on: - Draft Proposals - Areas Impacting Customers	Consultation	David Gold / Adam Crampton	15th April 2015
11	Cllr Gruen	Meeting	Neil Evans discussed the proposed strategy with Cllr Gruen.	Consultation	Neil Evans	23/04/2015
12	Neil Evans	DDN Report	To seek approval to procure and to extend the contract in the West of the city and the commercial aspect of the South of the city with Mears by 1 year.	Approval	Simon Costigan	23/04/2015
13	Housing Contracts Board	Information Report	To share the decision report for the Chief Officer, Property and Contracts seeking approval for the evaluation methodology and criteria. Email sent to Board members seeking comments on evaluation methodology and criteria. Draft KPI examples also circulated for comment.	Consultation	Miriam Browne	22/04/2015
14	Chief Officer Property and Contracts	Report / Email / Verbal briefing	Seeking approval of the evaluation methodology and criteria. Approved on 11th May 2015	Approval	Adam Crampton	08/05/2015
15	Corgi Technical Services	Draft Specification	To consult on the content of the technical specification	Consultation	Adam Crampton / David Gold	Mar-15
16	Ian Frobisher Nahim Mehmood-Khan Mick Field Ian Parker	Draft Specification	To consult on the content of the technical specification	Consultation	Adam Crampton / David Gold	Apr-15
17	The market / registered bidders	Bidders day	Info on PQQ completion and clarifications	Information	Adam Crampton / David Gold / Miriam Browne / Sami Dean	02/06/2015
18	Shortlisted bidders day	Bidders day	Clairification on the contents of the tender documents and the procurement process.	Information	Adam Crampton / David Gold / Miriam Browne / Sami Dean	18/08/2015
19	Evaluation panel consultees	Consultation meetings	To provide specialist feedback on tenderers responses to evaluation questions.	Consultation	Adam Crampton / David Gold / Sami Dean	Sept / Oct 2015
20	Tenants	Tenant consultation - consultees to the evaluation panel	To obtain tenant feedback on tender submission relating to specific evaluation criteria. Tenant feedback to inform scoring by the evaluation panel.	Consultation	Adam Crampton / David Gold	30th September and 8th October 2015
21	Chief Officer Property and Contracts, Chief Procurement Officer and Head of Maintenance Operations.	Consultation on Award Report	To confirm the content of the award report and the ability to progress to submitting the award report for approval	Consultation	Adam Crampton / Miriam Browne / Sami Dean	5th November 2015

APPENDIX E – Employment and Skills Targets

Outputs are over contract duration	Requirement
New entrants – skills development	
School or college workshops / visits (No. of)	40
Work experience (No. of people)	32
Entry and level 1 qualifications (No. of people)	4
Apprentices – project initiated (No. of people)	8
Existing workforce – skills development	
Apprentices – existing (No. of people)	8
Investors in People Status or Equivalent (Existing or progression)	maintain status
National Vocational Qualifications (No. of people)	4
Short courses / CPD (No. of people)	All Staff
Employment	
Progression into employment - Local people into work (No. of people)	8
Safeguarded employment (No. of people)	8