

## Internalising a Repairs Service; Strategy, Project Management, Procurement and Mobilisation

In 2018 Impart links were appointed by Stroud District council to provide consultancy services to appraise the most advantageous method of delivering their repairs service, reporting findings to the client and wider council, planning and executing transition; demobilisation of current contracts and mobilisation a of new method of delivery, in this case by internalising the service.



Date	Action	Detail
Oct 2018	Review of current service	Review of current performance. Including no. repairs, type of repairs, costs, KPI reviews, response times, specifications etc. This helped provide detail about successes, failures, pinch points, areas where investment might be required, and benchmark sets for moving forward.
Jan 2019	Cost benefit analysis	Review of 15 different delivery models including: Joint Venture, Managed Services, DLO, single contract, split contract etc.
Feb 2019	Short list	Three preferred options were selected which showed savings, but also meant having more control over the service. These 3 options were subject to deep analysis and conclusion presented to the client team
April 2019	Presentation to Council	Findings presented to Housing Committee, and then full Council for sign-off
May 2019	Project planning	Planning of 16 sub-projects including: Demobilisation, Branding, IT, Warehouse, Vans, Administration, TUPE, Recruitment etc. Assigning projects to 'Project Champions' providing templates, deadlines. Start researching, planning, creating options appraisals
May 2019 to April 2020	Mobilisation	Weekly meetings with Project Champions, updates, guidance, issues/ blockers. Monthly Project Champion Progress Meetings. Monthly Mobilisation Governance meetings with Councillors and Chief Executive. Ad-hoc decision meetings, where final sign off for elements of the projects are reviewed and finalised.
Sept 2019 to March 2020	OJEU procurement	Procurement of support contracts including Planned Works and Voids. Including pre-procurement workshops, tender document creation, specifications, price frameworks, etc. Publication of notices, clarifications, moderation, evaluation, feedback letters, and award.
Sept 2019	Project detail	Review of project option appraisals, research and commencement of actions i.e. warehouse fit out, IT hardware software procurement, van procurement, and management thereof
March 2020	Final de-mobilisation	Final de-mobilisation activity, TUPE, final invoices, work inspections etc.
April 2020	Mobilisation	Mobilisation of new service and contracts
Post April 2020	Commercial reviews	Quarterly reviews of service costs, materials costs etc