

Appendix 5. Risk Analysis and Mitigation

Risk Description	Mitigation
Lack of interest from contractors	Soft market testing is being carried out to inform the development of the procurement process and tender documentation. The competitive dialogue route is being applied to demonstrate strong commissioning intentions and customer-qualities. The procurement is structured into several Lots, which will provide access to a wider and local market. Through this approach the Council will ensure that it has maximised interest from suppliers and is a desirable customer to work with.
Programme delays - unable to procure and mobilise the new repairs partners by March 2027. IT integration, TUPE implications	A dedicated project manager has been appointed to manage the procurement processes, supported by technical consultants. The procurement programme reflects feedback from the soft market testing. A mechanism has been included in the Deed of Variation for the MSPS to extend the contract for 6 months beyond March 2027. The Aston contract can be extended if it can be demonstrated during the procurement process that the new partner will not be in place by March 2027.
New contract not fit for purpose	Soft market testing is being undertaken to inform preparation of tender documents. Review of existing contracts has been undertaken to identify improvements. Technical consultants with sector expertise will be appointed to draft the tender documents. Pricing options will be assessed (including incentives and penalties) to ensure the contract is market facing, whilst delivering value for money, service outcomes and efficiencies for the council. This pricing mechanism will allow potential suppliers to price accurately and transparently so that the Council will only pay for what it orders, and promotes a culture of sustainable procurement, rather than pricing to win.
Increase in service delivery costs during the de-mobilisation period and under the new contracts.	Quarterly open book reviews of MSPS costs being undertaken during the next twelve months. Pricing options assessment and costing assessment for new contracts being undertaken to inform tender specification. Procurement strategy introduces more competition into the supply chain, seeks to reduce partner contractor overheads, and increases delivery control for the council. Opportunities to reduce service scope and improve service efficiencies will be explored, for example reduced call centre service.
Deterioration in service standards during de-mobilisation of existing contract	Deed of Variation has been agreed with MSPS to address their commercial losses and introduce performance KPIs into the contract that are more fit for purpose, such as the 28-day TSM, legal disrepair, damp and mould and aged WIP. Performance will continue to be monitored through monthly OCG and bi-monthly SCG meetings. Aston are incentivised to maintain performance as they are re-tendering. A de-mobilisation plan will be developed with both contractors to manage the transition to the new contracting arrangements. This will include managing data transfer, IT integration and TUPE.