

Contract mobilisation

Procurement options



“Early establishment of a dedicated mobilisation team makes a huge difference to the smooth running of the project”

Paul Reader, Director (MITIE)



Effective mobilisation, implementation and transition are vital to the long-term success of any repairs and maintenance contract. Unlike refurbishment projects, getting mobilisation right first time on a repairs contract is vital as it

is unlikely you will have the opportunity to stop work and put things right before starting again.

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In reality the beginning of the procurement process is the start of the mobilisation period. Placing the OJEU notice sets a fixed timescale and we have found the most successful mobilisations are those where the client has clearly scoped the outcomes they hope to achieve prior to placing this notice and have programmed in sufficient time for each stage of the procurement.

The actual contractor's post-award mobilisation is when the client and contractor will work together particularly closely; especially with client side specialists such as IT who may not have been involved up until this point, and who often have different line management to those procuring the repairs service.

Establishment of a dedicated mobilisation team and involvement of relevant specialists from an early stage in the whole process can make a huge difference to the smooth running of the project. We also find that getting the right people involved early on from both the client and contractor side encourages a consistent approach and creates a real sense of partnering which continues all the way through to contract delivery.

It goes without saying that planning is essential to the mobilisation process, but a one-size-fits-all approach does not make for more effective mobilisation. A good plan should be built around the client's and customers' needs, where key deliverables and timeframes are set with the client and incumbent contractor and not tagged on as an afterthought to a standard mobilisation process. Plans should also allow for an element of flexibility particularly on timescales, for example, changes to business structures may affect delivery processes and will need to be addressed before you can move on. Building a phased handover of work be-

tween the existing and new provider into your plan helps with the transition and assists in avoiding the build-up of incomplete repairs, to the benefit of residents.

TUPE also has a vast effect on mobilisation and cannot be ignored. Accurate TUPE information from the existing service provider is crucial for contractors to not only be able to price the contract effectively, but also to identify what resources are transferring and what positions they will need to recruit for. Good practice is for clients to retain up-to-date TUPE information throughout the contract term.

Finally, let us not forget the most important element in the mobilisation process: communication. It is crucial in gaining continued support throughout the project and making all stakeholders aware of the key objectives and timescales. Communication check points should be built into the mobilisation plan using the relevant stakeholder communication channels. Knowledge is power, and whether you are communicating with the existing provider, client and contractor staff, or residents, keeping everyone up-to-date at relevant stages is the key to successful and effective mobilisation.