

<b>Item No.</b> 20.	<b>Classification:</b> Open	<b>Date:</b> 19 September 2017	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 3: Variation Decision Housing Major Works Contracts	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	

## **FOREWORD - COUNCILLOR STEPHANIE CRYAN, DEPUTY LEADER AND CABINET MEMBER FOR HOUSING**

Since agreeing our partnership contracts for major works contracts in 2010, these contracts have seen successful outcomes.

The contracts have helped deliver the Council's Warm Dry and Safe programme with over 93% of council homes meeting the decent homes standard in 2016. The contracts are also helping to deliver the Council's Quality Homes Investment Programme including the installation of new kitchens and bathrooms.

The partnership contracts have also created apprenticeships for our school leavers and training opportunities for local residents. Residents have in general been pleased with the standard of works with feedback being mainly positive for each of the contractors.

It is currently possible to extend the partnership contracts for a further two years and this report asks that cabinet agree the recommendation to do so.

## **RECOMMENDATIONS**

1. That cabinet approves the variation of Contract area 3, Camberwell and Peckham contract to Keepmoat Regeneration (Apollo) Ltd (Keepmoat) to extend the term of the contract for a period of two years from 14 June 2018 at an estimated maximum cost of £45m per annum, making a revised contract value of £450m for ten years.
2. That cabinet approves the variation of Contract area 4, Nunhead, Peckham Rye and Dulwich contract to A&E Elkins Ltd (A&E Elkins) to extend the term of the contract for a period of two years from 14 June 2018 at an estimated maximum cost of £24m per annum, making a revised contract value of £240m for ten years.
3. That cabinet approves the variation of Contract area 5, Borough-wide street properties, temporary accommodation and major voids contract to Saltash Enterprises Ltd (Saltash) for a period of two years from 14 June 2018 at an estimated maximum cost of £6m per annum, making a revised contract value of £60m for ten years.

## **BACKGROUND INFORMATION**

4. On 26 March 2010, the executive approved the award of five contracts for major works for a period of five years with the option to extend for a further five years,

subject to appropriate reviews of value for money and performance, although no reference was made as to the number of extensions that could be incorporated within this five years. Reserve contractor arrangements were also approved.

5. The contract areas were as follows:

<b>Contract</b>	<b>Contractor</b>
Contract area 1 – Borough and Bankside	Breyer Group Plc
Contract area 2 – Bermondsey and Rotherhithe	Wates Construction Ltd
Contract area 3 – Camberwell and Peckham	Keepmoat (formerly Apollo Property Services Group Ltd)
Contract area 4 – Nunhead, Peckham Rye and Dulwich	A&E Elkins
Contract area 5 – Borough-wide street properties, temporary accommodation and major voids	Saltash

6. Two contracts were ended in 2012 and 2013. The reserve contractor arrangements were therefore put in place for the majority of the programmes to cover Contract areas 1 and 2 - A&E Elkins took over the majority of programmes for Contract area 1 with the remainder of the work being individually tendered and Keepmoat took over all the programmes for Contract area 2. The table is as follows:

Contractor	Contract Area	Main/Reserve contractor	Estimated annual amount
A&E Elkins	<b>1</b> Borough and Bankside and Walworth	Reserve	£16m
Keepmoat	<b>2</b> Bermondsey and Rotherhithe	Reserve	£25m
Keepmoat	<b>3</b> Camberwell and Peckham	Main	£20m
A&E Elkins	<b>4</b> Nunhead, Peckham Rye and Dulwich	Main	£8m
Saltash	<b>5</b> Borough-wide street properties, temporary accommodation and major voids	Main	£6m

7. A Gateway 3 report was approved on 16 July 2015 to extend contract areas 3, 4 and 5 for three years and for A&E Elkins and Keepmoat to be reserve contractors for contract areas 1 and 2 whilst a new framework, the major works constructor framework (the framework), was put in place. A new framework was put in place to initially cover areas 1 and 2 which is now the case and then all areas once the partnering contracts are ended.

## **KEY ISSUES FOR CONSIDERATION**

### **Key aspects of proposed variation**

8. The nature of this proposed extension is to exercise the option to extend each contract for a further two years. The revised completion date will therefore be 13 June 2020.
9. The partnering contracts have greatly contributed in helping the council deliver its Warm, Dry and Safe (WDS) programme and the new Quality Homes

Investment Programme (QHIP). Price harmonisation and use of supply chains has also continued to allow for continuity of materials and value for money in the contracts and bench marking will be used with the 'call-off' contracts let under the framework that was put in place to continue to ensure this remains the case.

10. A breakdown of the estimated and actual expenditure is provided below.

**A&E Elkins Ltd**

Year and Contract area	Estimated Cost(£m)	Actual Cost(£m)
2010-11 to 2016-17(area 4)	56	43.2
2010-11 to 2016-17 (area 1)	112	42
<b>Total</b>	<b>168</b>	<b>85.2</b>

**Keepmoat**

Year and Contract area	Estimated Cost(£m)	Actual Cost(£m)
2010-11 to 2016-17(area 3)	140	109.4
2010-11 to 2016-17 (area 2)	175	99.9
<b>Total</b>	<b>315</b>	<b>209.3</b>

**Saltash**

Year	Estimated Cost(£m)	Actual Cost(£m)
2010-11 to 2016-17	48	38.6
<b>Total</b>	<b>48</b>	<b>38.6</b>

11. Officers consider that it is within Keepmoat and A&E Elkins capability and capacity to deliver the programme of works for contract areas 3 and 4 at estimated levels of approximately £45m and £24m respectively each year. This would be subject to constant scrutiny on costs and performance in comparison to the framework 'call-off' contracts and could obviously vary between years dependent on the new housing capital programmes. The intention is that total estimated work for both Keepmoat and A&E Elkins could be at the levels of £45m and £24m respectively each year.
12. The estimated value of this proposed variation to the Keepmoat contract is £90m, combined with the actual value of the approved initial contract term of £225m, previous contract extension value of £135m and estimated value of this proposed current variation of £90m, brings the total to £450m. The value of this extension to the Keepmoat contract as a percentage is estimated to be 25%.
13. The estimated value of this proposed variation to the A&E Elkins contract is £48m, combined with the actual value of the approved initial contract term at £120m, previous contract extension value of £72m and estimated value of this proposed variation of £48m, brings the total to £240m. The value of this extension to the A&E Elkins contract as a percentage is estimated to be 25%.
14. The estimated value of this proposed variation to the Saltash contract is £12m, combined with the actual value of the approved initial contract term of £30m, previous contract extension value of £18m and estimated value of this proposed

variation of £12m, brings the total to £60m. The value of this extension to the Saltash contract as a percentage is estimated to be 25%.

### **Reasons for variation**

15. Currently, all three contractors are performing well and their Key Performance Indicator (KPI) scores are very good. All three contractors had resident satisfaction levels in 2016-17 of over 92% and their time predictability was almost perfect in their achievement of contract periods and works to individual tenant properties. This is reported quarterly to the major works core group. KPIs are measured across a range of areas, including contractors' performance on time, value for money, and resident satisfaction. As well as resident satisfaction being over 90% on average they achieved excellent scores in terms of apprentices and training opportunities (9/10), considerate contractor, (8/10) and cleaner, greener, safer (10/10 for achieving FORS accreditation – cycling safety). This performance will be bench marked in future against those contractors listed under the framework. A more detailed breakdown is included in Appendix 1.
16. A framework has also been set up which currently covers areas 1 and 2 and the partnering contracts will run in parallel providing further capacity and acting as additional security should issues arise with any contractor under the framework. Both the partnering contract and the framework allow council officers the opportunity to benchmark pricing and this is currently being undertaken and also the quality of contractors and in the case of the framework, this will allow officers to use different procurement routes to deliver its major work programme. There is no question that the partnering contracts enable the council to deliver works quicker and the KPI scores show how effective the contractors are in performance. Having a combination of framework and partnering contracts for the remaining two years will allow bench marking and enable the council to decide which method of procurement it wishes to take forward in future when the framework expires.

### **Future proposals for this service**

17. A review and bench marking exercise will be carried out prior to the expiry of the framework to help determine the best procurement route for a new contract(s).

### **Alternative options considered**

18. A framework is in place. This will therefore allow the council flexibility in future procurement options for the next few years to ensure consistent quality and value for money. The current partnering contracts have a number of advantages, in that they allow for value for money, speed in providing work on site, in addition to the normal benefits of longer term partnering contracts such as training opportunities for the local community, community initiatives provided for by the contractors, and also the unseen hidden goodwill benefits, such as having a contractor nearby if issues arise after the end of the usual defects periods. Having to tender every individual project would greatly extend the delivery times for all housing projects.
19. On this basis, no further options were considered and it was decided to utilise the option to extend the contracts for a further two years to run in parallel with the framework.

## Contract management and monitoring

20. The performance of the contractors continues to be monitored by the investment team. Changes were made within the investment team in 2017 to further improve correct contract monitoring and management and every scheme now has a council project manager and contract manager. Each project manager in the investment team or other departmental officers using these contracts provide a quarterly monitor on the performance of each contractor they use and there are specific KPIs in the contract in the areas of time, cost and quality. KPIs are produced for all firms on a quarterly basis and these show that all are performing very well in terms of both quality and timeliness, as set out above. One additional benefit of partnering is that, in practice, the contractors will also deal with issues that arise after the 12 month defects liability period when each scheme has ended. These contracts, whilst they are predominately design and build contracts, have all their design and works proposals examined and checked by either one of the council's lead designers or by one of the council's two technical services firms.
21. The spend and performance on all contracts is monitored by the head of investment and reported regularly to the asset management monitoring core group led by the Lead cabinet member for housing and modernisation. Concerns were expressed by some leaseholders in particular as regards value for money obtained through these contracts. A report was therefore commissioned by an independent quantity surveyor in October 2014 which confirmed that the prices obtained through the current contracts match those that can be obtained through individual tendering and bench marking will continue. The price harmonisation and supply chain will continue for the proposed two year extensions. In previous years the partnering contractors have not taken up their inflationary uplift allowed under the terms of the partnering contract. Also a specific meeting is held with leaseholders who are to receive major works so that concerns regarding the contract can be addressed.

## Identified risks for the variation

22. The table below identifies the risks associated with this extension, the likelihood of occurrence and the control in place to mitigate the risks.

R/N	Risk Identification	Likelihood	Risk Control
R1	Contractors do not want to extend the contracts and/or are unable to deal with new workload	Low	All three companies have confirmed their readiness and capability to deliver the contract extension. There will be monitoring reports to DCRB and CCRB as part of the contract management and monitoring of these contracts on a yearly basis
R2	Decline in contractors performance	Low	The performance of the three contractors is monitored but in the unlikely event of their performance falling below the standard required, a 'termination at will' clause is now in the contract to enable the council to terminate a contract if desired.
R3	Contractors go in to	Low	The framework means that there is a

R/N	Risk Identification	Likelihood	Risk Control
	administration or liquidation.		reserve option in place to reduce any delay times should such a situation occur.

### **Policy implications**

23. These contracts help deliver on one of the council's key Fairer Future promises by providing quality kitchens and bathrooms to all residents.

### **Community impact statement**

24. Having a consistent set of contractors working in the borough improves the quality of service and ensures consistent and comprehensive work within the community. The contractors all provide training and apprenticeship opportunities as well as sponsoring many community initiatives and schemes. All three contractors have specific targets related to apprentices and training whereby they have to provide the one apprentice or training equivalent for each £1m of work undertaken. In addition, they support a whole variety of community initiatives such as communal garden schemes, sports schemes, cycling learning and repairs, events for elderly residents, and Christmas parties.

### **Social value considerations**

25. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

### **Economic considerations**

26. There are no specific economic considerations to this report.

### **Social considerations**

27. Keepmoat, A&E Elkins and Saltash employees and those of their subcontractors are paid in accordance with the London Living Wage and have equalities policies that conform to the council's standards. The application of these is reviewed for compliance as part of the contracts annual reviews. Each of them is required to employ apprentices and provide training and employment opportunities for Southwark residents and to comply with the requirements of the Employment Relations Act 1999 (Blacklists) Regulations 2010 ("the Blacklists Regulations") and shall ensure that it will not during the Term/Contract Period/provision of the Works be a party to or concur in any discriminatory employment practice which could be construed as blacklisting or boycotting any person who has sought employment with the contractors in breach of the Blacklists Regulations.

### **Environmental/sustainability considerations**

28. There are no specific environmental or sustainability considerations at this stage.

### **Financial implications**

29. The report recommends the extension of the three major works partnering contracts to Keepmoat Regeneration (Apollo) Ltd (Keepmoat), A&E Elkins Limited (A&E Elkins) and Saltash Enterprises Limited (Saltash) for two years from 14 June 2018 to 13 June 2020. The estimated value of these contracts over the two years is £150m, and will help deliver the QHIP programme. The delivering of this programme and the housing investment programme as a whole is subject to the availability of resources to fund it.

### **Investment implications (housing contracts only)**

30. The value of these contracts will be charged directly to the respective projects.

### **Legal implications**

31. Please see the comments from the director of law and democracy.

### **Consultation**

32. There was extensive consultation with leaseholders as part of the statutory process. In addition a tenants and a resident's representative were on the final tender evaluation panel as part of the original evaluation process.

### **Other implications or issues**

33. Not applicable.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Strategic Director of Finance and Governance**

34. The strategic director of finance and corporate services notes the recommendations in this report to extend the three housing major works contracts with Keepmoat, A&E Elkins and Saltash for a further period of two years from June 2018.
35. As outlined in the financial implications section of this report, the estimated value of works over the extension period is £150m. These costs are to be met from within the existing housing investment programme

### **Head of Procurement**

36. This report is seeking approval to extend three contracts for major works for a 2 year period from 14 June 2018. The report confirms that the current contracts have already been extended for a period of 3 of the 5 years allowed for when the contracts were awarded.
37. The report explains that with a constructor framework operating in parallel, extending these partnering contracts allows for continuity, additional capacity and contract security to deliver the council's WDS and QHIP.
38. The report confirms that performance to date on this contract has been very good. There are management and monitoring arrangements in place which should go some way to ensuring that the required level of contract performance

is maintained. It would appear that there is no reason why the council should not continue with these arrangements for the recommended extension period.

#### **Director of Law and Democracy**

39. This report seeks the approval of cabinet to extensions to 3 major works contracts which are being performed by Keepmoat (contract area 3), A&E Elkins (contract area 4) and Saltash (contract area 5). This report sets out the extent of the extensions and the reasons why extensions of two years are necessary.
40. The nature of these variations is such that they are subject to the tendering requirements of the Public Contracts Regulations 2015 (PCR 2015). Regulation 72(1)(a) of PCR 2015 allows the council to vary the current contracts as this option was provided for in the initial procurement documents and does not alter the overall nature of the contracts.
41. The decision to approve the Keepmoat and A&E Elkins contract extensions falls within contract standing orders (CSO) 6.6.3(a) and is reserved to the cabinet, after consideration of the report by the corporate contract review board (CCRB) whereas the decision to approve the Saltash contract extension falls within CSO 6.6.3(c) and is reserved to the strategic director of finance and governance, after consideration by the CCRB. However, as agreed by the strategic director of finance and governance, the cabinet will approve all three variations.
42. CSO 2.3 requires that a variation decision may only be made if the expenditure involved has been approved. Paragraph 29 of this report confirms the financial implications of these variations.

#### **Director of Exchequer (for housing contracts only)**

43. The partnering contract is a Qualifying Long Term Agreement under the terms of the Commonhold and Leasehold Reform Act 2002. Section 20 consultation was carried out in 2010 and confirmed through the Lands Tribunal to comply with the regulations. The consultation notice specifically deals with the term of the contract and the notice advised that the contract was for a period of five years with the option to extend for a further five years.
44. In 2015 the contracts were extended beyond the initial five years, for a further three years. This further two year extension brings the contracts to the full term of the extensions referred to in the consultation. This extension is therefore covered within the notices originally issued and the costs remain chargeable to leaseholders affected.

## BACKGROUND PAPERS

Background Papers	Held At	Contact
Gateway 2 'open' report - Housing Major Works Contracts – approved 26 March 2010	160 Tooley Street London SE1 2QH	Everton Roberts 0207 525 7221
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=1271">http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=1271</a>		
Gateway 3 'open' report – Extension Approval Housing Major Works Contracts 16 July 2015	160 Tooley Street London SE1 2QH	Everton Roberts 0207 525 7221
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=5381">http://moderngov.southwark.gov.uk/ieDecisionDetails.aspx?ID=5381</a>		

## APPENDICES

No	Title
Appendix 1	Detailed KPI breakdown

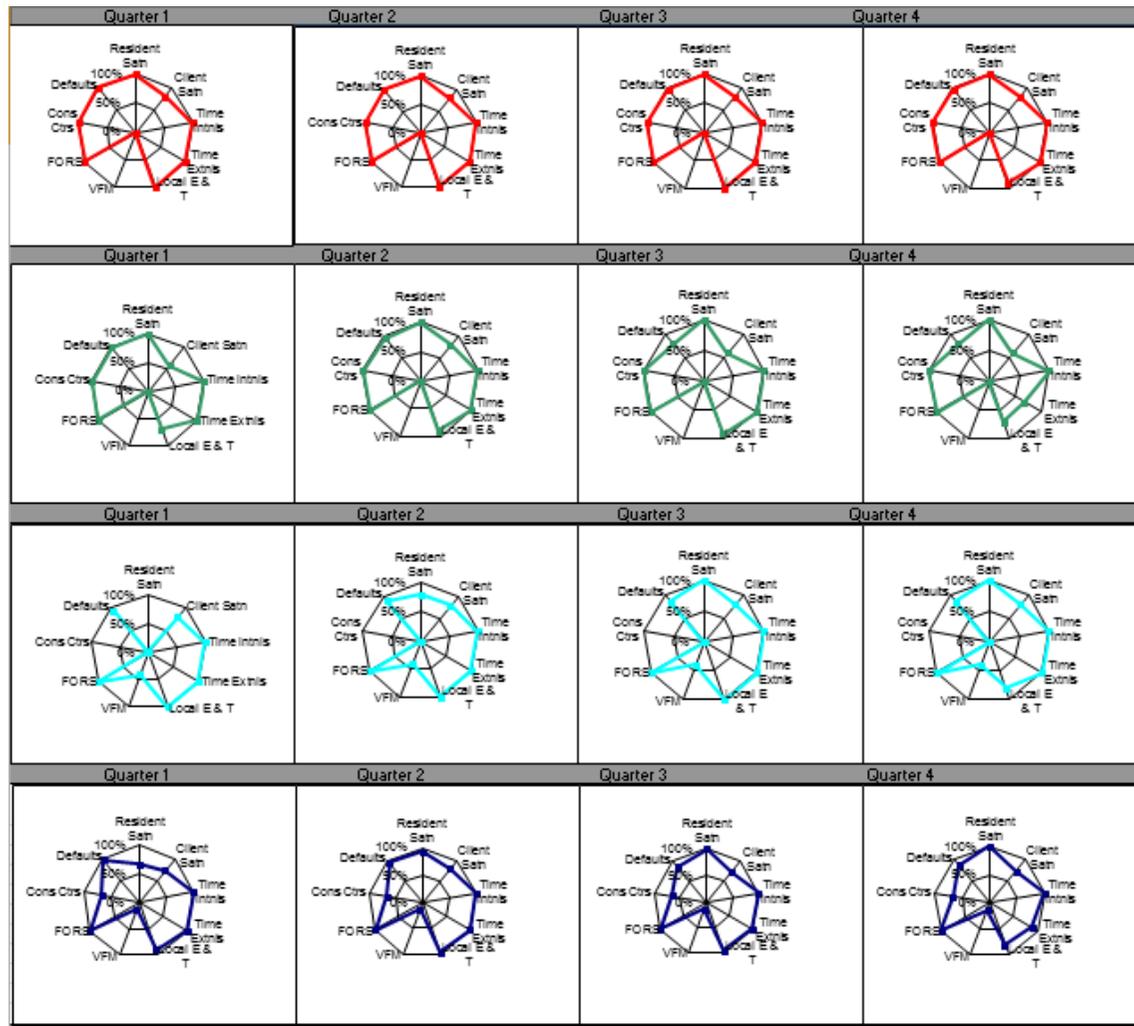
## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Stephanie Cryan, Deputy Leader and Cabinet Member for Housing	
<b>Lead Officer</b>	Gerri Scott, Strategic Director of Housing and Modernisation	
<b>Report Author</b>	David Markham, Director of Asset Management	
<b>Version</b>	Final	
<b>Dated</b>	7 September 2017	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (for housing contracts only)	Yes	Yes
Cabinet Member	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		7 September 2017

Detailed KPI breakdown

APPENDIX 1

KPI	KPI DEFINITION AND ACCOUNTABLE FOR MEASUREMENT AND REPORTING	What is used to measure?	Who measures?	Target	Incentive Weighting as points*	TARGET and achievable points	Contractor Cumulative	Q1 Estimate		Q2 Estimate		Q3 Estimate		Q4 Estimate	
								Points	Perf	Points	Perf	Points	Perf	Points	Perf
Resident satisfaction – Service	This is a measure of resident satisfaction in regards to the 'service provided by the constructor'.	Southwark Resident Satisfaction Form (at end of contract. This will be a once per annum exercise)	Client	90%	20 points	20 points if over 90% achieved	A & E Elkins	20	92%	20	93%	20	93%	20	92%
						16 points if 85 - 90%	Keepmoat	20	97%	20	97%	20	97%	20	96%
						12 points if 80 - 84%	Saltash	0	0%	16	90%	20	91%	20	93%
						8 points if 75 - 79%									
						4 point if 70 - 74%									
					0 points if less than 70% achieved										
Client Satisfaction	Client satisfaction with the service and quality of workmanship will be measured using a client survey form.	Southwark client satisfaction form utilised (at end of contract. If no contract nearing end, snapshot will be taken. This will be a once per annum exercise)	Client	90%	10 points	10 points if > 90%	A & E Elkins	8	85%	8	86%	8	86%	8	85%
						8 points if 85 - 90%	Keepmoat	6	84%	8	85%	6	84%	6	83%
						6 points if 80 - 84%	Saltash	8	85%	8	85%	8	86%	8	87%
						4 point if 75 - 79%									
						2 points if 70 - 74%									
					0 points if <70%										
Time predictability	Internals. This is measured as variation in time from agreed target (set out following).	Kitchen Only - 10 days Bathroom Only - 10 days Kitchen & Bathroom - 10 days Kitchen, Bathroom & Electrics - 15 days Kitchen & Electrics - 10 days Bathroom & Electrics - 10 days Electrics Only - 5 days	Contractor	100% on time	6 points	On time = 6 points	A & E Elkins	6	0	6	-1	6	-2	6	-2
						1 day over = 4 points	Keepmoat	6	0	6	-1	6	-1	6	-1
						2 days over = 2 points	Saltash	6	-2	6	-2	6	-2	6	-2
						3 days over = 0 points									
						4 days over = - 2 points									
	5 days over = - 4 points														
	Externals. This is measured as a variation of the actual project completion vs the project plan predicted dates.	By project. The actual completion time will be agreed by the Lead Designer.	Client	100% on time	6 points	2 point penalty per week over project agreed completion date. This can also lead to negative scoring.	A & E Elkins	6	0	6	0	6	0	6	0
							Keepmoat	6	0	6	0	6	0	4	1
							Saltash	6	0	6	0	6	0	6	0
Local Employment and Training	This focuses on adherence to HCA guidelines on construction employment - to be agreed with each individual service provider at annual term review when future contract values known.	Annual Term Review Data	Client	100%	10 points available	This will be awarded for adherence to apprenticeships / graduates offered per million pounds of work awarded. To be agreed when work values by contract area known.	A & E Elkins	10	30	10	30	10	25	9	22
							Keepmoat	7	47	9	40	9	40	7	28
							Saltash	10	12	10	8	10	5	8	5
Value For Money	This is being measured as the willingness to offer continued Value For Money to the contract by not taking up inflationary amount per annum.	Annual Term Review	Client	100%	20 points available	Inversely proportional to the amount of inflationary take up.	A & E Elkins	0	3%	0	3%	0	3%	0	3%
							Keepmoat	0	3%	0	3%	0	3%	0	3%
							Saltash	8	2%	8	2%	8	2%	8	2%
Cleaner, Greener, Safer	This is being measured to show quality and performance for contactors vehicle operations and becoming safer, greener and more efficient.	Providing entry-level 'bronze' accreditation or higher for Fleet Operator Recognition Scheme (FORS)	Contractor	Bronze Accreditation	10 points available	10 points for achieving / maintaining the accreditation level.	A & E Elkins	10	Bronze	10	Bronze	10	Bronze	10	Bronze
							Keepmoat	10	Bronze	10	Bronze	10	Bronze	10	Bronze
							Saltash	10	Bronze	10	Bronze	10	Bronze	10	Bronze
Considerate Contractor	This is being measured as a quality measure of the constructors consideration of the general public/residents, the workforce and the environment.	Annual Term Review of quarterly collected scores from the Considerate Constructors Scheme (CCS) inspection scores (average score).	Contractor	35 or above	10 points available	10 points if 35 or above scored	A & E Elkins	10	35	10	35	10	36	10	35
						9 points if 34 scored	Keepmoat	10	37	10	37	10	37	10	37
						8 points if 33 scored	Saltash	0	0	0	0	0	0	0	0
						then decreasing by one point until 1 point if 26 scored									
						0 points if 25 or less scored									
Contract Management	This is being measured as a quality measure showing compliance with the contract. Defaults indicate non compliance with the contract terms.	Annual Term Review collected quarterly by Client.	Client	No defaults	20 points available	Performance measured by number of default notices received. A point removed for each default notice sent by the client.	A & E Elkins	20	0	20	0	19	1	19	1
							Keepmoat	20	0	19	1	16	4	16	4
							Saltash	19	1	18	2	17	3	17	3



A & E Elkins	Q1 Estimate	Q2 Estimate	Q3 Estimate	Q4 Estimate
Resident Satn	20 100%	20 100%	20 100%	20 100%
Client Satn	8 80%	8 80%	8 80%	8 80%
Time Intnlis	6 100%	6 100%	6 100%	6 100%
Time Extnls	6 100%	6 100%	6 100%	6 100%
Local E & T	10 100%	10 100%	10 100%	9 90%
VFM	0 0%	0 0%	0 0%	0 0%
FORS	10 100%	10 100%	10 100%	10 100%
Cons Ctrs	10 100%	10 100%	10 100%	10 100%
Defaults	20 100%	20 100%	19 95%	19 95%
<b>TOTAL</b>	<b>90 80%</b>	<b>90 80%</b>	<b>89 79%</b>	<b>88 79%</b>

Keepmoat	Q1 Estimate Score	Q2 Estimate Score	Q3 Estimate Score	Q4 Estimate Score
Resident Satn	20 100%	20 100%	20 100%	20 100%
Client Satn	6 60%	8 80%	6 60%	8 60%
Time Intnlis	6 100%	6 100%	6 100%	6 100%
Time Extnls	6 100%	6 100%	6 100%	4 67%
Local E & T	7 70%	9 90%	9 90%	7 70%
VFM	0 0%	0 0%	0 0%	0 0%
FORS	10 100%	10 100%	10 100%	10 100%
Cons Ctrs	10 100%	10 100%	10 100%	10 100%
Defaults	20 100%	19 95%	16 80%	16 80%
<b>TOTAL</b>	<b>85 76%</b>	<b>88 79%</b>	<b>83 74%</b>	<b>79 71%</b>

Saltask	Q1 Estimate Score	Q2 Estimate Score	Q3 Estimate Score	Q4 Estimate Score
Resident Satn	0 0%	16 80%	20 100%	20 100%
Client Satn	8 80%	8 80%	8 80%	8 80%
Time Intnlis	6 100%	6 100%	6 100%	6 100%
Time Extnls	6 100%	6 100%	6 100%	6 100%
Local E & T	10 100%	10 100%	10 100%	8 80%
VFM	8 40%	8 40%	8 40%	8 40%
FORS	10 100%	10 100%	10 100%	10 100%
Cons Ctrs	0 0%	0 0%	0 0%	0 0%
Defaults	19 95%	18 90%	17 85%	17 85%
<b>TOTAL</b>	<b>67 60%</b>	<b>82 73%</b>	<b>85 76%</b>	<b>83 74%</b>

TOTAL	Q1 Estimate Score	Q2 Estimate Score	Q3 Estimate Score	Q4 Estimate Score
Resident Satn	40 67%	56 93%	60 100%	60 100%
Client Satn	22 73%	24 80%	22 73%	22 73%
Time Intnlis	18 100%	18 100%	18 100%	18 100%
Time Extnls	18 100%	18 100%	18 100%	16 89%
Local E & T	27 90%	29 97%	29 97%	24 80%
VFM	8 13%	8 13%	8 13%	8 13%
FORS	30 100%	30 100%	30 100%	30 100%
Cons Ctrs	20 67%	20 67%	20 67%	20 67%
Defaults	59 98%	57 95%	52 87%	52 87%
<b>TOTAL</b>	<b>242 72%</b>	<b>260 77%</b>	<b>257 76%</b>	<b>250 74%</b>