Appendix 3 Significant Contributing Factors for Failure

Significant contributing factors being:

a) **Procurement management** - Delayed start/prolonged tendering and contract award process.
b) **Contract management** – the need to utilise emergency/temporary contractors to deliver service during a high demand servicing period.
c) **Data management** - Reliance upon spreadsheets to manage safety critical data/functions which was prone to human error and did not allow for early detection of failure.
d) **Software**- Lack of a suitable compliance software management system
e) **Systems failure** - Data supplied to Gas safety inspection contractor(s), from the spreadsheet, not suitably scrutinised or appropriately reconciled at regular intervals to identify failures (Spreadsheet only allowed measurement against the list provided).
f) **Resourcing issues** - Staffing issues/ill health/new starters, inability to recruit/retain and requirement to cover empty posts for extended periods.
g) **External factors** – International/national economic & financial factors affecting ability of all services to procure/deliver services/goods/recruit at a reasonable cost.
h) **Project management** – Underestimation of resources required to implement new software which delayed the implementation of compliance software.
i) **Non-Access** – Increased occurrence of tenants not allowing access to undertake testing.
j) **Inherited inspection programme** – The gas servicing programme transferred into the Council compressed a large volume of services over summer months.
k) **Management Oversight** - Lack of ability to identify potential foreseeable failures early enough to apply suitable mitigation. Late escalation of possible failure to senior management.
l) **Service Management** - Greater internal focus on day-to-day issues/delivery of service rather than overall contract performance.
m) **Workload and Time Management** – Focus on compliance was reduced due to demands on the Compliance Manager to provide cover for other areas in the business unit, whilst also implementing a new compliance software system, procurement/contract management issues alongside the day-to-day responsibilities and workload