

## Report for Information

**Report to** Council  
28 September 2010  
**Report of** Deputy chief executive  
**Subject** Review of the process used to replace the services  
previously provided by CityCare

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### **Purpose**

To advise members on the process used to replace the services previously provided by CityCare

### **Recommendations**

This report is for information

### **Financial Consequences**

There are no direct financial implications

### **Strategic Priority and Outcome/Service Priorities**

The report helps to meet the strategic priority “Aiming for excellence – ensuring the Council is efficient in its use of resources, is effective in delivering its plans, is a good employer and communicates effectively with its customers, staff and partners.”

### **Contact Officers**

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### **Background Documents**

Reports to the executive, and minutes of the executive: 21 January 2009; 18 March 2009; 8 April 2009; 13 November 2009; 10 February 2010.

# Report

## 1. Context and background

Norwich City Council provides a range of “direct works” services, including:

- Housing repairs and maintenance
- Housing upgrades
- Laundry equipment maintenance
- Gas servicing
- Electrical and mechanical servicing
- Water testing
- Solid fuel maintenance
- Building repairs and maintenance
- Building cleaning
- Refuse collection
- Street cleaning
- Arboriculture services
- Grounds maintenance
- Highways repairs and maintenance
- Solid fuel maintenance

Up until 1<sup>st</sup> April 2000 these were provided by City Works, a department of Norwich City Council as a result of the requirements to enter into Compulsory Competitive Tendering (CCT). On 1<sup>st</sup> April 2000 the provision of these services was contracted out to a single, external provider CityCare, and they were delivered through 26 contracts of 10 years duration. The City Works employees who were employed by the Council were transferred, under TUPE (Transfer of Undertakings Protection of Employees) to CityCare on 1<sup>st</sup> April 2000.

CityCare was owned by a number of different companies throughout the 10 years it was in operation, and in the later stages, and up to its dissolution on 31 March 2010 it was jointly owned by Morrison Facilities Services and Veolia Environmental Services.

In the spring of 2008 Norwich City Council began preparations to establish alternative ways of delivering these services as all 26 contracts terminated on 31<sup>st</sup> March 2010 and there were no provisions in the contracts to extend them beyond this date.

The Council went out to tender to engage specialist support to undertake this exercise and in August 2007 appointed HELM (a specialist consultancy service, later to become Tribal HELM, and Tribal Consulting to advise on and support this process.

An internal Project Team was established with staff from housing property services, asset and city management, citizen services, transport and landscape, procurement and service improvement, finance, Tribal Consulting, and members of corporate management team, to scope the project, and then to implement the project. Staff from customer contact and communications teams were also involved in assessing customer requirements.

Members were engaged in shaping this work through a cross party 'Contracts working party' that discussed and challenged how the re-provisioning of these services should proceed,. They explored how the council's objectives could be fully pursued through any new arrangements, and made recommendations to the Executive regarding decisions that needed to be made. This included the approach and methodology to be adopted during the relet process. The Terms of Reference and membership of the contracts working party are attached at Appendix A.

## **2. Contract values**

At this stage, the expenditure on the contracts was:

- Housing repairs and maintenance - £8.7M
- Housing Repainting & Repairs prior to painting - £800K
- Housing upgrades - £10.4
- Laundry equipment maintenance - £28k
- Gas servicing - £1.4M
- District Heating - £200K
- Electrical and Mechanical servicing - £650K
- Water testing - £35k
- Building repairs and maintenance and improvements - £1.5M
- Building cleaning - £330k
- Refuse collection and recycling - £3.2M
- Street cleaning - £1.8M
- Arboriculture services - £600k
- Grounds maintenance - £3.1M
- Highways Maintenance - £1M
- Highways Upgrades - £2.1M
- Highways Winter Maintenance - £500K
- Solid fuel maintenance £50k

## **3. Shaping the contract relet process**

In December 2008 and January 2009 the Contracts working party discussed the options available to the Council. On 21 January 2009 the Executive considered the 'CityCare services re-provisioning strategy'.

Extract from the minutes of Executive on 21 January 2009

### *11. CityCare services re-provisioning strategy*

*The Deputy Chief Executive presented the report and, together with Councillor Waters answered questions about the proposed strategy for the re-provisioning of the CityCare services.*

*Discussion took place on the three contracts proposed for early re-lets and the need to involve sheltered housing wardens in the re-letting of the contract for laundry equipment maintenance.*

*Resolved to -*

- (1) agree the proposed strategy;*
- (2) note that the scope of services discussed at the Contracts Working Party on 9 January 2009 is work in progress that is moving the re-provisioning of services in the right direction but will be further refined and returned to the Executive for approval;*
- (3) agree that the in-sourcing of services is discounted but reserved as an option if the market does not provide the required level of services at an affordable price; and*
- (4) agree that the next generation of contract renewals provides that opportunity for exploring the in-sourcing of services in more detail*

On 18<sup>th</sup> March 2009 the Executive considered a report on the further refinement of the re-provisioning strategy.

Extract from the minutes of the Executive on 18 March 2009.

#### *6. Publication of OJEU notice for the public facing contracts currently provided by CityCare*

*The Head of Procurement and Service Improvement presented the report and answered members' questions on the re-let of the public facing contracts.*

*Resolved that -*

- 1) the contracts are broken down into the lots as described within the report;*
- 2) a single OJEU (Official Journal of the European Union) notice is published encompassing all of the lots and;*
- 3) alternative methods of advertising the opportunities offered by these procurements to local small and medium sized enterprises are actively pursued.*

#### **4. Contract relet process**

This was the start of the process for re-provision of the services provided by CityCare. Given the scale of these contracts this process was governed by the EU Procurement Regulations. These regulations are complex but in summary required the Council to:

- be open, fair and transparent
- treat all suppliers equally
- advertise the contracts in the Official Journal of the European Union (OJEU)
- adhere to set timescales
- follow a designated procedure leading to the award of a contract
- use set criteria to assess suppliers
- use set criteria to assess tenders submitted by suppliers
- observe a 10 day standstill period after announcing the intention to award the contract
- provide feedback to suppliers

The method of selecting contractors was a restricted procedure where contractors were short-listed following the submission of a pre-qualification questionnaire (PQQ) and then the evaluation of tenders submitted by the short-listed contractors.

The process to achieve this was:

- Advertising the contract notice in the OJEU on 14 April 2009
- Inviting bidders to submit a prequalification questionnaire (PQQ) by 14 August 2009
- Preparing contract specifications
- Preparing scoring mechanisms to assess PQQ's and bids.
- Assessing the PQQs
- Inviting contractors who were successful at PQQ stage to submit bids against contract specifications.
- Submission of tenders by 16 October 2009
- Evaluation of tenders
- Final selection of tenderers.

On 8 April, following on from discussions at the Contracts working party the Executive agreed to re-let the Building Cleaning Contract, on a different timescale to the other contracts. This would give the council an opportunity to work through the re-let process in advance of embarking on the letting of the majority of the contracts.

Extract from the minutes of Executive on 8 April 2009

#### *10. Tender evaluation criteria for the building cleaning contract*

*The Head of Procurement and service Improvement presented the report and said that this had been endorsed by the Contract Working Party at their meeting on 27 March 2009.*

*The Executive member for sustainable city development said that he was satisfied with the tendering process which would look to receive a good price, based around equality, diversity and environmental considerations to obtain a good balance.*

*Resolved to:*

*(1) use the tender evaluation criteria as set out in the report;*

*(2) approve the weightings as described in the report*

### **5. Inviting bidders to submit a prequalification questionnaire (PQQ).**

The first step in the process was to agree the PQQ, and following on from discussion and agreement at the contracts working party at their meeting on 8 April 2009 the Executive agreed the recommended process to be used.

Extract from the minutes of executive on 8 April 2009

#### *11. Pre-qualification criteria for the City Care service re-provisioning.*

*The Head of Procurement and Service Improvement presented the report and referred*

*to the recommendations made by the Contracts Working Party.*

*In response to a question the, the Head of Procurement and Service Improvement said that the applicant would need to be able to demonstrate a good financial standing and that they were able to deliver the service.*

*Resolved to –*

- 1) use the Office for Government Commence Pre-Qualification Questionnaire Version 0.1 as at Appendix 1 of the report;*
- 2) approve the weightings as described in the report and as detailed in the office for Government Commence Pre-Qualification Questionnaire: Evaluation Methodology Version 0.1 as at Appendix 2 except for voluntary disqualification items discretion is used as detailed in the report (Part G of the evaluation criteria).*

## **6. Building cleaning contract**

This was let during August 2009 with a September start on site, following the above methodology.

## **7. Assessing the PQQs**

Every supplier that expressed interest in provision of some/all of the services (171 in total) was provided with a PQQ with 57 completed PQQs being received. The assessment and shortlisting of contractors was carried out by officers from Tribal Consulting, finance, procurement and service improvement, citizen services, asset and city management and housing property services.

This included assessment of the following:

- Technical capacity
- Previous experience
- Health and safety
- Financial standing
- Equality and diversity
- Quality assurance
- Environmental performance
- References from 3 private sector and 3 public sector clients

## **8. Preparing contract specifications**

Teams of people in the council were established to draw up contract specifications. These teams were supported and advised by Tribal Consulting and NPS.

## **9. Preparing scoring mechanisms to access bids**

The teams devised, with guidance and support from Tribal HELM, mechanisms to assess both the quality and price of the bids.

They also invited contractors who were successful at PQQ stage to submit bids against contract specifications.

38 contractors were invited to submit bids. The final date for submission of bids was 16<sup>th</sup> October 2009.

## **10. Submission of tenders**

The Council received bids from 19 contractors and on 17 October and 19 October 2009 these were opened in a properly regulated environment, in other words with complete confidentiality as required under the procurement regulations.

## **11. Evaluation of tenders**

Price and quality were evaluated separately as stated in the tender documentation and the teams of people who carried out the assessment on price were not aware of the quality score and vice versa.

Executive members were engaged in reviewing the evaluation of the quality aspects of the bids and tenants and leaseholders were involved in the evaluation of the quality aspects of the housing contracts.

A financial evaluation was conducted by Tribal Consulting and the finance team.

Each bid was scored in accordance with the criteria that had been published in the tender documents. Quality and price scores were added together to give a final mark out of 100 or 1000.

The weighting applied to tenders was 40% quality and 60% price for the citizen services and asset and city management services and 60% quality and 40% price for the Housing services.

Before making recommendations to the Contracts working party the following checks were conducted by Tribal LG Consultants

- Mathematical checks to ensure marks for price had been awarded correctly
- Review of scores awarded for quality to ensure marks had been awarded correctly

## **12. Final selection of tenders**

On 13<sup>th</sup> November 2009 the contracts working party was advised of the detailed assessments and a tender evaluation report was prepared for each contract setting out details of the process that had been followed, bids submitted and the evaluation of those bids as well as the outcome of the evaluation and a recommendation to award the contract. At their meeting the Contracts working party endorsed the recommendations

of officers and passed this on to the Executive.

Extract from the minutes of Executive on 13 November 2009

### *3. Evaluation of tenders for services currently provided by CityCare (paragraph 3)*

*The Head of Procurement and Service Improvement circulated tender evaluation papers. He presented the report and together with the facilities and Building Manager and the Housing Property Services Manager, answered questions.*

*Detailed discussions ensued as to the way the individual contracts had been assessed and awarded and the implementation process.*

*The Executive thanked the officers, the consultants Tribal Government Services, the Contracts Working Party for the enormous amount of work undertaken and the Norwich leaseholders Association and the Norwich Tenants' CityWide Board for their involvement.*

*Resolved to –*

*(1) note the process and the results of the tender evaluation*

*(2) approve the intention to award the contracts as set out in the report*

Given the scale of savings in the housing contracts the Connaught business model was rigorously tested to assess its deliverability. The business model was assessed as deliverable and relied on substantial changes to working practices, in particular the introduction of new ICT systems to accurately diagnose repairs problems and arrange timely appointments, organise work more effectively, anticipate supply needs and skills requirements. It also showed that the company would make investment in the contract in the early stages before moving into profit as productivity increased and the new ways of working took effect.

## **13. Post selection changes**

Following the notification to award the contracts to the selected contractors a number of contractors declined their offer as they had sought to obtain a significant number of contracts to obtain a spread of overhead costs , and so second or third place contractors were approached, where appropriate, to offer them the opportunity to take on contracts. The final outcome of this was reported to the Executive on 10<sup>th</sup> February 2010. Extract from the minutes of Executive 10<sup>th</sup> February 2010:

### **11. AWARD OF CONTRACTS TENDERS FOR SERVICES PROVIDED BY CITYCARE (PARAGRAPH 3)**

*The Executive noted the Unison comments circulated and those presented by the Unison representative.*

*The Head of Procurement and Service Improvement circulated an additional paper with amendments to the report. He presented the report and together with the Deputy Chief Executive answered members' questions.*



*The Executive praised the work of the Procurement and Service Improvement team.*

**RESOLVED** to approve:-

(1) *the award of the contracts as follows:*

<i>1. Contract</i>	<i>2. Supplier</i>
<i>Lot 1 – Routine Building Maintenance (Non-housing buildings)</i>	<i>3. NORSE Commercial Services Limited</i>
<i>Lot 3 – Multi-Storey Car Park Cleaning</i>	<i>4. NORSE Commercial Services Limited</i>
<i>Lot 4 – Street and Other Cleaning Services</i>	<i>5. Connaught Partnerships Limited</i>
<i>Lot 5 – Grounds Maintenance Services</i>	<i>6. Connaught Partnerships Limited</i>
<i>Lot 6 – Arboriculture Services</i>	<i>7. Connaught Partnerships Limited</i>
<i>Lot 7 – Refuse, Recycling and Waste Services</i>	<i>8. Connaught Partnerships Limited</i>
<i>Lot 8 – Housing Repairs, Maintenance and Improvements</i>	<i>9. Connaught Partnerships Limited</i>
<i>Lot 9 – Gas Appliance Maintenance and Repair</i>	<i>10. Connaught Partnerships Limited</i>
<i>Lot 11 – Asbestos Management</i>	<i>11. Connaught Partnerships Limited</i>

- (2) *not awarding a contract for Lot 10 – Water Service Testing and that these services be tendered again and award be made by officers under the existing powers in the scheme of delegation;*
- (3) *the award of the refuse contract Lot 7 based on the standard service and note that the option to take up the maximum landfill diversion option requires council to approve the additional budget and will require a separate value for money assessment and Executive approval at a later date;*
- (4) *the proposal for call handling by the contractor for housing and citizen services contracts;*
- (5) *the delegation of power to award Lot 13 contract for electrical and*

*mechanical services to the Director of Regeneration and Development in consultation with the Executive Member for Housing and Adult Services.*

The financial position was:

An overall saving to the General Fund Revenue budget of £1M

A 30% reduction in the cost of the housing repairs and maintenance contracts.

Also a number of checks were carried out to give assurance that the contractors could deliver the services they had been awarded, specifically:

- Financial checks on the contractors at prequalification and pre award stage by Tribal LG Consultants and Dunn Bradstreet.
- A detailed testing of the pricing of the Connaught Housing contracts and the business model to be adopted to deliver the level of savings the given the level of savings the council, tenants and leaseholders would achieve.

#### **14. Demobilisation/mobilisation**

Once the new contractors had been identified, plans to mobilise the new contracts where initiated. Alongside this, plans to demobilise CityCare were already underway as the parent companies to CityCare had already made it clear that CityCare would not continue in its current form. These plans were significant and complex, and involved mobilising/demobilising:

- Depot provision
- ICT systems
- Information transfer
- Finances
- Transfer of employees under TUPE
- Plant and equipment
- Supply chain

Our understanding is that as contracts are won and lost between contractors, there is a recognised way of handling the demobilisation and mobilisation process. It is expected that there will be agreement to release staff early for training, opportunities to purchase relevant equipment and a handover of work schedules and staffing lists. This was not evident in the Citycare/Connaught mobilisation process and hampered the transfer as a result.

#### **15. High Court challenge**

In January 2010 Morrisons indicated they had concerns about the process used to relet the contracts and the pricing of the housing contracts. In order to get additional assurance on the process used to assess the contractors bids the council commissioned an independent review and reassessment of the marking of the Connaught and

Morrisons bids. This showed that the bids had been marked correctly and in accordance with the council's published tender evaluation criteria.

The High Court awarded an injunction to Morrisons on 23<sup>rd</sup> February 2010 that prevented the award of a contract to Connaught for Housing repairs, maintenance and improvements (Lot 8). The council was then left with the need to provide services to tenants and leaseholders in the short term, and so sought to provide services through an emergency contract, as is permitted under the European Contracts Regulations. As Connaught were already mobilising their depot and other support, eg ICT, supply chains, management capacity, Connaught was the organisation most able to mobilise an emergency contract. They agreed acceptable terms for an emergency contract but the delay in the award of a final contract hampered some of Connaught's investment plans.

When Morrisons withdrew their injunction the council was then able to complete the award of the contract to Connaught and fully mobilise the contract. However, the mobilisation of the housing contracts was delayed due to the injunction and the award of the emergency contract.

## **16. Mobilising the Connaught contracts**

Given the scale of the transfer of contracts and employees and the delay in finalising a range of issues due to the injunction the council agreed it was reasonable that Connaught should have a 3 month period in which to 'gear up' the service delivery. During this period officers and members had regular meetings with Connaught to oversee the mobilisation of the services and to monitor and review service provision.

## **17. Connaught finances**

During the early months of the Connaught contracts there was some fluctuation in their share prices and in June 2010 it moved between £3 and £3.50.

The first indication the council had of significant issues within Connaught was on 24<sup>th</sup> June 2010 when the company issued a profit warning to the city. Senior managers from Connaught met with council officers to explain the reasons for this and the steps that Connaught would be taking to deal with the situation.

Connaught appointed a new chairman and board of directors, and managed to secure loans of £15 million through to 31<sup>st</sup> August to support the business. During the next few weeks their share prices fell to around £1, and then to less than 20p. The financial year end for Connaught was also 31<sup>st</sup> August, so this was a key date for the company to assess its long term viability. During this period the council closely monitored the financial health of the company and continued to meet with senior managers from Connaught to discuss the actions they were taking to stabilise the financial position of the company, and to improve service delivery. It became clear that a loss of confidence was leading to supplier demands for earlier payments and cash flow problems.

Given the financial position of the company the business continuity plan for the services provided by Connaught was reviewed. The business continuity plan included a hierarchy of service provision options as follows:

- Novation of all contracts to a new supplier
- Novation to individual suppliers
- A network of emergency suppliers

## **18. Connaught goes into administration**

The first indication that Connaught was going into administration was an announcement on the 'Today programme' on radio 4 on 7<sup>th</sup> September 2010 that Connaught share trading had ceased and that it was expected that an administrator would be appointed soon. The collapse was described as the biggest company collapse since Woolworths. Following that, the council attempted to track down the administrators for the company. The council finally made contact with the administrator, KPMG, late on Wednesday 8<sup>th</sup> September and confirmed the position that Connaught plc and Connaught Partnerships were going into administration, and that Connaught Environmental and Connaught Compliance would continue to operate. Advice was obtained about what happens when a company goes into administration and this helped us prepare our approach. Legal advice was also obtained.

## **19. Business continuity and novation of contracts**

On 7<sup>th</sup> September the council moved into emergency planning procedures and started to implement its business continuity plan for the services provided under the Connaught contract, which were:

- Refuse and recycling collection
- Street Cleansing
- Grounds Maintenance
- Arboriculture
- Housing Repairs Maintenance and Improvements
- Gas Servicing
- Asbestos Surveying
- Electrical and Mechanical

The risks to tenants and residents in the event of service disruption had already been assessed, and the two areas assessed as highest risk had been identified as emergency repairs and gas servicing. Alternative options for these had already been identified as part of the business continuity plan, and these were now activated. There was also a risk to the refuse collection service but this was mitigated by reaching agreement with the administrator that if necessary, the Council could pay the sub contractor directly.

On 9<sup>th</sup> September there were discussions with the administrator regarding the novation of the contracts. The administrator had been in discussion with companies to assess the possibility of a company/companies buying the right to novate the Connaught contracts to them, that is transferring the contract on the same conditions. The administrator informed the council that although there were discussions underway to novate a number of the Connaught contracts to other contractors, this did not include the city council contracts.

On 9<sup>th</sup> September the administrator stopped all overtime payments which meant that the out of hours emergency repairs service stopped. The council had already established

an emergency contract to provide an emergency repairs service with Lovells, and this started on 9th September 2010. The council also secured an emergency contract with Ward and Rooney for gas servicing, which started on 10 September 2010. Arrangements were also put in place so that the telephone calls that were received by customer contact were carefully logged to ensure that no vulnerable tenants slipped through the net and that we were aware of volume and nature of housing repairs calls.

As the administrator wanted to act swiftly to stop any further costs being incurred by Connaught he said their intention was to make the Connaught employees redundant on Friday 10<sup>th</sup> September.

The council was uncomfortable about the speed at which this was planned to happen and wanted to exhaust every available possible opportunity to save jobs and services. The Council agreed with the administrator to pay the wages of the employees through to Monday 13<sup>th</sup> September to allow time to explore all options over the weekend.

The council knew that Connaught Environmental was continuing to trade and so discussed with the administrator the possibility of novating the environmental contracts, that is: refuse collection and recycling; grounds maintenance; street cleansing; and arboriculture services to Connaught Environmental. Agreement was reached on this and arrangements to complete this novation were put in place over the weekend of 11<sup>th</sup> and 12<sup>th</sup> September. This meant that these services and the employees were transferred to Connaught Environmental Services, and there was no disruption to these services.

Over the weekend of 11<sup>th</sup> and 12<sup>th</sup> September options for business continuity were thoroughly explored and, as the administrator had received no offers to novate the housing repairs, maintenance and improvements, gas servicing, electrical and mechanical testing the conclusion was that the administrator would have to make the employees redundant on Monday 13<sup>th</sup> September, and that the full service provision would temporarily cease and alternative service provision through emergency contracts was secured.

During Monday 13<sup>th</sup> September the council spoke to Select, the preferred supplier for agency staff, to notify them we would need additional staff to handle calls that would be transferred from Connaught, and to ask them to give first consideration to ex Connaught employees. During Monday 13<sup>th</sup> September the council also contacted JobCentre plus to discuss what kind of support would be available to redundant Connaught employees and to ask that they be the point for ex Connaught employees and any contractors to notify and be notified of any employment opportunities. An advice and support day for redundant employees was also arranged, to be held on 22<sup>nd</sup> September. Contractors providing services under emergency contracts had also been asked to approach JobCentre plus and give first consideration to ex Connaught employees.

On Monday 13<sup>th</sup> September the administrator met with Connaught employees to inform them they were redundant. Just before this announcement the council switched the telephone calls that Connaught was handling back to the council main enquiry number to provide service continuity to tenants and leaseholders.

On 14<sup>th</sup> September the council met with trades union and employee representatives, at their request, following them marching to city hall from old hall road, and explained the situation.

On 14<sup>th</sup> September all housing tenants were sent a letter setting out the situation and the emergency arrangements in place.

On 21<sup>st</sup> September all tenants with part completed work on bathrooms or kitchens were contacted to inform them that Lovell would be contacting them to make arrangements to complete the work to their home, and a similar letter was sent to tenants with part completed work to windows on 23<sup>rd</sup> September.

As at 20<sup>th</sup> September 2010 the position was as follows:

- Refuse collection and recycling – novated to Connaught Environmental and employees transferred
- Grounds maintenance - novated to Connaught Environmental and employees transferred
- Street cleansing - novated to Connaught Environmental and employees transferred
- Arboriculture services - novated to Connaught Environmental and employees transferred
- Emergency housing repairs – emergency contract with Lovells
- Gas servicing – emergency contract with Ward and Rooney
- Part completed bathrooms and kitchens – emergency contract with Lovells to complete
- Part completed window replacement – emergency contract with Ashfords to complete
- Housing voids – emergency contract with Lovells

The council is in discussion with the administrator and a contractor known as 'company B' regarding the possible novation of the housing repairs, maintenance and improvements contract. It is also in discussions about the possible novation of the specialist electrical and mechanical contract to Connaught compliance.

The Council is planning to relet the gas servicing and asbestos testing contracts.

The council is also starting to assess the options for longer term future for the delivery of these services.

In conclusion, in the short term, the Council has two options for the housing repairs and maintenance contracts:

#### Option 1

Novating the housing repairs contract to Company B on the same terms and conditions as the existing contract for the remaining life of the contract and if that proves to be unsuccessful,

#### Option 2

The council would proceed to let the contract on an interim basis for up to 12 months followed by a full contract relet.

An appraisal of these two options is due to be discussed at an emergency contracts working party to be held on Thursday 24<sup>th</sup> September. Their recommendations will be

considered by an emergency executive meeting following this.

The results of these meetings will be reported to full council. Council will recognise the confidential nature of the working party and executive discussions.

**CONTRACTS WORKING PARTY**

**Draft Terms of Reference**

To oversee the implementation of the re-provisioning of the services currently provided by City Care to include: -

- Consideration of option development
- Consideration of specifications and levels of service delivery
- Considering how service delivery contributes to the delivery of the corporate plan and meeting the needs of the citizen
- Commenting on the work programme
- Consideration of Communications and Consultation Issues
- Consideration of Demobilisation/remobilisation management
- Consideration of Legal Parameters

**Note: This is an informal Working Party with no delegated powers. Any comments or recommendations will need to be referred to the decision making body as appropriate.**

As agreed at Committee on 7 August 2008