



Resources and Governance Scrutiny Committee

Date: Thursday, 7 March 2024

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **First Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published.

Access to the Antechamber

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Filming and broadcast of the meeting

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Membership of the Resources and Governance Scrutiny Committee

Councillors - Simcock (Chair), Andrews, Brickell, Connolly, Davies, Evans, Kilpatrick, Kirkpatrick, Lanchbury, Rowles, Stogia and Wheeler

First Supplementary Agenda

5. **Major Contracts Update** 3 - 28
Report of the Strategic Lead – Commissioning.

This report updates the Committee on the Council's key contracts, its approach to procurement of these contracts and assessments of how to source contracts due for renewal and/or extension.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Thursday, 29 February 2024** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension , Manchester M60 2LA

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 7 March 2024

Subject: Major Contracts Update

Report of: Strategic Lead Commissioning

Summary

This report updates the Committee on the Council’s key contracts, its approach to procurement of these contracts and assessments of how to source contracts due for renewal and/or extension.

Recommendations

The Committee is recommended to:

1. Note the work of the Major Contracts Board in ensuring that effective governance arrangements are in place for major contracts including for their procurement.
 2. Note the work of the Board in the overseeing development of new delivery model assessments as part of the recommissioning of major contracts and that the Council now has a new Sourcing Policy.
 3. Note that this work has identified opportunities for insourcing in the short-term as well as longer-term insourcing potential. It has also clarified key considerations for implementation planning.
 4. Note that alternative models to insourcing also have a key role for some major contracts.
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Wards Affected: All

Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city	No direct impact. However environmental impact is considered in the procurements of new contracts and in the subsequent contract management.
Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments	No direct impact. Equality, Diversity and Inclusion though is part of the Council’s social value priorities.

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Major contracts, by their nature, have a significant role in supporting the Our Manchester Strategy outcomes both in terms of their direct impact (i.e. where contracts are resident facing, and most are) and in terms of their indirect impact, through (for example) the creation of additional social value for Manchester.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

There are no direct consequences arising specifically from this report.

Financial Consequences – Capital

There are no direct consequences arising specifically from this report.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

Sourcing Policy – Executive, 14 February 2024

Major Contracts – Resources and Governance Scrutiny Committee, 22 June 2023

1.0 Introduction

- 1.1 This report updates the Committee on the Council's key contracts, its approach to procurement of these contracts and assessments of how to source contracts due for renewal and/or extension. The committee also previously requested that this include information on each major contract and whether insourcing would be viable.
- 1.2 The report focuses on the subject matter of the contracts themselves in the context of performance management and assessment of options for the delivery model. There is limited reference to Social Value as this is generally covered in two earlier reports to the Committee in 2023 (June and November 2023 Committees).

2.0 Background

- 2.1 The Major Contracts Review Board was established in 2022 following a request by the Resource and Governance Scrutiny Committee to have oversight of the Council's main or 'gold' contracts. The terms of reference of the board include to:
- Review the Council's approach to insourcing and the approach to making a decision
 - Review the pipeline for major contracts and forward plan for extensions and re-procurements
 - Oversee feasibility studies for future contract option appraisals
 - Ensure the Council's major contracts are performance managed and be updated on any performance and cost issues
 - Evaluate major contracts for the supply of goods, services or works (parameters of evaluation to be inserted – e.g. scope for savings, investment, value for money, effectiveness, social value, environmental issues etc).
- 2.2 In addition, in February 2023 the Council agreed an Insourcing First Motion which included "To continue to begin with insourcing as the default option for services with clear guidance to the policy development teams within the council on this priority."
- 2.3 The Major Contracts Board met 6 times in calendar year 2023, and once so far in calendar year 2024, with meetings scheduled every 2 months. Details on the terms of reference of the Major Contracts Board and what constitutes a major contract, are set out in a report discussed at the June 2023 the Resources and Governance Scrutiny Committee (see Background documents section above for details).
- 2.4 A key focus for the Board over the last year has been oversight of the development and application of new delivery model assessments for recommissioning of major contracts, in line with the developing Sourcing Policy, a draft of which was reviewed by Resources and Governance Scrutiny in March 2023. The approach draws on commissioning good practice for key

considerations in assessments and the need for proportionality, with more critical contracts requiring dedicated delivery model assessments.

- 2.5 Since then, the approach has been tested for its practical application to different service areas including management of the Council's investment estate, security, housing repairs and maintenance, homecare and the Manchester Equipment and Adaptations Partnership.
- 2.6 It has also been subject to discussions with Trade Unions at the Joint Advisory Committee and Corporate Core teams including HRODT, Legal and Finance have been involved in preparing Delivery Model Assessments to date; feedback has subsequently been taken on board.
- 2.7 The final version of the Sourcing Policy was agreed by the Council's Executive on 14 February 2024, with accompanying guidance for staff. The policy incorporated earlier feedback from stakeholders including the Resources and Governance Scrutiny Committee.

3.0 The Council's Major Contracts

- 3.1 The Council's major contracts in relation to services for the Major Contracts Board are set out in Table 1 below. Goods contracts, ICT contracts (e.g. software licenses) and most construction contracts (except for highways works that could be delivered by the council's in-house Manchester Contracts arm) are not within the remit of the Major Contracts Board, although there are the same requirements to ensure effective forward planning and contract management arrangements are in place.
- 3.2 The list of major contracts will continue to evolve as new contracts and framework agreements are established. The mental health and learning disability supported accommodation contracts, for example, currently comprise several different, separate contracts but will this year be recommissioned as a new framework, the commissioning of which has been discussed at the Major Contracts Board. That framework will be classified as a major contract, once established.
- 3.3 In addition to Table 1, the Appendix provides further summary information for how the contracts are managed.

Table 1: Major service contracts

Directorate	Contract / Framework Title	Expiry date and (if applicable) extension option
Public Health	Integrated Alcohol and Drug Early Intervention and Treatment System	March 2024 but with a one year extension option to March 2025
Public Health	Integrated Sexual and Reproductive Health Service	March 2024 but with a one year extension option to March 2025
Public Health	Health Visiting	March 2024 but with a one year extension option to March 2025

Public Health	School Health	March 2024 but with a one year extension option to March 2025
Public Health	Community Nutrition	September 2024
Children's	Children's Early Years Core Purpose & Outreach Service (traditionally known as Sure Start centres)	March 2024 with a two year extension option to March 2026
Children's	CAPs (Child & Parenting Programme)	October 2026
MLCO	Our Manchester Homecare	Currently under review. MLCO has temporarily paused a procurement for new home care contracts, which were due to expire in summer 2024 but which will need short-term extensions prior to the new contracts commencing.
MLCO	Mental Health Social Work	March 2024. This is a wider contract between the other Greater Manchester local authorities and Greater Manchester Mental Health Trust (GMMH). The contract is a rolling one, with renewals historically each year. In light of the serious issues with GMMH, Manchester Local Care Organisation is focused on securing the necessary improvements to services.
Neighbourhoods	Waste and Recycling Collection Services Contract	The current extension option runs to July 2031, with a further extension option available to 2038
Neighbourhoods	The collection, disposal and recycling of street cleansing and bulky waste.	July 2026
Neighbourhoods	Repair and maintenance (Northwards Housing)	Up to April 2027
Neighbourhoods	Elite & Community Leisure Facilities	July 2028
Neighbourhoods	Advertising (small format and large format contracts)	July 2031 (small format) September 2025 (large format) January 2025
Highways	Framework for the Surfacing of Carriageways	August 2024
Highways	Surface Treatment to Carriageways/Footways	May 2024
Highways	Gritting	July 2024

Growth and Development	Investment Property Management Services	May 2024
Growth and Development	Miles Platting PFI	March 2037
Growth and Development	Brunswick Neighbourhood PFI	December 2038
Growth and Development	Grove Village PFI	March 2033
Corporate Core	Electricity (contracts via the council's Electricity Framework)	September 2024
Corporate Core	Gas	March 2024; Energy Management are in process of procuring a new 12 month contract.
Corporate Core	Parking Enforcement	March 2028
Corporate Core	Security	January 2025
Corporate Core	Building Services	May 2024 with 3 year extension option
Corporate Core	Agency	January 2025 with a 12 month extension option

4.0 **Recommissioning of Major Contracts and Delivery Model Assessments**

- 4.1 As seen in Table 1, many of the contracts are up for renewal over the next year. For those contracts, officers have undertaken delivery model assessments, looking at the optimal delivery model for the future service, reporting to the Major Contracts Board.
- 4.2 The delivery model assessment takes place within the commissioning design stage, which is a broader piece of work undertaken within what is sometimes referred to as the commissioning cycle. The design stage will commence with the initial development of the service model – i.e. which services are to be delivered and the desired outcomes. For some contracts – particularly for major contracts where the council is looking to reform services to improve outcomes and value - this can be quite an involved stage, listening to end-users (e.g. residents, staff), understanding what is important for them for the future service, and then developing the service design, applying Our Manchester ways of working.
- 4.3 Once the service model is designed, the delivery model assessment can commence. This assesses different delivery model options - such as insourcing, external delivery, joint venture etc - for their suitability for delivering the required service. The outputs of assessment then inform the subsequent commissioning approach. For example, if insourcing is considered the optimal option for a service, the commissioning work would move into detailed implementation planning and testing. Conversely, if external delivery were

proposed, the commissioning project would then go into more detailed procurement strategy and implementation work.

- 4.4 Viewed as a whole, the commissioning design process for major contracts can take many months or longer and the government advises that the delivery model assessment piece alone can take up to 6 months for complex contracts. Additionally, there is the time required to implement the preferred delivery model, which can take 12 months or more for complex operations, involving new staffing, estates, ICT systems etc.
- 4.5 Over the last year the Major Contracts Board has considered delivery model options for many of the major contracts that are coming up for recommissioning plus some additional areas where insourcing is being looked at by the service (Manchester Equipment and Adaptations):
- Property Investment Services
 - Housing Maintenance and Repair services for MCC Housing Services (previously known as Northwards)
 - Security guarding
 - Highways gritting
 - Highways resurfacing and treatments
 - Home care
 - Learning Disability and Mental Health supported living and day care services
 - Manchester Equipment and Adaptations (MEAP)
 - Early Years Core Purpose (more commonly known as Sure Start centres)
- 4.6 Some of these contracts listed above have reported to the Board on multiple occasions, to update the Board on progress.
- 4.7 The content of Delivery Model Assessments for major contracts comprise some common elements, which have since been codified in the new Sourcing Policy. These are:
- Identification of the key elements of the service to be delivered, and the key assets and skills required. The experience over the last year has shown the importance of having clarity on the different elements involved in the delivery of a given service. For example, there can be critical management, technical or quality assurance tasks (as examples) that are needed behind the scenes to support frontline delivery. Another critical aspect to understand is the required interfaces between the service and other parts of the council or partner organisations, that work together to ensure a consistent, high quality service for residents or end-users.
 - Identifying feasible delivery model options, with insourcing as a default but also ensuring other viable delivery model options are also considered as comparisons, consistent with good practice. Common delivery model options include running a service within the council; a council-owned company or similar, a joint venture between the council and a third party, a mutual organisation, and delivery by an external organisation. In practice, only two or three options may be feasible for a given service. The most

common options looked at to date are insourcing to the council, external delivery and a mixed-model of delivery (i.e. some aspects of the service delivered in-house and some external). By contrast the setting up of new arms-length bodies, joint ventures or mutuals are more suited to particular circumstances and have been less common options explored to date.

- Setting out evaluation criteria for assessing different delivery model options. Five criteria are proposed and have been used in the delivery model assessments to date, but the policy allows officers to flex criteria to the specific context. The five standard criteria are: strategic fit, people and assets (i.e. how well placed is a delivery model option for delivering the people and assets required), service delivery (i.e. how well placed is a delivery model option for delivering the service to the necessary standard?), transition and implementation considerations, and risk. Overall these have been found to have worked well in framing assessments and the experience over the last year has been that two to three factors tend to emerge as key in the assessment.
- Undertaking a qualitative assessment against the set evaluation criteria.
- Undertaking a quantitative assessment of the whole life cost of the delivery model options.
- Identification of the recommended approach based on the qualitative and quantitative assessment.

4.8 The experience from the past year is that Delivery Model Assessments will often start with an initial scoping piece – sketching out elements of the service required, the delivery model options and initial qualitative assessment – and the assessment then gets filled out as further data completes the picture and the assessment is refined.

4.9 It's also important to note that the recommendation from a delivery model assessment is not a final decision – there is the detailed subsequent work, whether planning an insource, or preparing for going to the market, that needs to be done post-assessment. There are commercial implications too from decisions to insource or otherwise which need careful management. For example, where there is an external supplier currently but where the intention is to insource in the future, the Council needs to ensure that the supplier maintains high performance on the contract for the interim.

4.10 The specific recommissioning plans for major contracts that have undergone a delivery model assessment are set out in Table 2.

Table 2: Planned recommissions for major contracts

Service	Recommissioning Plans
Property Investment Services	To insource the core elements of the contract and go to the market for any non-core requirements. Growth and Development are currently working on the implementation.
Housing Maintenance and Repair services for MCC Housing Services	To utilise the extension option on the current contract, with annual break clauses, with a view to potential insourcing at one of the contract break points. MCC Housing Services have established a programme

	board with representation from ICT and Procurement to develop the detailed implementation planning. Some subcontracting of specialist elements of the service is likely to be required under any option.
Security guarding	To continue with external delivery. Facilities Management are currently working with Integrated Commissioning and Procurement to go out to market in Q1 24/25, with a strengthened contract.
Highways gritting	This currently has some functions delivered in-house – namely planning of gritting, buying of grit, depot – which will continue in-house. The service is currently procuring an external operator to deliver the gritting operations.
Highways resurfacing and treatments	Highways have two frameworks they currently use and will be going back out to market to reprocure frameworks. The specialised nature of the works delivered, as well as the high cost of entry to market, mean it would be unviable for the Council to deliver this service in house.
Home care	MLCO are working to procure a new framework of external organisations – external delivery will be required both to help meet the scale of homecare demand in the city, and to help provide choice for residents under the Care Act. The in house Reablement arm focused on the value-added reablement services will be retained. It is noted though that in the future, new services may be needed to complement current homecare and reablement offerings, which would be subject to delivery model considerations.
Learning Disability and Mental Health supported living and day care services	MLCO will be procuring a brand new framework of external providers for these services. Like homecare, there is a need for external provision to ensure sufficient supply and choice. However, MLCO will be retaining and looking to reshape the in-house services within learning disability services to provide more complex care, which can be more challenging to source through the external market.
Manchester Equipment and Adaptations	Following a review of the performance of the outcomes of outsourced provision for adaptations works classified as Major, the decision was taken to bring the delivery of all major adaptations across all tenures back in to the council. All new agreed assessments of need for major adaptation works will be delivered in-house from April 2024 and it is envisaged that the current works being delivered by the three Lead Registered Providers should be concluded by September 2024. Minor works will continue to be arranged and delivered under current

	contractual arrangements with a strengthened quality assurance function.
Early Years Core Purpose	Manchester has a mixed model of delivery for Sure Start centres, which are organised into 7 groups – 4 of these are delivered by external providers and 3 groups are delivered in-house. The contract for the externally delivered centres has a two year extension option. The service undertook a summary delivery model assessment, following which the service will be extending current contracts with a view to a full recommissioning exercise being undertaken.
Integrated Alcohol and Drug Early Intervention and Treatment System	The Public Health healthcare contracts are not in scope for delivery model assessments because of the unique nature of health and social care integration and the establishment of the Manchester Local Care Organisation, which is a partnership between the Council and Manchester Foundation Trust (MFT). Furthermore, new legislation has come into force this year – the Provider Selection Regime – which sets out the different routes for how services can be commissioned. The Director of Public Health discussed the future recommissioning plans for the major contracts (4 out of 5 of which are currently delivered by MFT) at the December Major Contracts Board. For 2024/25 current contracts will utilise existing extension options for extending contracts for one year after which new contracts will be commissioned under the Provider Selection Regime.
Integrated Sexual and Reproductive Health Service	
Health Visiting	
School Health	
Community Nutrition	

- 4.11 As well as overseeing the completion of the above delivery model assessments the Major Contracts Board has considered a number of other issues.
- 4.12 The April Board will be receiving reports on the Council's utilities contracts (electricity, gas and water) and the leisure centre contracts. On utilities, the main development over the last year has been the procurement of the Power Purchase Agreement, which is planned to become online in September 2025. Although not in-house, it represents a major innovation renewable energy contracting. In the meantime, the council will continue to use its new frameworks for electricity and gas that have been procured over the last six months. On leisure, the current contracts run till 2028 and Integrated Commissioning and Procurement will be working with the service this year on a delivery model assessment. The remaining required delivery model assessments will be prepared for the Major Contracts Board in due course.

5.0 Wider work on contract management

- 5.1 This section of the report updates on the work to support contract managers and strengthen oversight of contracts. This includes:

- Training and development. The Council currently has a cohort of 9 contract managers who are undertaking the government's Contract Management Practitioner Programme – a virtual classroom based course consisting of 15 sessions and a final assessment, delivered over a year. Some members are close to completing this and feedback has been positive despite some early onboarding issues. Further spaces are becoming available, and Integrated Commissioning will shortly be engaging with the pool of contract managers to gauge interest. In addition, Integrated Commissioning are continuing to work with commissioning teams and will be working with Homelessness commissioning team and (separately) Children's commissioning team to work through together how they can apply good contract management practice to their respective areas.
- The new contract management system has been developed and configured and is about to enter the testing phase. The system will start to go live early in the new financial year.
- Integrated Commissioning have developed their spend analysis tool, which looks at top spend with suppliers by directorate, among other things. Quarterly meetings with Directorate Management Teams are held to run through the analysis, with the aim of identifying opportunities for additional value, savings and raise any support performance or other issues.
- Work to strengthen social value and zero carbon commitments in contracts. The Resources and Governance committee received separate reports on social value last year (June and November 2023 Committees).

6.0 Recommendations

6.1 The Committee is recommended to:

1. Note the work of the Major Contracts Board in overseeing development of new delivery model assessments as part of the recommissioning of major contracts and that the Council now has a new Sourcing Policy;
2. Note that this work has identified opportunities for insourcing in the short-term as well as longer-term insourcing potential. It has also clarified key considerations for implementation planning;
3. Note that alternative models to insourcing also have a key role for some major contracts.

Appendix 1: Major Contracts Overview

Directorate	Contract	Provider(s)	Contractual oversight	Major Contracts Board oversight (summary)
Public Health	Integrated Alcohol and Drug Early Intervention and Treatment System	CGL	Quarterly performance meetings take place with all of the Public Health major contracts (with the exception of Community Nutrition who share performance reports on a quarterly basis.)	<p>Commissioning of public health contracts such as these, which are delivering healthcare services to individuals, now falls within the new Provider Selection Regime – new legislation which sets out how contracting authorities like the council can procure health services. The new regime recognises the unique nature of health services and where the traditional ‘commissioner-provider’ split makes less sense in the context of health and social care integration and the development of the Manchester Local Care Organisation partnership between the Council and Manchester Foundation Trust.</p> <p>The Major Contracts Board discussed the implications of the new Provider Selection Regime for these contracts when they come up for renewal. In particular, where contracts are not changing substantially (in scope and in value) and where the current provider is performing, the new Regime requires a new award to that provider under what the Regime calls ‘Direct Award Process C’. If the contract is to change substantially there are other routes that the council can use, including running a competition.</p>
Public Health	Integrated Sexual and Reproductive Health Service	Manchester Foundation Trust (MFT)	Performance is discussed at each meeting and performance plans are agreed when this is appropriate.	
Public Health	Health Visiting	MFT	Contract management approach has a strong collaboration focus in line with the vision when the MLCO was set up and also reflecting the nature of the services. In the event of	
Public Health	School Health	MFT		
Public Health	Community Nutrition	MFT		

			more serious under-performance, the contractual terms and conditions provide for a number of optional contractual remedies including requiring a performance improvement plan from the provider ; suspension or terminating part of the contract that is defaulting or in breach.	
Children's	Children's Early Years Core Purpose & Outreach Service	Multiple providers	Quarterly performance management meetings are held with suppliers at which stage any issues or emerging issues can be recorded, and (if required) improvement plans initiated.	December Major Contracts Board discussed the core purpose contract, recognising the need for contract extensions prior to the recommissioning planned by the service.
Children's	CAPs (Child & Parenting Programme)	MFT	Quarterly performance monitoring meetings with a number of KPIs tracked.	To be scheduled.

MLCO	Our Manchester Homecare	Multiple providers	MLCO's PQI team monitors and works with Manchester providers to improve quality, including requiring improvement plans where needed. Where suppliers fail to meet expectations, MLCO may take action such as suspending any new placements being awarded to the provider, or in more serious cases transfer existing care packages to another supplier.	Major Contracts Board received multiple updates from MLCO regarding the recommissioning plans for the contract. Procurement of a new framework subsequently commenced but has been temporarily paused while MLCO review aspects of the specification.
MLCO	Mental Health Social Work	GMMH	Improvement planning is currently in place.	To be scheduled. Oversight is currently MLCO-led given the particular issues with the provider.
Neighbourhoods's	Waste and Recycling Collection Services Contract	Biffa	There is a clear governance structure for this contract. The highest point that governs the contract is the strategic board which is run by the director of neighbourhoods delivery and has representation from the executive member for vibrant neighbourhoods, strategic lead for Waste	The contract still has many years to run so a delivery model assessment is not yet due. The December Major Contracts Board discussed the financial impact of the Real Living Wage on the contract.

			<p>and directorate head of finance.</p> <p>Performance is reported into strategic board on a quarterly basis from the monthly contract meeting. The strategic board can instruct improvement notices based on underperformance identified or escalated and can ultimately decide to end the contract if it is felt the underperformance is not rectifiable.</p>	
Neighbourhoods's	The collection, disposal and recycling of street cleansing and bulky waste.	Redgate	Monthly monitoring against set standards and KPIs in the contract.	To be scheduled. This is a relatively new contract, which started in summer 2023.
Neighbourhoods's	Repair and maintenance (Northwards Housing)		The MCC Partnering contract has a provision that allows for the inclusion of additional resources to improve performance based on an 80/20 MCC/Supplier cost apportionment. Other contract provisions allow for the	MCC Housing Services have reported regularly to the Board on progress with the contract and with the delivery model assessment.

			<p>mobilisation of alternative third-party suppliers for no inclusive services, and the establishment of a Service Improvement Performance notice.</p>	
Neighbourhoods's	Elite & Community Leisure Facilities		<p>The contract has set KPI's that are measured however if the contract was under performing significantly and the SRO felt that measures needed to be put in place to address performance there is the Payment & Performance Management Framework (PPMF) that can be triggered. The PPMF can activate performance deductions based on poor performance.</p>	Scheduled for the April 2024 Board.
Neighbourhoods	Advertising (small format and large format contracts)	Ocean; J C Decaux	<p>These are concession contracts (i.e. income generating). There are monthly and quarterly reporting requirements, with regular engagement with the suppliers.</p>	To be scheduled.

Highways	Framework for the Surfacing of Carriageways	Multiple providers	All works are inspected on completion and any defects are notified to the contractor who then rectifies them. There is also a 2 year defects correction period on both contracts and 5% of the value of the works is retained over that period and only released when any defects that may have arisen over that time have been rectified. If any contractor consistently performs unsatisfactorily during the period of the contract, they will not be awarded any work.	Highways presented to the Board with the proposals to recommission the two frameworks, where a plurality of supply and specialist expertise is required.
Highways	Surface Treatment to Carriageways /Footways	Multiple providers		
Highways	Gritting	Balfour Beatty Living Places	Weekly management controls supported with governance oversight project controls to support compliance of supplier delivery aligned to contract specification and tender commitments with interventions from the Council's senior management, where required, to formally	Highways recommended to the Board a re-procurement of the contract. The procurement is currently live.

			agree the earliest resolution and corrective actions incorporated into an agreed management action plan. In addition to these points there are additional project controls included within the re-tender as we look to form a new partnership embedding a new one team approach.	
Growth and Development	Investment Property Management Services	Jacobs	Currently the focus is on preparing for the forthcoming transfer of operations to the Council.	The Major Contracts Board discussed the proposals to insource the operation.
Growth and Development	Miles Platting PFI		PFI payments are subject to performance, which means that payments are reduced if services are not delivered to the standards set out in the	To be scheduled.

Growth and Development	Brunswick Neighbourhood PFI		contract. Similarly, PFI payments are also subject to 'unavailability', which means that payments are reduced if our homes are not 'available for use' and maintained to an agreed standard as set out in the contract. This form of payment mechanism provides an incentive for the PFI contractor to meet their performance and availability obligations.	To be scheduled.
Growth and Development	Grove Village PFI		Officers in the PFI Team are proactive in managing the contracts to ensure any unavailability or non performance issues are addressed through the contract.	To be scheduled.
Corporate Core	Electricity	Multiple providers on the framework	The Energy Management Unit in the council oversees the contract with daily and weekly monitoring for the council, Bolton	Scheduled to report to the April 2024 Major Contracts Board

			<p>Council, and schools in both local authorities. The contract has various KPIs (e.g. on billing accurac) most of which are recorded monthly; some, like carbon reporting are quarterly.</p>	
Corporate Core	Gas	To be awarded	<p>A new gas contract is, at the time of writing, to be awarded imminently. As with electricity, the contract is monitored by the Energy Management Unit, with a range of (mainly) monthly KPI requirements.</p>	Scheduled to report to the April 2024 Major Contracts Board
Corporate Core	Security	Mitie	<p>The contract has a suite of Key Performance Indicators, relevant to service delivery, which are subject of a monthly Contractor meeting with the Councils Authorised Officer, where through presentation and provision of relevant supporting documentation, performance is graded. Where the services fall below the standards</p>	The Head of Service presented to the October Board regarding the contract. The Board agreed with the proposal to reprocure the security guarding contract.

			<p>required, a “Corrective Requirement Notice” (CRN) or Improvement Requirement Notice (IRN) may be issued, with a failure to rectify the performance failure within an agreed timescale resulting in a Warning Notice (WN). The contract also includes a Service Credit clause and matrix that relates to the issuance of WN`s providing the Council with the capacity to impose a service credit upon the provider, to a maximum of 5% of invoice value.</p>	
Corporate Core	Building Services	Equans	<p>The contract has a suite of Key Performance Indicators, relevant to service delivery, which are subject of a monthly Contractor meeting with the Councils Authorised Officer, where through presentation and provision of relevant supporting</p>	To be scheduled.

			documentation, performance is graded. Where the services fall below the standards required, a “Corrective Requirement Notice” (CRN) or Improvement Requirement Notice (IRN) may be issued, with a failure to rectify the performance failure within an agreed timescale resulting in a Warning Notice (WN). Failure to improve on this will result in a financial penalty	
Corporate Core	Agency	Reed	<p>Officers have quarterly meetings with the Accounts Director and Service Manager at Reed to discuss:</p> <ul style="list-style-type: none"> • MCC agency spend, 12 month spend trends, spend by job category, spend by directorate, number of heads per job category • Market Insights 	To be scheduled.

			<ul style="list-style-type: none">• To discuss any issues or challenges regarding the GM Pledge• All orders that Reed are currently working on and discuss any issues and challenges that Reed are having trying to fill them and discuss further actions to resolve the issues.• Social Value Insights - what Social Value is Reed providing to MCC• Upcoming events that Reed are providing <p>There is a 95% fill rate for the KPI and there are service credits in place within the contract so if Reed fall below the SLA for three consecutive</p>	
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			months then these can be applied. Officers pick these up as part of the quarterly meetings with Reed or in-between, where necessary.	
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