

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	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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