

**Manchester City Council
Report for Resolution/Information**

Report to: Resources and Governance Scrutiny Committee – 24 May 2018

Subject: Annual Review of the work of the Ethical Procurement Sub Group 2017/18 and proposed re-establishment for 2018/19

Report of: Councillor Ollerhead, Chair of the Ethical Procurement Sub Group

Summary

This report presents an update following the establishment of the Ethical Procurement Sub Group by the Resources and Governance Scrutiny Committee in June 2017, looking at Ethical Procurement.

Recommendations

The Committee is invited to note and comment on the report, and to approve on the proposed next steps, those being:

- To agree to extend the Sub Group for a further 12 months, increasing the number of meetings from three to four over the course of the 2018/19 Municipal Year;
 - To determine the membership of the Sub Group and appoint a Chair;
 - To agree the amended Terms of Reference for the Sub Group or make any necessary revisions;
 - To agree the work programme for the 7 June 2018 meeting;
 - To agree that the work programmes for future meetings will be developed and set by the appointed Chair, Head of Corporate Procurement and the Scrutiny Team Leader and then shared with the Sub Group Members in advance
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Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Council is committed to improving engagement with Small – Medium organisations, voluntary sector and charitable organisations, and where appropriate tenders will be adapted to their needs, particularly with regard to dividing large contracts into lots, in

	accordance with the Public Contract Regulations 2015
A highly skilled city: world class and home grown talent sustaining the city's economic success	Provide better Health and Wellbeing for Manchester residents through promotion of fair working conditions, better training opportunities and sustainable economic growth.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Council favours an asset based approach which looks at the uniqueness of people, their potential skills, assets, relationships and community resources. This approach concentrates primarily on what is important to people, what they want to do, and the strengths and nature of their social networks. This underpins wider Council priorities of building self reliance and strengthening communities.
A liveable and low carbon city: a destination of choice to live, visit, work	The supplier, service provider and contractor endeavour to purchase through suppliers and contractors who are continuously working at improving labour and environmental standards in the supply chain.
A connected city: world class infrastructure and connectivity to drive growth	Through commissioning and procurement activities this will promote Manchester as an attractive place to work by securing wider benefits and improvement to the lives of people in Manchester and the environment.

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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.

- Minutes of the Resources and Governance Scrutiny Committee 22 June 2017.
- Minutes of the Ethical Procurement Sub Group:
 - 21st September 2017
 - 20th December 2017
 - 22nd February 2018
- Terms of Reference

1.0 Introduction

- 1.1 This report is to provide an update to the Resources and Governance Scrutiny Committee on the activities of the Ethical Procurement Sub Group which was established at the Resources and Governance Scrutiny Committee on the 20 July 2017.

2.0 Background

- 2.1 At its meeting on 20 July 2017 the Resources and Governance Scrutiny Committee agreed to establish an Ethical Procurement Sub Group. Membership of the Sub Group to be formed from Members of the Resources and Governance Scrutiny Committee, Members of the Council's Audit Committee and the Chairs of the other five Scrutiny Committees.
- 2.2 The agreed Terms of Reference (TOR) are included at appendix 1 to the report.
- 2.2 The key activities agreed by the Sub Group were:
- To monitor the Governance of the Social Value Fund;
 - To monitor large contracts that the Council has entered or is about to enter into to ensure Social Value is contained within these;
 - To review how the Council's Health Partners incorporate Social Value within their contracts; and
 - To review communication and promotion of the Policy;
- 2.3 The Sub Group has met on three occasions between July 2017 and February, 2018.
- 21 September, 2017
 - 20 December, 2017
 - 22 February, 2018

3.0 Summary of Activities - Sub Group Meeting of 21 September, 2017

3.1 Consideration of Projects

- 3.1.1 It was decided the Sub Group would monitor the following projects due to their size, significance to the Council and value:-
- Town Hall project;
 - Local Care Organisation
 - Security
 - Highways Framework

3.1.2 The Sub Group agreed:

- to scrutinise how social value was being added to the projects put forward in the report;
- that additional projects and contracts may be added to the Committees focus if deemed appropriate;
- that at its next meeting it would review the Council's Ethical Procurement and Social Value Policies;
- that Officers circulate to the Members the information on contracts the Council had or was about to undertake that were of a value of £1m or more and details of all tenders planned for the next 18 months;; and
- that Officers provide a list of all contracts (including the value and start/completion dates), on a Directorate basis, to the Sub Group in advance of the next meeting.

3.1.3 Social Value Fund Governance, process and criteria

The Sub Group agreed:-

- to endorse the priority groups identified, subject to the inclusion of veterans and the clarification of older people, as beneficiaries of this fund;
- to support the proposal that the Social Value Fund becomes a funding stream of the Our Manchester Programme Fund who support the administration;
- to endorse the proposal that a Social Value Officer Group will be convened to oversee this fund and include peoples with the necessary skills
- to receive quarterly updates that will summarise value of funding approved and the programme summary of outputs;
- to support the proposal that the that Economy Scrutiny Committee will monitor the performance of the fund in terms of addressing the skills gap via its quarterly economic dashboard; and
- that Officers hold discussions with the Council's Communications team around how it promotes its work on social value to the general public

3.1.4 Work Programme and Terms of Reference

The Sub Group considered the work Programme and agreed the following items be added to the work programme for the next meeting:

- the Council's Ethical Procurement and Social Value Policies;
- the final report of the Ethical Procurement Task and Finish Group (for information purposes); and
- a review of the Highways contract.

3.1.5 The Sub Group also agreed that the AGMA Procurement Hub Programme Manager should be invited to the next meeting in relation to the item on Ethical Procurement and Social Value Policies and that the Deputy Chief Executive of

CLES (Centre for Local Economic Strategies) be sent a standing invitation to future meetings

- 3.1.6 The Sub Group also agreed to broaden the scope of contract the Council has entered, or is about to enter into, to ensure Social Value is contained within these and any other contracts the Sub Group deem appropriate;

3.2 Summary of Activities - Sub Group Meeting of 20 December, 2017

3.2.1 Implementation of Social Value across the Combined Authority and Greater Manchester Councils

The Sub Group considered a report of the Procurement Programme Manager (AGMA Procurement Hub), which set out how the Combined Authority would look to implement the requirements of Social Value within its contracts. The report also reviewed what emphasis other GM Authorities were placing on Social Value (SV) in their contracts.

- 3.2.2 The Sub Group noted the report and the following decisions were made:

- Requested for an update for a future meeting; and
- Requested that Officers investigate the possibility of inserting clauses within future contracts that require suppliers to provide evidence of their commitment to delivering SV.

3.2.3 Introduction to the new arrangements for Health and Social Care and how Social Value has been considered in these arrangements to date

The Sub Group considered a report of the Executive Director of Planning and Operations at Manchester Health Care Commissioning (MHCC) that set out the approach to Social Value (SV) within MHCC within the context of health and social care reforms and specifically describes the approach taken within the procurement of the Local Care Organisation (LCO).

- 3.2.4 The Sub Group noted the report and the following decision were made

- Agreed to receive a further report on the proposed outcomes of the LCO framework and to invite representation from the Leadership of the LCO when considering this item; and
- Agreed to invite the successful candidate appointed to lead on social value and inclusion on behalf of MHCC to a future meeting to discuss and establish a set of appropriate KPI's which the delivery of SV could be measured against.

3.2.5 Review of the Council's Ethical Procurement and Social Value Policies

The Sub Group considered a report of the City Treasurer, presented by the Head of Corporate Procurement, which presented a review of both the Ethical Procurement Policy and the Greater Manchester Social Value Policy to ensure they were fit for purpose.

3.2.6 The Sub Group noted the report and the following decisions were made:

- Endorsed the proposed additions to Manchester City Council's Ethical Procurement Policy to include a section specific to whistleblowing which informs suppliers, service providers and contractors of the Public Interest Disclosure Act 1998 (PIDA) 'whistleblowing'
- Requested that in the next update there is reference as to how the Council was monitoring delivery of SV in contracts.

3.2.7 **Review of Highways Contracts**

The Sub Group considered a verbal report from the Director of Operations (Highways) as to how the Department intended to ensure SV was delivered through its contracts.

3.2.8 The Sub Group noted the update and agreed to receive a detailed report at a future meeting.

3.3 **Summary of Activities - Sub Group Meeting of 22 February, 2018**

3.3.1 **Our Town Hall Social Value update**

The Sub Group considered a report of the Director of Trading Services which provided an update on the delivery of Social Value for Manchester through the Our Town Hall project.

3.3.2 The Sub Group welcomed the progress that had been made on the project and the positive steps that have been taken and agreed there are still some challenges that need to be overcome, one being the need to ensure appropriate monitoring and evaluation of Social Value being derived from the project.

3.3.3 The Sub Group requested that Officers consider strengthening the proposed communications strategy to ensure that both Elected Members and the public are kept updated of progress on a regular basis.

3.3.4 The Sub Group agreed to:

- propose to the Resources and Governance Scrutiny Committee that further updates on the project are considered by the Sub Group.
- propose the Sub Group increases its number of meetings to four per year when it is re-established in the new Municipal Year.

3.3.5 **Our Town Hall – Management Contractor Procurement**

The Sub Group considered a report of the Director of Trading Services which provided an overview of the Our Town Hall – Management Contractor Procurement launch event which was scheduled to take place at the end of February 2018.

3.3.6 The Sub Group noted the report and supported the suggestion to place the recording of the event on the Council's website.

3.3.7 **Payment of Contractors**

The Sub Group considered a report of the City Treasurer, presented by the Head of Corporate Procurement, which provided details of how the Council effectively managed its payments to contractors.

3.3.8 The Sub Group noted the report and

- endorsed the proposal to strengthen the Council's Terms and Conditions relating to prompt payment of subcontractors through the application of clauses as standard to all future tenders; and
- proposed the inclusion of an additional clause to require main contractors to provide subcontractors with contact information should prompt payments not be made.

3.3.9 **Social Value weighting**

The Sub Group considered a report of the City Treasurer, presented by the Head of Corporate Procurement, which set out a proposal to increase the Social Value percentage weighting in future tenders from 20% to 30%.

3.3.10 The Sub Group

- Supported the proposal to increase the weighting of Social Value from 20% to 30%; whilst being mindful that the current 20% target presented challenge across some areas of the organisation;
- In recognising the need to establish effective monitoring and evaluation of the delivery of Social Value suggested that of the proposed 30% weighting, a minimum of 5% is allocated to contract monitoring; and
- Requested that the Executive consider this proposal and the comments made by the Sub Group at its earliest opportunity.

3.3.11 **Work Programme**

The Sub Group considered its Work Programme and its terms of reference

3.3.12 The Sub Group:-

- Agreed to consider the following items at its next meeting:-
 - an update on Social Value delivered through the Council's Highways Contracts;
 - An update on how Social Value is being considered and implemented in the new Health and Social Care arrangements; and
 - An update on the Town Hall project
- Agreed to add a review of the Council's Security Contract to its work programme

- Agreed that its terms of reference be updated to include reference to contract management

4.0 Communication and Promotion

4.1 Communication and Promotion - Ethical Policy

4.1.1 Awareness of the Council's Ethical Procurement Policy including the Social Value Policy has and continues to be raised in the following key areas using various methods:

- (i) SMEs and Social Enterprises raising awareness to these organisations that the Council wants to do business with them.
- (ii) Business raising awareness of Manchester's priorities and the additional social value that will need to address these priorities
- (iii) Council employees raising awareness of the Council's priorities and how the additional social value can be delivered through procurement exercises.

4.1.2 The Ethical Procurement Policy made public on the Council's internet site in its policies and procedures section in March 2016 was updated in June 2017 and following approval of the updates by the Council continues to be incorporated into the Council's tender documents within their e-tendering portal 'The Chest'.

4.1.3 A report is to be submitted by the Head of AGMA Procurement Hub to the Greater Manchester Combined Authorities for the refresh of the GM Social Value Policy, within this report there will be a suggested common approach to Ethical Procurement across the combined authorities. The report will be submitted to GMCA in summer this year with the intention to launch the new Social Value Policy in Autumn.

4.1.4 The annual Ethical Procurement event was held on the 5th March 2018 called 'The Power of Procurement'. A copy of the agenda is attached (see appendix 2).

The event was well attended with over 100 people in the morning. Attendees ranged from Councillors, Local Authorities, Businesses, Charities, Housing Associations, Government, NHS and Voluntary Sector.

Following this event the Council issued a statement to the Local Government News.

4.1.5 A Social Value Tool Kit for Commissioners and Stakeholders was launched at the event. The tool kit was developed by a working group led by Procurement and included MCC officers from various teams (Work and Skills, Capital, IT) and a representative from the external group Manchester Alliance for

Community Care (MACC). The Tool kit will support commissioners, stakeholders and contract managers in embedding social value into their contracts.

4.1.6 The Social Value Tool Kit for Commissioners and Stakeholders has been made accessible to Council Officers through the Council's intranet site in its 'Corporate Services - Procurement' section.

4.1.7 The tool kit has also been published in the April, edition of the 'BUZZ' publication issued by the Council's Chief Executive, Joanne Roney. The article provided a link to the tool kit to give officers access to use.

4.1.8 Procurement has been approached by other councils (Wigan, Bolton, Cumbria, Bradford, Greenwich, Wyre, Westminster, and Denbighshire) Leicester University, Equity Housing, and NHS Central Manchester CCG to discuss Manchester's implementation of social value into the council.

4.1.9 A Social Value Strategic Group has been set up which is chaired by an officer of the Council's Senior Management Team (Paul Marshall, Director of Children's Services). Members of the group include other senior officers and officers, NHS and representation from Manchester Alliance and Community Care (MACC).

4.2 Communication and Promotion - Progressive Procurement

4.2.1 A plan has been developed with the Corporate Communications team to promote the Council's progressive procurement approach and outcomes.

4.2.2 To coincide with the Ethical Procurement event, a press statement was prepared and issued which has received positive coverage. The statement contained quotations from the Chair of the Sub Group and CLES and detailed the progress made against key indicators over ten years of progressive procurement.

4.2.3 Immediately following the event, over a seven day period, supply chain statistics from the CLES research into 2016/17 procurement spend were published via corporate social media accounts:

Mon: Suppliers to Manchester City Council created an estimated 705 apprenticeships.

Tue: Suppliers to Manchester City Council created an estimated 1,160 jobs.

Wed: Procurement spend with Manchester based organisations was £319.5 million, 71.6% of total spend with the top 300 suppliers.

Thurs: Proportion of procurement spend with SME's has increased from 46.6% in 2014/15 to 59.4%.

Fri: Suppliers to Manchester City Council created and estimated 423 employment opportunities for "hard to reach" individuals.

Sat: Suppliers to Manchester City Council provided an estimated 68,862 hours of support to the voluntary and community sector

Sun: It is estimated that suppliers spent nearly £134 million back in the Manchester economy on local suppliers and suppliers of their own

These messages were repeated for a further seven days.

- 4.2.4 The procurement team have been contacted by a number of organisations as a result of these communications.
- 4.2.5 Updates and key milestones will be shared by the procurement team throughout the year to enable the Communications team to continue to promote the work on an ongoing basis.
- 4.2.6 A short case study film will be created as part of this promotional work.

5.0 Next Steps

Terms of Reference

- 5.1 As agreed when established in July 2017, the Sub Group will be ongoing until a time it is felt that it is no longer required. At its meeting in February 2018, the Sub Group felt that there was still merit in continuing to meet in the next Municipal Year, but felt that the Sub Group should increase its number of meetings from three to four and also include within its terms of reference the objective of monitoring the management of contracts that the Council has entered, or is about to enter into.
- 5.2 As such, the terms of reference have been updated and are attached at Appendix 1. The Committee is asked to discuss and make any further necessary revisions to the Terms of Reference

Membership

- 5.3 The Committee agreed at its meeting on 22 June 2017, that the Membership of the Sub Group should be formed from Members of the Resources and Governance Scrutiny Committee, Members of the Council's Audit Committee and the Chairs of the other five Scrutiny Committees. Members also agreed that Councillor Dar, Assistant Executive Member for Finance and Human Resources should be invited to work alongside the Sub Group.
- 5.4 The Committee is invited to determine which Members from the Scrutiny Committee will form part of the membership of this Sub Group for the 2018/19 Municipal Year and appoint a Chair.

Work Programme and Frequency of meetings

- 5.5 The Sub Group tentatively set the Work Programme for its next meeting, scheduled for 7 June 2018 (See Appendix 3) at its last meeting in February. It is proposed that the work programme for future meetings will be developed and set by the appointed Chair, Head of Corporate Procurement and the Scrutiny Team Leader and then shared with the Sub Group Members.
- 5.6 The appointed Chair, Head of Corporate Procurement and the Scrutiny Team will also make a determination on the frequency of meetings required which will need to be agreed by the Sub Group.
- 5.7 The Sub Group will review the work programme at each meeting and if necessary amend as the Group see fit.
- 5.8 Papers for the Sub Group will be made available to members of the media and public on the Council's website and the main entrance to the Town Hall except where information which is confidential or exempt from publication is being considered.

6.0 Recommendations

- 6.1 The Committee is invited to note and comment on the report, and to approve on the proposed next steps, those being:-
- To agree to extend the Sub Group for a further 12 months, increasing the number of meetings from three to four over the course of the 2018/19 Municipal Year;
 - To determine the membership of the Sub Group and appoint a Chair
 - To agree the amended Terms of Reference for the Sub Group or make any necessary revisions;
 - To agree the work programme for the 7 June 2018 meeting;
 - To agree that the work programmes for future meetings will be developed and set by the appointed Chair, Head of Corporate Procurement and the Scrutiny Team Leader and then shared with the Sub Group Members in advance

Terms of Reference

Title	Ethical Procurement and Contract Monitoring sub group
Membership	To be confirmed
Lead Executive Members	Executive Member for Finance and Human Resources
Strategic Directors	Carol Culley – City Treasurer Sean McGonigle – Director – Trading Services
Lead Officer(s)	Ian Brown - Head of Corporate Procurement Karen Lock - Procurement Manager (Level 2) Paul Murphy - Group Manager - Procurement Peter Norris - Work and Skills Project Manager
Contact officer	Mike Williamson – Scrutiny Team Leader
Objectives	<ol style="list-style-type: none"> 1. To monitor contracts that the Council has entered, or is about to enter into, to ensure Social Value is contained within these and any other contracts the Group deem appropriate; 2. To monitor KPI's, outcomes and deliverability of projects; 3. To monitor the governance of the Social Value Fund; 4. To review how the Council's Health Partners incorporate Social Value within their contracts; 5. To monitor the management of contracts that the Council has entered, or is about to enter into; and 6. To review the communication and promotion of the Ethical Procurement Policy amongst Council partners.
Key Lines of Enquiry	<ol style="list-style-type: none"> 1. To consider the proportion of procurement contracts possibly awarded to businesses that were not based in Manchester or Greater Manchester; 2. To consider the evaluation of the Ethical Procurement Policy's use in the tender processes and the extent to which its principles were being considered and whether the principles and objectives of the Policy are being rolled out across the authorities of the Greater Manchester Combined Authority; 3. To consider what promotion of the Social Value Toolkit is taking place and the wider understanding of the opportunities presented by ethical procurement across all directorates and services in the City Council;

	<p>4. To consider whether a consistent approach to Social Value evaluation across Greater Manchester is being achieved; and</p> <p>5. To consider an evaluation of prompt payments by main contractors to enable contract monitoring through key performance indicators during the contract period.</p> <p>6. To consider how the Council applies and monitor Social Value through the NWCH and Capital Contracts</p>
Operation	<p>This Sub Group will report its findings to the Resources and Governance Scrutiny Committee by submitting minutes to the Committee. The Committee will be asked to endorse any recommendations from the Sub Group.</p>
Access to Information	<p>Meetings of the Sub Group will be open to members of the media and public except where information that is confidential or exempt from publication is being considered.</p> <p>Papers for the Sub Group will be made available to members of the media and public on the Council's website and the main entrance to the Town Hall except where information which is confidential or exempt from publication is being considered.</p>
Schedule of Meetings	<p>7 June 2018 13 September 2018 29 November 2018 28 February 2019</p>
Commissioned	<p>July 2017</p>

The Power of Procurement' - Ethical Procurement event held on the 5th March 2018

9.30 – Registration opens

9.45 – 9.55 – Welcome from the Chair

- Councillor Carl Ollerhead, Manchester City Council

9.55 – 10.20 – Policy – Where are we at in Greater Manchester?

- Councillor Angeliki Stogia – Manchester City Council – reflecting on the 20% social value weighting; (10m)
- Peter Schofield – AGMA Procurement Hub Programme Manager – reflecting on the refresh of the Greater Manchester Social Value Procurement Framework; (15m)

10.20 – 11.10 – Practice – what social value are our suppliers delivering?

- 10-minute talks from 4 suppliers
 - Lily Hall – Introduction (suppliers in areas of deprivation work) (10m)
 - Sean McGrann - Alternative Futures Group (recruiting priority groups) (10m)
 - Joanna Chomeniuk, Wendy Heaton and Rachel Hughes - NW Construction Hub (social value through construction) (10m)
 - James Manley - Redgate (hard to reach groups and local employment) (10m)
 - Emily Palmer - Softcat (young people and SMEs) (10m)

11.10 – 11.30 – Performance – Social value in action

- Matthew Jackson – Centre for Local Economic Strategies (CLES) – reflecting on findings of most recent supply chain and social value analysis across Greater Manchester (20m)

11.30– 11.40 – Q&A

11.40 – 11.50 – Break

11.50 – 12.10 – Progression – What Manchester City Council has done in the last 12 months

- Karen Lock – Manchester City Council – reflecting on what Manchester City Council has done in the last 12 months (10m)
- Lucy Makinson - Manchester City Council – contract monitoring (10m)

12.10 – 12.25 – The challenge – Priority groups

- Councillor Bev Craig – Manchester City Council – Health and wellbeing board (10m)
- Angela Harrington – Manchester City Council – family poverty strategy (15m)

12.25 – 12.40 – *Why is this important for Manchester?*

- Andy Burnham – Mayor of Greater Manchester (15m)

12.40– 13.10 – *Q&A*

13.10– 13.15– *Closing remarks from the chair*

13.20 – *Close and Lunch*

**Resources and Governance Scrutiny Committee
Ethical Procurement Sub Group
Work Programme**

Meeting 1 – 7 June 2018				
Report deadline Tuesday 29 May 2018				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Delivery of Social Value through the Council's Highways Contracts -update	To receive an update report on how Social Value is being delivered through the Council's Highways Contracts	Cllr Stogia (Executive Member for Environment)	Kim Dorrington/ Steve Robinson	See December 2017 minutes
Our Town Hall Project update	To receive a progress report on the key milestones of the refurbishment of Manchester Town Hall	Executive Member for Finance and Human Resources	Sean McGonigle	
Terms of Reference and Work Programme	To review the current terms of reference and work programme and approve the work programme		Scrutiny Support Unit	

Meeting 2 – 13 September 2018 Report deadline Tuesday 4 September 2018				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Delivery of Social Value in the new Health and Social Care arrangements – update	To receive a report on the proposed outcomes of the Local Care Organisation framework and how Social Value is being delivered under these arrangements.	Cllr Craig (Executive Member for Adults Health and Wellbeing)	Carolyn Kus Ed Dyson	See December 2017 minutes To invite representation from the Leadership of the LCO
Terms of Reference and Work Programme	To review the current terms of reference and work programme and approve the work programme		Scrutiny Support Unit	

Meeting 3 – 29 November 2018				
Report deadline Tuesday 20 November 2018				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Terms of Reference and Work Programme	To review the current terms of reference and work programme and approve the work programme		Scrutiny Support Unit	

Meeting 4 – 28 February 2019				
Report deadline Tuesday 19 February 2019				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Terms of Reference and Work Programme	To review the current terms of reference and work programme and approve the work programme		Scrutiny Support Unit	

Items to be scheduled				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
M Futures	To consider what the legal position is in relation to trying to ensure local people and companies gain employment on local contracts			
Promotion of Social Value from Executive Members	To review what emphasis Executive Members have been placing on Social Value when approving contracts			Invite Executive Members to the meeting
The benefit of Social Value	To invite local companies to come and discuss how they have implemented social value within their organisations and what it has meant to them in terms of how they operate.			
Review of the Council's Security Contract	To review how Social Value is being delivered from its Security Contracts			