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AGENDA PAPERS FOR STOCKPORT, TRAFFORD AND ROCHDALE (STAR) JOINT COMMITTEE MEETING

Date: Wednesday, 22 July 2015

Time: 5.30 pm

**Place: Rochdale Borough Council Offices,
Number 1 Riverside, Smith Street, Rochdale, OL16 1XU.**

| A G E N D A | PART I | Pages |
|--------------------|---|--------------|
| 1. | ATTENDANCES To note attendances, including Officers and any apologies for absence. | |
| 2. | MEMBERSHIP OF THE COMMITTEE 2015/16, INCLUDING CHAIRMAN AND VICE-CHAIRMAN To note the membership including Chairman and Vice-Chairman of the STaR Joint Committee for the Municipal Year 2015/16. | |
| 3. | TERMS OF REFERENCE To note the Committee's Terms of Reference. | 1 - 6 |
| 4. | MINUTES To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 22 April, 2015. | 7 - 10 |
| 5. | DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code(s) of Conduct. | |
| 6. | ANNUAL REPORT To receive a report of the Director of STaR Shared Procurement. | 11 - 20 |

7. CONTRACT PROCEDURE RULES - UPDATE AND PRESENTATION OF PROCUREMENT HANDBOOK

To receive a report and presentation of the Director of STaR Shared Procurement. 21 - 26

8. PERFORMANCE FRAMEWORK - CORPORATE REPORTS

To receive the following reports and presentation of the Director of STaR Shared Procurement.

(a) Revenue Budget Monitor Report Year End 27 - 28

(b) Revenue Budget Monitor - Quarter 1 29 - 30

(c) Human Resources - Statistics (Presentation) Verbal Report

(d) Risk Register 31 - 32

9. PERFORMANCE FRAMEWORK - MILESTONE REPORTS

To receive the following reports of the Director of STaR Shared Procurement.

(a) Draft Procurement Strategy 33 - 38

(b) STaR Branding and Style Guide 39 - 62

10. BALANCED SCORECARD AND CUSTOMER SATISFACTION PRESENTATION

To receive a presentation of the Director of STaR Shared Procurement (presentation attached in advance for information). 63 - 76

11. URGENT BUSINESS (IF ANY)

Any other item or items which by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

12. DATE AND TIME OF NEXT MEETING

To confirm the arrangements for the next meeting(s).

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors A. Brett, P. Myers and I. Roberts

Stockport, Trafford and Rochdale (STaR) Joint Committee - Wednesday, 22 July 2015

Further Information

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

Chris Gaffey, Democratic and Scrutiny Officer.

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Email: chris.gaffey@trafford.gov.uk

This agenda was issued on **Tuesday, 14 July 2015** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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STaR Joint Committee – Terms of Reference

The terms of reference of the joint committee are as follows:

- To manage the procurement operations of the Councils except for any procurement activity carried on by each Council that is specifically excluded by each Council from being dealt with by the STaR on its behalf.
 - To agree any changes to the cost and income sharing arrangements set out in this agreement
 - To agree the organisational structure of the STaR to carry out those operations.
 - To recommend to Trafford Council the person to be appointed as Director and the salary for the post.
 - To consider the policies and procedures for procurement activities carried out by the STaR recommended to it by the Board including the contract procedure rules under which it will operate for each of the Councils.
 - To recommend the business plans and budgets of the STaR for approval by the Councils.
 - To monitor the budget and performance of the STaR
 - To approve major changes to standard tender documentation and procedures
 - Such other matters as the Councils (for non-executive matters) and/or the Executive Leaders jointly agree
- 1 Each of the Councils will appoint one appropriate executive Member of that Council as its nominated Member of the Joint Committee. The Members appointed will have full voting rights.
 - 2 Each Council may appoint one or more substitute executive Members to attend any meeting in place of an appointed Member from that Council, subject to notification being given by the substitute member to the Secretary to the Joint Committee before the start of the meeting. The Member appointed as a substitute will have full voting rights where the member for whom they are substituting does not attend. If a Council's nominated Member attends a meeting of the Joint Committee, any named substitute may also attend as an observer but will not be entitled to vote.
 - 3 Each Member of the Joint Committee will comply with the Code of Conduct of their Council when acting as a Member of the Joint Committee.
 - 4 Each of the Councils may remove its appointed Member or substitute Member of the Joint Committee and appoint a different executive Member or substitute to the Joint Committee by giving written notice to the Secretary to the Joint Committee.
 - 5 Each appointed Member or substitute member attending a meeting of the Joint

- Committee will have one vote.
- 6 Each Member of the Joint Committee will serve upon the Joint Committee for as long as he or she is appointed to the Joint Committee by the relevant Council but a Member will cease to be a member of the Joint Committee if he or she ceases to be a Member of the Council appointing him or her, if the relevant Council removes him or her as a Member of the Joint Committee or the relevant Council ceases to be a party to this agreement.
 - 7 Any casual vacancies howsoever arising will be filled by the Council from which the vacancy arises by notice in writing sent to the Secretary to the Joint Committee.
 - 8 Meetings of the Joint Committee will be held at the venue or venues as agreed by the Joint Committee.
 - 9 The first meeting of the Joint Committee will elect a Chairman for the remainder of the municipal year in which the election took place and until the election of a Chairman at the first meeting of the following municipal year whichever is later. Thereafter, the Chairman will be elected at the first meeting of the municipal year and that member will remain Chairman until the election of a Chairman at the first meeting of the following municipal year unless he or she ceases to be a Member of the Joint Committee.
 - 10 The Joint Committee will elect a Vice Chairman for the same periods as set out at paragraph 9 above.
 11. The Joint Committee will determine the frequency of its meetings.
 12. The Secretary to the Joint Committee may call additional meetings by providing at least five clear days' notice to Members of the Joint Committee. The Secretary to the Joint Committee must call a meeting of the Joint Committee if at least one appointed Member of the Joint Committee from each Council requests it or the Head of Paid Service of each of the Councils request it.
 13. Meetings will be notified to Members of the Joint Committee by the Secretary to the Joint Committee.
 14. The Secretary to the Joint Committee will send electronically to all members and relevant officers of each Council the agenda for each meeting of the Joint Committee no later than five clear Business Days before the date of the relevant meeting.
 15. The Secretary to the Joint Committee will arrange for written minutes to be taken of each meeting of the Joint Committee and will present them to the Joint Committee at its next meeting for approval as a correct record. If the Joint Committee confirms that the minutes contain an accurate record of the previous meeting, those minutes will be signed by the Chairman or Vice-Chairman.
 16. Meetings of the Joint Committee will start at a time to be agreed by the Joint Committee.
 17. A meeting of the Joint Committee will require a quorum of one Member or

- substitute Member of each Council who is entitled to attend and vote.
18. Subject to the provisions of any enactment, all questions coming or arising before the Joint Committee will be decided by a majority of the appointed Members of the Joint Committee immediately present and voting thereon. Subject to the provisions of any enactment, in the case of an equality of votes the Chairman will have a second or casting vote but before exercising this, the Chairman will consider whether it is appropriate to defer the matter to the next meeting of the Joint Committee.
 19. Any Member of the Joint Committee may request the Joint Committee to record the votes of individual Members of the Joint Committee on a matter for decision.
 20. A Member when speaking will address the Chairman. If more than one Member wishes to speak, the Chairman will call on one to speak. While a Member is speaking other Members will remain silent.
 21. A Member will direct his/her speech to the question under discussion or to a personal explanation or to a point of order.
 22. Only one amendment to a proposal may be moved and discussed at a time and no further amendment will be moved until the amendment under discussion has been disposed of, providing that the Chairman may permit two or more amendments to be discussed (but not voted on) together if circumstances suggest that this course would facilitate the proper conduct of the Joint Committee's business.
 23. If an amendment be lost, other amendments may be moved on the original motion. If an amendment be carried, the motion as amended will take the place of the original motion and will become the motion upon which any further amendment may be moved.
 24. The order of business will be indicated in the agenda for the meeting.
 25. When a motion is under debate by the Joint Committee no other motion will be moved except the following:
 - 25.1 to amend the motion;
 - 25.2 to adjourn the meeting;
 - 25.3 to adjourn the debate;
 - 25.4 to proceed to the next business;
 - 25.5 that the question be now put;
 - 25.6 that a Member be not further heard;
 - 25.7 by the Chairman that a Member do leave the meeting;
 - 25.8 a motion under Section 100(A)(4) of the Local Government Act 1972 to exclude the public;
 - 25.9 to postpone consideration of the item.
 26. A Member may move without comment at the conclusion of a speech of another

Member, "That the Committee proceed to the next business", "That the question be now put", "That the debate be now adjourned", or "That the Committee do now adjourn", on the seconding of which the Chairman will proceed as follows:

- 26.1 on a motion to proceed to next business; unless in his opinion the matter before the meeting has been insufficiently discussed put to the vote the motion to proceed to the next business
- 26.2 on a motion that the question be now put; unless in his opinion the matter before the meeting has been insufficiently discussed he will first put to the vote the motion that the question be now put
- 26.3 on a motion to adjourn the debate or the meeting; if in his opinion the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed on that occasion put the adjournment motion to the vote.
- 26.4 The ruling of the Chairman will not be open for discussion.
27. Any member of the Councils who is not a Member of the Joint Committee is entitled to attend the Joint Committee but he or she will not be entitled to vote, will not take part in the consideration or discussion of any business, save by leave of the Chairman and comments by them will be recorded only on the direction of the Chairman.
28. Meetings of the Joint Committee will be open to the public except to the extent that they are excluded under paragraph 30.
29. Members of the public wishing to address the Joint Committee (or a subcommittee of the Joint Committee) on public reports contained within the agenda for the meeting will be given the opportunity to do so at the discretion of the Chairman.
30. The public may be excluded from a meeting of the Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A(3) of the Local Government Act 1972 or exempt information as defined in section 100I of the Local Government Act 1972 would be disclosed to them.
31. Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee will take no action to implement that decision unless the call in process upholds the decision.
32. The Joint Committee may delegate a function to a Sub-Committee or an officer.
33. Until such time as the Joint Committee adopts its own financial regulations and contract procedure rules the regulations and rules of Trafford will apply.
34. The Secretary to the Joint Committee will provide secretarial support services to the Joint Committee on such terms as may be agreed from time to time between the

Councils. Trafford will make available committee officers to provide administrative services at the meetings of the Joint Committee.

35. The Lawyer to the Joint Committee will provide legal advice and support services to the Joint Committee on such terms as may be agreed from time to time between the Councils. The Lawyer to the Joint Committee will inform the Monitoring Officer of any Council if he or she becomes aware of any situation that would require that monitoring officer to exercise their statutory functions.
36. The Finance Officer to the Joint Committee will provide financial support services to the Joint Committee on such terms as may be agreed from time to time between the Councils.
37. The operational strategic management of the STaR will be carried out by the Board. Its functions will include the following:
 - To make recommendations to the Joint Committee about the operational procurement functions of the Councils being dealt with by the STaR on its behalf.
 - To recommend changes to the organisational structure of the STaR to carry out those operations.
 - To approve the terms and conditions of staff employed by the STaR
 - To manage the Director.
 - To approve an officer scheme of delegation in consultation with the Director where possible
 - To approve policies and procedures for procurement activities carried out by the STaR including the contract procedure rules under which it will operate for each of the Councils and to make recommendations to the Joint Committee about such matters having regard to best procurement practices.
 - To recommend the business plans and budgets of the STaR for consideration by the Joint Committee.
 - To monitor the budget and performance of the STaR
 - To recommend to the Joint Committee major changes to standard tender documentation and procedures
 - To recommend to the Joint Committee changes to the cost and income sharing arrangements set out in this agreement
38. The Board will comprise of a senior officer from each of the Councils. The senior officer to represent each Council will be appointed by the head of paid service of each Council who may change that appointment at any time.

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Public Document Pack Agenda Item 4

STOCKPORT, TRAFFORD AND ROCHDALE (STAR) JOINT COMMITTEE

22 APRIL 2015

PRESENT

Councillor A. Brett (in the Chair).
Councillors I. Roberts (Vice-Chairman)

Also Present

Councillor S. Anstee (Trafford), substituting for Councillor P. Myers (Trafford)

In attendance

| | | |
|-------------|---|--|
| I. Duncan | - | Director of Finance (Trafford) |
| C. Gaffey | - | Democratic and Scrutiny Officer |
| S. Houston | - | Director of Corporate and Support Services (Stockport) |
| P. Kane | - | Director of Finance (Rochdale) |
| J. Le Fevre | - | Director of Legal and Democratic Services (Trafford) |
| S. Robson | - | Director of Procurement (STaR Shared Procurement) |
| M. Wharton | - | Solicitor, Transformation & Resources (Trafford) |

APOLOGIES

Apologies for absence were received from Councillors P. Myers

13. MINUTES

RESOLVED: That the minutes of the Stockport, Trafford and Rochdale (STaR) Joint Committee meeting held on 20 January 2015 be agreed as a correct record and signed by the Chairman.

14. CHAIRMAN'S INTRODUCTION

The Chairman explained that this was a rearranged meeting, and that an informal meeting between Committee Members held on 13 April 2015 had studied the reports in today's agenda in detail. At the informal meeting the Chair proposed that if other Members agreed, there was no need to repeat the detailed consideration of these reports. Other Members of the committee agreed with this approach.

15. PERFORMANCE FRAMEWORK - CORPORATE REPORTS

(a) Revenue Budget Monitor Report - Period 11

The Director of Procurement (STaR Shared Procurement) submitted a report outlining the STaR Revenue Budget Monitoring 2014/15 – Period 11 (April 2014 – Feb 2015 inclusive).

RESOLVED: That the report be noted.

(b) 2015/16 Budget

The Director of Procurement (STaR Shared Procurement) submitted a report outlining the 2015/16 Budget for STaR.

Stockport, Trafford and Rochdale (STaR) Joint Committee
22 April 2015

RESOLVED: That the report be noted.

(c) Human Resources - Statistics

The Director of Procurement (STaR Shared Procurement) submitted a report outlining HR statistics (regarding absences and starters/leavers) and workforce matters.

RESOLVED: That the report be noted.

(d) Risk Register

The Director of Procurement (STaR Shared Procurement) submitted a report regarding the risk register.

RESOLVED: That the report be noted.

16. PERFORMANCE FRAMEWORK - MILESTONE REPORTS

(a) Harmonised Contract Procedure Rules - Recommendation for approval

The Director of Procurement (STaR Shared Procurement) submitted a report presenting the proposed harmonised Contract Procedure Rules for consideration by the Joint Committee.

Max Wharton (Solicitor, Transformation & Resources, Trafford Council) advised that the working group and the Board needed to request the following minor amendment to the draft Rules:

Current Rule 9.2.1

“Once a decision to award has been made in accordance with Rule 7.5.3 or 8.7.3, the Contract must be either be signed by the Officer authorised to award the Contract under the Council’s Scheme of Delegation or by Seal and in accordance with Rule 9.3.2.”

Proposed amendment

“Once a decision to award has been made in accordance with Rule 7.5.3 or 8.7.3, the Contract must be either be signed by the Officer authorised to award the Contract under the Council’s Scheme of Delegation, **or signed by the SRO for Legal, or by Seal and sealed** in accordance with Rule 9.3.2.”

The amendment was agreed upon by the Committee.

RESOLVED: That the Harmonised Contract Procedure Rules (CPRs) for Stockport, Trafford Council and Rochdale Councils be approved, incorporating the amendment above.

(b) Public Contract Regulations 2015

The Director of Procurement (STaR Shared Procurement) submitted a report providing an overview of the Public Contract Regulations 2015, confirming the way in which these changes would be identified and publicised across the three STaR councils. The report highlighted some of the key changes being introduced by the new Public Contracts Regulations 2015 ("PCR 2015") when compared to the existing regime set out in the Public Contracts Regulations 2006 (as amended) ("PCR 2006").

RESOLVED: That the report be noted.

(c) STaR Activity and Business Improvement Plan

The Director of Procurement (STaR Shared Procurement) submitted a report providing an overview of the key activities of STaR Procurement for the quarter Jan – Mar 2015. The report contained an overview of STaR's activity in the first year of operation, as well as a more comprehensive update on activity in relation to Business Improvement.

RESOLVED: That the report be noted.

17. BALANCED SCORE CARD

The Director of Procurement (STaR Shared Procurement) submitted a report providing an overview of the Balanced Scorecard, highlighting the four key themes in relation to how the performance of the STaR should be evaluated: Compliance, Financial, Social Value and Performance.

RESOLVED: That the report be noted.

18. ACKNOWLEDGEMENTS

The Committee gave special thanks to Max Wharton (Solicitor, Transformation & Resources, Trafford Council) for his work on the Contract Procedure Rules (CPRs) document.

The Chairman thanked the Committee for their participation over the year.

19. DATE AND TIME OF NEXT MEETING

The next meeting would be held at 5:30pm on 22 July, 2105, at Rochdale Borough Council Offices, Number 1 Riverside, Smith Street, Rochdale, OL16 1XU.

The meeting commenced at 2.00 pm and finished at 2.15 pm

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Annual Report 2014-15

1 Procurement Team

3 Local Authorities

91 Commissioners Assisted

250 Suppliers Appointed

184 Contracts Awarded

£355,000,000 Total Contract Value

£1,962,000 Savings Achieved!





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Foreword

It gives me great pleasure to introduce STAR Procurement's first annual report. Since I joined STAR in June 2014, I can honestly say that working to bring three procurement teams together into a single integrated unit has been both challenging and motivating in equal measure. Driving the fusion of cultures, systems and habits of established teams has been all consuming at times, yet the potential and opportunity that such an integrated service can and is beginning to provide, has been truly inspirational.

As you will see in this short report, the achievements of the service in its first full year of operation are impressive, especially given the scale of the underpinning operational change – most importantly it gives insight to the full potential of service. This report also demonstrates just how far we have come in developing a new STAR Procurement culture and operating system to make us not only fit for purpose, but in time to be recognised as an excellent procurement service locally, regionally and nationally. I passionately believe that effective procurement can deliver value for money, excellent goods and services for all our residents and businesses and social value. Furthermore, it will play a significant part in supporting the large scale changes that local government must embrace and my vision for STAR is for it to play a central role in the public sector reform agenda.

From its inception STAR Procurement has enjoyed unstinting support from our partners in Stockport, Trafford and Rochdale Councils. In particular the STAR Board and Joint Committee have been wonderful sources of advice and guidance in the development of the service. I'd like to take this opportunity to personally thank them for all their support.

I hope that you enjoy learning about STAR Procurement's work and I look forward to working with you.



Sharon B Robson MCIPS
Director of Procurement



STAR Procurement

In February 2014 Stockport, Trafford and Rochdale Councils established a ground breaking shared procurement service – STAR Procurement.

STAR has been created to become a key change agent that will support partner organisations as they develop new, innovative and cost effective ways to deliver services to all our communities, whilst at the same time minimising the risks and costs associated with such transformations.

The key objectives for STAR are:

- Providing Leadership
- Making Savings
- Supporting Social Value and Local Economies
- Modernising Procurement

In order to do this STAR will:

- Provide resilience, enhance skills and expertise within procurement and commissioning
- Increase the impact of procurement by economies of scale and increased leverage of the market
- Help partners get best possible value from spending, whilst maximising outcomes from a lower resource base
- Strike the appropriate balance between compliance and the requirement to drive down costs
- Maximise the impact of the Public Sector expenditure (social value) e.g. economic growth, protecting local businesses, apprenticeships
- Focus on contract & supplier performance management
- Recruit more partners and grow



Procurement by Numbers

During its first full year of operation, STAR Procurement worked hard to establish close working relationships with our partners in Stockport, Trafford and Rochdale. Creating a new, single, integrated procurement unit with sufficient capacity from three small, separate and established teams brought challenges to build a cohesive culture and unified processes and procedures – and all whilst maintaining business as usual!

In 2014-15 the STAR team managed a total of **184** procurement activities across our three partners totalling c.**£355,000,000** in total contract value.

In managing this we assisted **91** different service commissioners and resulted in the appointment of approximately **250** different suppliers.

Significantly, through the work of STAR Procurement joint savings of **£1,962,000** were achieved. Given that in many respects 2014-15 was a 'transition year' for the service, this result bodes well for STAR achieving even greater efficiencies and savings in future years.

In addition to direct procurement support and advice, STAR worked with a number of Economic Development Services, Chambers of Commerce and the Business Growth Hub to facilitate and contribute to supplier briefings, training sessions and 'meet the buyer' events throughout the year.



STAR Staff

Throughout 2014-15 the STAR staff team has changed and developed as the new shared service arrangements have 'bedded-in'. Inevitably this resulted in a degree of staff turnover and movement. However, the team is now settling and further foundations are being laid and all of this is supported by strong performance management and a tailored training programme.

The performance and reputation of STaR is based on the competency, attitude and ability of our staff to deliver for our partner organisations and clients.

We believe there are huge opportunities to develop and grow the service but this will only happen if we develop and grow our staff. We have an established training plan which sets out generic requirements as well as personalised areas of focus for the team. As a shared service STaR is a sustainable procurement service for the future and investment in our staff is essential.



Social Value

Across the entire public sector and especially in local government, there is an ever increasing focus on providing the maximum benefit to communities from every taxpayer pound that is spent. The Public Services (Social Value) Act 2012 requires councils to consider social value in all services contracts with a value above the EU threshold. Social Value can mean many different things, for example the inclusion of targeted recruitment and training opportunities in public contracts that can make a contribution to addressing the issue of poverty and reduced social mobility.

During 2014-15 STAR Procurement played a prominent part in the development of the award winning Greater Manchester Social Value Framework. This has subsequently been adopted by STAR and we will work with commissioners to ensure that social value considerations are embedded within procurement practice and economic, environmental and social outcomes are delivered through procurement activity.

The Six Social Value Objectives for Greater Manchester are:

- **Promote employment and economic sustainability** – tackle unemployment and facilitate the development of skills
- **Raise the living standards of local residents** – working towards living wage, maximise employee access to entitlements such as childcare and encourage suppliers to source labour from within Greater Manchester
- **Promote participation and citizen engagement** – encourage resident participation and promote active citizenship
- **Build the capacity and sustainability of the voluntary and community sector** – practical support for local voluntary and community groups
- **Promote equity and fairness** – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across Greater Manchester
- **Promote environmental sustainability** – reduce wastage, limit energy consumption and procure materials from sustainable sources



Business Improvement

Fundamental to the success of STAR during this foundation year has been the work to develop and implement our Business Improvement Plan. The plan is based upon four principal areas:

- Improving service delivery
- Enhancing customer experience
- Building organisational capacity
- Developing STAR staff

A core pillar of improving our business has been the agreement of a single set of Contract Procedure Rules for all of our partners. These were developed through the hard work and commitment of the legal and finance teams from across the three councils. In addition to contract procedure rules we have developed a unique and innovative STAR Procurement Handbook and a suite of standard documentation. Together these will hopefully make the procurement process much simpler and more efficient for our clients.

Activities are not limited to procurement alone and STaR has been pivotal in working across the three councils to ensure compliance with the 2014 Transparency Code.

Through the business improvement agenda STAR has also established its corporate brand and identity, introduced customer satisfaction monitoring, worked with our partners to review and reform operational systems and provided a range of training and development courses to build the knowledge and skills of the STAR procurement team.



STAR Future

Next year will be a defining one for STAR Procurement. With many of the 'back of house' systems in place, a full complement of well trained and committed staff and most importantly, supportive partners, STAR will be well placed to face the challenges ahead. It is clear that the efficiencies and savings that effective procurement can bring will be needed more than ever in the coming years.

We have a heavy work programme which supports the strategic and operational activities of our clients as well as a strong commitment to deliver continuous improvement in our service.

STAR will continue to play its full part in the public sector reform and devolution agendas and will be keen to develop new working relationships and new partnerships.

2015-16 will see the launch of the STAR Procurement website. This will be a very important step as it will aim to provide a 'one-stop-shop' service for procurement needs but also a window for potential new partners to glimpse the excellent service that STAR can provide.



STAR

PROCUREMENT

STaR procurement is the shared procurement service for Stockport Trafford and Rochdale

Item 7 Harmonisation of Contract Procedure Rules (CPRs)

Report to: **STaR Joint Committee**
Date: **22nd July 2015**
Report from: **STaR Board**

Recommendation: To note the contents of the report and presentation

1. BACKGROUND

- 1.1 In order to harmonise processes and deliver an effective and consistent procurement process it was considered essential that Stockport, Trafford and Rochdale (STaR) had a single set of Contract Procedure Rules (CPRs) for the three Councils. This was a major undertaking since the CPRs were previously specific to each Council and were contained within the Constitution of the Councils.
- 1.2 A CPR working group was established to lead on the harmonisation process. The group consisted of representatives from Finance and Legal Services representing STaR Councils and the Director of Procurement for STaR. The process was a considerable piece of work which included consultation and legal re-drafting to accommodate the requirements of all three Councils in a standardised and harmonised fashion.
- 1.3 A report was taken to the Joint Committee Meeting of 13th April 2015 recommending that the CPRs presented should be adopted by Stockport, Trafford and Rochdale Councils.
- 1.4 The Joint Committee's Terms of Reference includes consideration of the CPRs under which it will operate for each of the Councils. The Committee of 13th April 2015 agreed with the recommendation that the harmonised CPRs should be taken through the governance process of each of the three Councils associated with amending the CPRs. Since the CPR are embedded in The Constitution of each of the three Councils the governance process used was that associated with amending The Constitution of each Council.

2. PROGRESS SINCE THE JOINT COMMITTEE MEETING OF 22nd APRIL 2015

- 2.1 The programme plan associated with the governance arrangements for each of the three Councils is enclosed in Appendix One. This has been achieved to plan.
- 2.2 All three Councils have amended their Constitution to reflect the Harmonised CPRs. Feedback through the process has been largely positive with Members recognising that this is a crucial step forward for STaR.

- 2.3 The CPRs represent a top level strategic statement of the rules regarding procurement within STaR Councils. It is recognised that since it forms part of the Constitution it is a Legal document and whilst great efforts have been made to improve the format and content of the document is it not terribly “user friendly”. A Procurement Handbook has been developed as a companion document. The aim for the Handbook is to provide users with an interactive, user friendly, electronic resource which allow them to quickly “dip in and out” to find what they are looking for.

3. FURTHER ACTION

- 3.1 A full training and awareness programme has been developed for commissioners and Budget Managers across the three Councils. The training will be delivered by the STaR Solicitor (Trafford Legal) and will focus on key changes to the rules (specific to each Council), responses to questions raised as part of the consultation and some reference to the changes in Public Contract Regulations 2015. There will be significant time allocated to a question and answer session during the training.
- 3.2 The Legal Officers from each Council involved in the CPR working group will attend the training for their specific Authority. This is to provide continuity and give us the ability to address Council specific issues in a comprehensive manner. Representatives from the Senior Management Team of STaR will attend to address operational queries regarding procurement and STaR’s Business Improvement Manager will also attend to introduce the Procurement Handbook.
- 3.3 At present there is two training sessions scheduled for Rochdale and Trafford respectively and three for Stockport which includes Carillion staff from the Strategic Property Alliance. Should there be any requirement for further training, this will provided.
- 3.4 Going forwards and in order to further support best procurement practice STaR have been working with other Councils in Greater Manchester to develop an e-learning package for delivery of Social Value through procurement. In addition, STaR will be looking to provide training regarding this issue to ensure commissioners and Budget Managers are able to maximise these opportunities.

4. SUMMARY

- 4.1 Harmonised CPRs represent a change to the way in which STaR Councils and STaR will be managing procurement going forwards. It is essential that STaR provides sufficient information and support to users across the Councils to ensure best practice and compliant procurement processes are employed across all expenditure.
- 4.2 STaR, with support from Legal Services and clients from across all three Councils will monitor feedback to the changes and assess whether further changes are required in the future.

End.

APPENDIX ONE

STOCKPORT GOVERNANCE PROCESS PENDING RECOMMENDATION TO PROCEED WITH CPRS

| Committee / Meeting Title | Frequency | Proposed Meeting Dates | Deadline for Papers |
|----------------------------------|------------------|-------------------------------|--|
| Corporate Leadership Team | Weekly | Tuesday 21 April 2015 | 16 April 2015 |
| Constitution Working Party | AD Hoc | Monday 27 April 2015 | Friday, 17 April 2015 |
| CRM&G Scrutiny Committee | 6-weekly | Tuesday 2 June 2015 | Agenda and papers required Friday, 5 June 2015 |
| Executive | 6-weekly | Tuesday 16 June 2015 | Agenda and papers required Friday, 5 June 2015 |
| Council Meeting | 6-weekly | Thursday 2 July 2015 | Papers required Monday 22 June 2015 |

TRAFFORD GOVERNANCE PROCESS PENDING RECOMMENDATION TO PROCEED WITH CPRS

| Committee / Meeting Title | Frequency | Proposed Meeting Dates* | Deadline for Papers |
|---|------------------|--------------------------------|----------------------------|
| CMT (Corporate Director to determine items to be reported to CMT) | Bi-weekly | Wednesday 22 April 2015 | Monday 20 April 2015 |
| Executive Briefing | Monthly | 8 June 2015* | 4 June 2015 |
| Scrutiny Cttee | Quarterly | 17 June 2015* | 9 June 2015 |
| Standards Cttee | 3x a year | 24 June 2015* | 16 June 2015 |
| Executive | Monthly | 29 June 2015* | 18 June 2015 |
| Council | Bi-monthly | 8 July 2015* | 30 June 2015 |

* Provisional, subject to approval at Annual Council 28 May

ROCHDALE GOVERNANCE PROCESS PENDING RECOMMENDATION TO PROCEED WITH CPRS

| Committee / Meeting Title | Frequency | Proposed Meeting Dates | Deadlines for Papers |
|---|------------------|--|-------------------------------|
| Democratic Structures Working Group | Ad hoc | Can be set up as soon as documents available | Seven working days in advance |
| Licensing and Regulatory Committee. (Amendments to the Council's Constitution have been delegated to Licensing and Regulatory Committee) | Monthly | 8 June 2015 | 25 May 2015 |

End.

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Item 8a Budget Monitor Report Year End

TRAFFORD COUNCIL

Report to: STaR Procurement Joint Committee
Date: 22nd July 2015
Report for: Information
Report author: Sharon Robson, Director of STaR & Peter Carr, Finance Manager

STaR Revenue Budget Outturn 2014/15

1 Outturn

- 1.1 The approved expenditure revenue budget for the year was £1,231k and the outturn is £1,095k. This is a favourable variance of £(136)k for the year, 11% of the total expenditure budget.

2 Summary of Variances for the Year

- 2.1 The main items contributing to the overall favourable variance of £(136)k are summarised below, and detailed in Appendix 1:
- **Staffing £(119)k favourable:** there have been number of vacancies throughout the financial year, up to 5 posts at some points. The underspend relates to the time taken to recruit and fill these posts. Ongoing vacant posts are currently being covered through a mix of agency staff and acting up arrangements pending permanent recruitment.
 - **Other employee costs including agency £44k adverse;** due to the vacancies above it was necessary to buy in specialist support from another council to provide capacity to meet service demands. This was particularly the case in the first half of the financial year.
 - **Running costs £(61)k favourable;** the running costs budget is underspent due to lower than expected transport costs (staff mileage allowances), subscription and consultancy costs. This is offset by ICT set up costs for laptops and mobile phones £12k.
 - **Support Service costs, no variance;** charges for legal, ICT, Human Resources, Insurance and Finance were £105k in line with the budget.
 - **Contribution to earmarked reserve £136k;** the favourable outturn variance for the year has been transferred to a newly created earmarked reserve and carried forward to support procurement related activity in 2015/16.

STaR Procurement Service Budget Monitoring
Outturn Report for 2014/15

Appendix 1

| | Full Year Budget £000's | Total Outturn £000's | Outturn Variance for Year £000's |
|--|--|-------------------------------------|---|
| Employees | 1,005 | 886 | (119) |
| Agency | 0 | 41 | 41 |
| Training | 0 | 0 | 0 |
| Staff Advertising | 0 | 3 | 3 |
| TOTAL EMPLOYEE COSTS | 1,005 | 930 | (75) |
| Premises | 4 | 0 | (4) |
| Transport | 20 | 7 | (13) |
| Equipment | 1 | 0 | (1) |
| Catering | 4 | 0 | (4) |
| Office Equipment | 3 | 1 | (2) |
| Consultants Fees | 49 | 13 | (36) |
| ICT Costs including telephones | 26 | 38 | 12 |
| Subscriptions | 12 | 0 | (12) |
| Other | 2 | 1 | (1) |
| RUNNING COSTS | 121 | 60 | (61) |
| SUPPORT SERVICES COSTS | 105 | 105 | 0 |
| TOTAL EXPENDITURE | 1,231 | 1,095 | (136) |
| Contribution to Earmarked Reserve | | | 136 |

| STaR Reserve 2014/15 | |
|--------------------------------|------------|
| Balance 1st April 2014 | 0 |
| Contribution 2014/15 | 136 |
| Balance 31st March 2015 | 136 |

Item 8b. Budget Monitor Report Quarter One

TRAFFORD COUNCIL

Report to: STaR Procurement Joint Committee
Date: 22 July 2015
Report for: Information
Report author: Sharon Robson, Director of STaR & Peter Carr, Finance Manager

STaR Revenue Budget Monitoring Report – First Quarter 2015/16

1 Outturn

- 1.1 The approved expenditure revenue budget for the year is £1,266k and the forecasted outturn at Quarter 1 (April to June 2015) is £1,320k. This is an adverse variance of £54k for the year, 4.3% of the total expenditure budget.

2 Summary of Variances for the Year

- 2.1 The main items contributing to the overall adverse variance of £54km are summarised below, and detailed in Appendix 1:
- **Staffing £16k adverse;** it has been proposed and agreed by the Board that the interim Business Improvement Manager is retained for a further three months which will cost an additional £16k. This is assumed to the end of October 2015.
 - **Other employee costs including agency £33k adverse;** there are a number of vacancies and interim arrangements being covered through use of temporary staff. Support bought in from agencies is incurring a fixed fee in excess of the budget for the posts £15k. Further agency costs are anticipated related to the permanent recruitment of senior management posts £18k.
 - **Support Service costs, £5k adverse;** additional legal services support costs of £5k have been agreed by the Board in excess of that assumed in the budget. ICT, Human Resources, Insurance and Finance costs are expected to be in line with the budget.
 - **Contribution from earmarked reserve £(54)k;** the £54k adverse variance above relates to items approved by the Board to be spent from the £136k reserve balance brought forward from 2014/15. The remaining reserve balance of £82k will be utilised to support future procurement related activity spend in year or will be carried forward to 2016/17.

| | Full Year Budget £000's | Total Months 1 to 3 £000's | Projection Months 4 to 12 £000's | Forecast Year End Total £000's | Over / (Under) Spend for Year £000's |
|---|-------------------------------|-------------------------------------|---|---|--|
| Employees | 1,038 | 268 | 786 | 1,054 | 16 |
| Agency | 0 | 0 | 33 | 33 | 33 |
| TOTAL EMPLOYEE COSTS | 1,038 | 268 | 819 | 1,087 | 49 |
| Premises | 4 | 0 | 4 | 4 | 0 |
| Transport | 20 | 3 | 17 | 20 | 0 |
| Equipment | 1 | 0 | 1 | 1 | 0 |
| Catering | 4 | 0 | 4 | 4 | 0 |
| Office Equipment | 4 | 0 | 4 | 4 | 0 |
| Consultants/Training Fees | 49 | 19 | 30 | 49 | 0 |
| ICT Costs including telephones | 27 | 3 | 24 | 27 | 0 |
| Subscriptions | 12 | 1 | 11 | 12 | 0 |
| Other | 2 | 0 | 2 | 2 | 0 |
| RUNNING COSTS | 123 | 26 | 97 | 123 | 0 |
| SUPPORT SERVICES COSTS | 105 | 0 | 110 | 110 | 5 |
| | | | | | |
| TOTAL EXPENDITURE | 1,266 | 294 | 1,026 | 1,320 | 54 |
| | | | | | |
| Contributions to/(from) STaR Reserve | | | | | (54) |

| STaR Reserve 2015/16 | |
|--------------------------------|-----------|
| Balance 1st April 2015 | 136 |
| Forecast Spend 2015/16 | (54) |
| Balance 31st March 2016 | 82 |

Item 8d Corporate Report - Risk Register

| Senior Responsible Owner: Sharon Robson Project Manager: Ian MacArthur Rev (04) Issued (01/07/15) | | | | KEY L = Low (1) M = Medium (2) H = High (3) | | | | | |
|---|-------------|----------|---------------------------|--|------------|--------------|----------------------|---|--|
| Summary | | | Risk Description & Impact | | | | Preventative Actions | | |
| ID | Date Raised | Status | Type | Description of risk / impact | Prob L/M/H | Impact L/M/H | Score (P x I) | Mitigating actions / Countermeasures | Risk Owner |
| PR005 | 03/04/2015 | On going | Process & Resources | Capacity of Senior Management Team | 3 | 3 | 9 | The three Senior Category Managers have left STaR. We have advertised successfully for two of the posts and both roles will be filled by 7th September 2015. We are going back to the market for a "people" services procurement professional. In the meantime we have three members of the team "acting up", this is a good development opportunity for existing staff and whilst they are needing additional support in role they are doing a good job. In order to back fill posts we have had to recruit several interim staff at lower levels within the organisational structure. | DoP |
| F005 | 17/09/2014 | On going | Finance | Not able to balance cost savings against "local agenda" aspirations | 3 | 2 | 6 | Options appraisal to review/agree objectives and most appropriate procurement strategy. Closer working with clients to understand opportunities, fortnightly review of progress, using contract register to understand when new contracting opportunities are coming up. | DoP / Full team |
| F009 | 17/09/2014 | On going | Finance | Do not identify and deliver enough savings opportunities. | 2 | 3 | 6 | Work with finance and commissioners to ensure that we deliver greater value through the procurement process. Data interrogation to understand spend patterns and identify new opportunities. Aligned budget savings proposals and STaR savings programme. Robust and proportionate work plan which allocates time to identifying and delivering new savings opportunities. | DoP / Full team |
| PR003 | 17/09/2014 | On going | Process & Resources | STaR Contract Register does not include all contracting activity | 3 | 2 | 6 | There has been significant progress made in this area as a result of the Transparency Code requirements. This will continue to be an area of focus through 2015. We are using data management expertise to identify gaps and focus STaR team members on completing the data with service managers. Balance Scorecard is focussing all staff on improving data. An internal audit is scheduled in July 2015 to identify issues and address how we can ensure that services are sharing contract information in a timely and accurate manner with STaR. | SCM's / Full team |
| PR004 | 17/09/2014 | On going | Process & Resources | Delay in agreeing Harmonised CPRs, and scheme of delegation document for all 3 STaR councils | 3 | 2 | 6 | Consultation process is complete and we now need to work on legal drafting and the Procurement handbook. Standardising processes will mitigate risks. | DoP / SCM's / STaR Legal representatives |
| PRO06 | 06/07/2015 | On going | Process & Resources | Managing change process as a result of introduction of CPRs across 3 x Councils | 3 | 2 | 6 | Training for staff in all 3 Councils. Provision of Procurement Handbook and referring all queries to staff who are able to support people through the change and answer queries | |
| COM006 | 17/09/2014 | On going | Communications | LA clients do not engage fully with STaR, limiting STaR's ability to deliver against KPIs | 1 | 3 | 4 | Communications continue to improve and are being addressed via a number of activities 1. Customer service training for all STaR staff has been delivered by Stockport Training Team. 2. Continued improvement in STaR intranet site and Procurement handbook 3. Agree comm's plan with the comms team for each of the 3 Councils 4. Training and workshops re. Contract Procedure Rules | DoP / SCM's |
| S046 | 17/09/2014 | On going | Systems & Tools | ICT systems prohibit / constrain STaR from working across 3 x LA's | 2 | 2 | 4 | Progress is now being made but issues such as access to all 3 intranet sites are still to be resolved. SpendPro conventions to be agreed | DoP / Enablement Team |
| COM009 | 17/09/2014 | On going | Process & Resources | Standardisation of documentation and processes across the 3 x Councils and STaR team. | 2 | 2 | 4 | Business Improvement Manager to lead on this as part of the development of the STaR Procurement Handbook which will be published in conjunction with Contract Procedure Rules. | DoP / BIM / SCM's |
| SO47 | 16/03/2015 | On going | Systems & Tools | The Chest is the internet portal which we use to advertise opportunities. It is being re-procured in 2015 and there may be risks of performance issues as a result of any change in source | 2 | 2 | 4 | This risk is shared across AGMA and a full project team have been tasked with mitigating risks. STaR staff members have been fully engaged in the initiation briefings for the new version of the Chest. | AGMA |
| F008 | 17/09/2014 | On going | Finance | Not able to achieve targets | 1 | 3 | 3 | Base line data to be established and targets set which stretch the team but are achievable. Balanced scorecard is established and we will use this to establish baselines and improve performance against these measures. | DoP / Full team |
| COM007 | 17/09/2014 | On going | Communications | STaR fails to consider the Corporate Priorities of each 3 STaR councils when carrying out procurement | 1 | 3 | 3 | Social Value training and workshop delivered 10th Jan. and GMCA Social Value Framework to become part of standard operating procedures. There is progress on this issue but the pace of change has to increase. Further engagement and training of STaR staff is ongoing to equip them with the information and skills to ensure commissioners consider and incorporate social value. | DoP / Full team |

| Key | |
|-----|-------------------|
| | New risk |
| | Down graded risk |
| | Upgraded risk |
| | Stike through |
| | Propose to remove |

| | |
|------------|---|
| Low (L) | 1 |
| Medium (M) | 2 |
| High (H) | 3 |

Item 9a STaR Procurement Strategy (DRAFT 5.0 @ 1/7/15)

Foreword

This STaR Procurement Strategy sets out the strategic direction and priorities for procurement for the participating partners of STaR. It establishes how they can use procurement to focus activity on delivery of outcomes and realise corporate priorities during a period of local government reform.

The challenge of the devolution agenda across Greater Manchester, the continued emphasis on delivering services locally combined with the constant focus on deficit reduction across the public sector, combines to create an operating environment where the procurement of goods and services is increasingly important and strategic.

The focus to deliver value for money has always been a priority for public sector procurement services. However STaR's ambition is not only to meet these challenges, through the effective use of category management across our client's organisations, but also to assist in the delivery of corporate objectives, support local economic development and deliver innovative social value solutions. In this way STaR will help deliver effective service outcomes across our partner organisations.

It is essential that we extract maximum value from public resources and the manner in which these resources are managed is critical to the successful delivery of the functions the partner organisations undertake. This STaR Procurement Strategy provides a framework to obtain value for money in all procurement activities.

Each partners' vision for their community is contained within their various corporate plans and priorities. In broad terms these visions are concerned with enabling each area to be an excellent place to live, work and visit. They strive to represent and advance community interests by providing high quality services, which will meet the aspirations of local people and which can demonstrate that they are performing well and achieving high standards. It is ever more important to develop clear policy and guidelines for how these externally provided resources are selected, acquired and managed.

In order to streamline the procurement process across the participating bodies, the Contract Procedure Rules have been redrafted to reflect current best practice and allow for flexibility in order to enable officers to obtain best value whilst observing high standards and relevant legislation and protocols.

This document sets out STaR's strategic approach to procurement. It is not intended to be an operational guide to procurement; however, the principles contained within this strategy should be applied to all procurement activity. Supporting this Strategy are not only the Contract Procedure Rules, but also a Procurement Handbook and a suite of common and standardised documentation. Together they provide a consistent approach to procurement and practical guidance enabling officers to work effectively on procurement and secure an excellent procurement service.

We look forward to working with you.

Councillor A. Brett, (Rochdale) Chair, STaR Joint Committee
Councillor I. Roberts (Stockport), Vice Chair Joint Committee
Councillor P. Myers (Trafford), Joint Committee

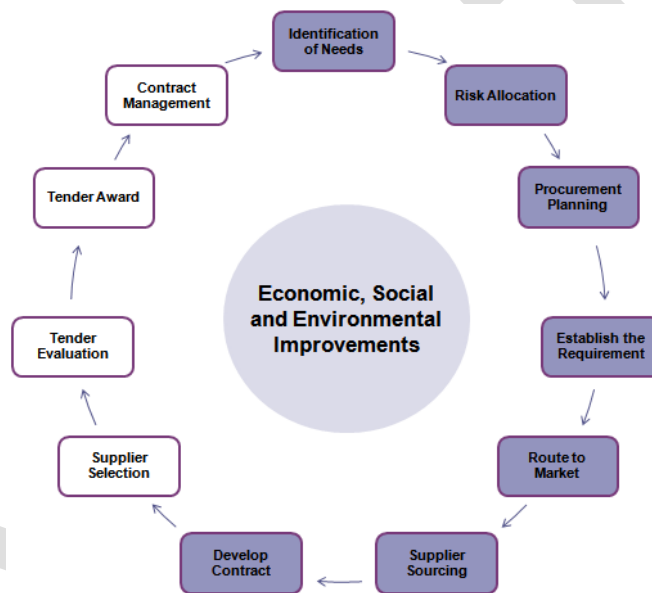
Commissioning & Procurement

Commissioning is the process of ensuring that outcomes identified in the needs analysis are delivered through the right service, and the right models of delivery (whether public, private or other sectors through voluntary sector, or through social enterprises).

(National Procurement Strategy for Local Government. 2014)

Procurement is the process of acquiring goods, works and services. It includes acquisition from third parties and also from in-house providers. The process spans the whole cycle from (and supporting Commissioners with) the identification of needs, through to the end of a service contract or the end of a useful life of an asset. It involves early stakeholder engagement, assessing the impact on relationships and linkages with services internally and externally, options appraisal and the critical 'make or buy' decision and determining the appropriate procurement strategy and route to market.

(National Procurement Strategy for Local Government. 2014)



Our Vision

The partners share a vision that services, supplies and works procured should be of a high quality, flexible, demonstrate value for money and above all be customer/user focused. They expect our suppliers to find an appropriate balance between delivering high quality, economical, and fit for purpose goods and services, with promoting equality, good employment practices and sustainable development.

This strategy is intended to ensure that procurement:

- reflects the partners core values and corporate aims;
- reflects national objectives and best practice guidance;
- secures member and senior management commitment to effective procurement;
- secures effective partnership working across STaR and with other key public sector agencies, and with the local supply chains;
- operates effectively and is understood and applied throughout our organisations
- ensures financial probity

STaR has aligned its approach with the National Procurement Strategy for Local Government in England 2014, and will work to align its approach and priorities to position procurement at the strategic heart of local government.

STaR's strategic vision for its procurement service

- Commitment from the top in (from both executive and senior managers)
- More efficient use of the procurement resources available
- Speaking with a clear and authoritative voice on procurement matters
- Exerting influence right across the public sector

Our Objectives

The key objectives for STaR are:

- Providing Leadership;
- Making Savings;
- Supporting Social Value and Local Economies
- Modernising Procurement.

In order to do this STaR will:

- Provide resilience, enhance skills and expertise within procurement and commissioning
- Increase the impact of procurement by economies of scale and increased leverage of the market
- Help partners get best possible value from spending, whilst maximising outcomes from a lower resource base
- Strike the appropriate balance between compliance and the requirement to drive down costs
- Maximise the impact of the Public Sector expenditure (social value) e.g. economic growth, protecting local businesses, apprenticeships
- Focus on contract & supplier performance management
- Recruit more partners and grow

Through working with commissioners and budget managers STaR will support partner organisations to make informed decisions about how to procure services to deliver corporate and service objectives most effectively and how to support its Strategic and Community Plans. It is also a mechanism to assist the delivery of key policies such as those addressing social value, diversity and sustainability.

STaR – Providing Leadership

For many years local government has led the way in the public sector, demonstrating initiative and resourcefulness to rise to the social, economic and environmental challenges that our communities are facing. It is this willingness to think about doing things differently; then actually take action, that has made local government effective. The initiative and innovation developed through the creation of STaR embodies this approach.

There is a strong commitment from the top to develop procurement excellence. STaR recognises the strategic importance of procurement and how it can help in improving the delivery of public services and is well supported by elected members and senior officers in our strategic approach to procurement. This understanding of leadership ensures that procurement is not viewed simply as something that procurement professionals do. It is expected that all staff involved in procurement and commissioning cycles will strive for procurement excellence.

In order to make the most of its influencing role, STaR is committed to establishing early and stronger engagement with markets, and in particular with commissioners of services to establish the best option for the service being commissioned. STaR will use its understanding of existing markets to work with commissioners to find the right route to market and where appropriate, to facilitate consultation with the market to appraise potential delivery models, within the fairness and transparency rules.

To embed this leadership approach to procurement STaR will develop a comprehensive training and capacity building programme which will endeavour to update commissioners, senior managers and elected members on the implementation of good practice. There is an established training programme for STaR employees to ensure that our staff are able to fulfil their potential as procurement professionals and are fully equipped to deliver our ambitions.

STaR – Making Savings

STaR recognises that the public sector is dealing with significant reductions to finances and increasing demand and as such will be working to deliver sustainable savings. In order to demonstrate leadership of key spend categories to address financial pressures, drive market management and to develop new models of service delivery through procurement, STaR employs a 'category management' approach as a starting point to identify key spend areas and opportunities.

This will help to reduce the cost of buying goods and services, reduce risk in the supply chain, increases overall value from contracts and gain access to more innovation from suppliers. It is a strategic approach that focuses on the majority of organisational spend and if applied effectively; seeks to reduce demand, simplify the way we buy and aggregate spend across the entire organisation or multiple organisations. The results can be significantly greater than traditional transactional based purchasing.

There is an appropriate balance to be struck between compliance and savings. The public sector has obligations to demonstrate open and transparent competition in the context of Public Contract Regulations 2015 and the relevant Contract Procedure Rules. STaR will work with stakeholders to ensure that these obligations are fulfilled and support the delivery of savings.

STaR promotes contract and supplier management to ensure that opportunities for both additional income generation and the potential savings these bring are maximised. Contract management is more than ensuring suppliers meet their contractual obligations, it can also help our clients to identify and manage their own and their suppliers' risks, and achieve savings and continuous improvement throughout the life of the contract.

Additionally STaR focuses on the performance management and transparency of suppliers as long as this is proportionate to the budget and level risk in the contract. STaR will adopt a risk management approach in order to reduce additional costs through the procurement cycle. STaR will maintain reliable and up to date information about risk and put in place monitoring and decision making processes. This does not mean that STaR will be risk averse, but it will take a balanced approach, thinking about the likelihood of the risk happening against the impact and the cost of action.

STaR will work with commissioners closely to understand and find alternative ways of meeting customer needs. Demand management practices will often involve changing the respective roles of provider and customer and the relationship between them, as such STaR will promote independence, facilitating peer to peer support and by empowering customers to decide how budgets are spent.

STaR – Supporting Social Value and Local Economies

Across the entire public sector there is an ever increasing focus on providing the maximum benefit to communities from every taxpayer pound that is spent. The Public Services (Social Value) Act of 2012 requires councils to consider social value in all services contracts with a value above the EU threshold. Social Value can mean many different things, for example the inclusion of targeted recruitment and training opportunities in public contracts that can make a contribution to addressing the issue of poverty and reduced social mobility.

The Greater Manchester Social Value Framework has been adopted by STaR and STaR will work with commissioners to ensure that Social Value considerations are embedded within procurement

practice and economic, environmental and social outcomes are delivered through procurement activity. STaR will endeavour to continue to make better use of their purchasing power to create opportunities; for jobs and training, for regeneration and to maximise value for money.

In order to encourage a mixed range of suppliers to deliver value for money services STaR will encourage suppliers to bid for new or emerging requirements, to be innovative and to work collaboratively with other providers in the economy. The private and the voluntary sector organisations that are so important to local and regional economies need to view STaR contracts in a positive way and want to do business with STaR.

STaR will work to remove barriers to effective working by improving access to tendering opportunities, providing information so that potential suppliers can become “tender ready”, being open and transparent about what we have already procured and as far as possible by identifying and publishing future requirements.

STaR – Modernising Procurement

Recognising the importance of political drive and vision behind increasing commercial activity to drive financial self-sufficiency, there will be an increasing role for STaR in commercialisation and income generation. Renegotiation of existing contracts could be a useful source of further savings or income but STaR will take an approach that will see each new contract negotiated as an opportunity for a more commercial approach which may also include, exploiting assets, selling services and understanding and reducing costs through cost/benefit analysis.

In order to get best value from the market, STaR will encourage supplier innovation. This may be through hosting supplier or provider innovation days on specific procurement projects, through allowing for innovative tenders in the procurement process and by promoting outcome based specifications that focus attention on the results – or outcomes – that the services are intended to achieve. STaR will build a knowledge bank on this approach and is keen to share information about innovation through case studies, discussion forums and sharing templates.

STaR will continue to utilise e-procurement tools – The CHEST providing a Northwest Hub for e-tendering. Furthermore the recent enactment of the 2015 Public Contracts regulations brings increased flexibility for STaR and businesses, freeing up markets and facilitating growth.

STaR Procurement

In February 2014 Stockport, Trafford and Stockport Councils established a ground breaking shared procurement service – STaR Procurement.

This procurement strategy is the first to be developed by STaR to reflect, in a single document, the key aims and objectives of the participating bodies for the STaR service.

STaR has been created to become a key change agent that will support partner organisations as they develop new, innovative and cost effective ways to deliver services to all our communities, whilst at the same time minimising the risks and costs associated with such transformations.

The intention is that STaR will provide an excellent procurement function which sits at the heart of service redesign and commissioning processes. It will ensure best practice procurement which will inform investment decisions and champion social value which can go a large way to addressing elements of demand management and supporting public sector reform.

End.

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Item 9b STaR Branding

Report to: STaR Joint Committee
Date: 22nd July 2015
Report from: STaR Board

Recommendation: To approve the brand image proposed

1. BACKGROUND

- 1.1 STaR has been working to develop a brand in conjunction with 'JASK?', a design consultancy. They were procured via a Framework Agreement managed by the Communication and Marketing Service in Trafford Council.
- 1.2 The logo provides a fusion between the word STAR and visual representation of the five pointed star incorporated within the letter 'A'. This replaces the previous typographical 'brand' (STaR) which incorporates the first letter of the three Councils making up the organisation with a small 'a' to represent 'and'. The intention is to make the brand future proof and allow the organisation to attract and recruit new partners / clients, which may find reference to the founding organisations only, as somewhat limiting.
- 1.3 The logo provides a fusion between the word STAR and the visual representation of the five pointed star incorporated within the 'A'. It is a clean and simple logo and delivers 'STAR Procurement' in a simple, distinct and memorable way.
- 1.4 In the full colour version of the logo, the 'A' of the word STAR is represented in a graded colour which represents the three corporate colours of the partner Councils. Variants and tones of these core colours will be used in all of the media collateral. The Style Guide attached provides an illustration of how this will be used
- 1.5 Appendix One is a sample letter head which incorporates the logos of the three founding Councils at the bottom of the page.

Appendix Two is a sample letter which uses script (rather than Council logos) to explain the heritage of the Shared Service.

2. DECISIONS AND RECOMMENDATIONS

- 2.1 The Joint Committee are recommended to approve the logo as provided with the report.

- 2.2 The Joint Committee are asked to confirm whether the logos of the three Councils should be retained at the base of all letterheads and all other communications or whether the scrip is preferred.

End.

APPENDIX ONE

Letterhead with Stockport, Trafford and Rochdale Logos at Footer

STAR

PROCUREMENT

STAR Procurement,
Trafford Town Hall,
Talbot Road,
Stretford,
M32 0TH

Tel: 0161 912 1616
E: procurement@star-procurement.gov.uk

Name
Address #1
Address #2
Town
Post Code

DD/MM/YY

Dear xxxxx,

Subject Matter Here

Start writing here...



APPENDIX TWO

Letterhead without Stockport, Trafford and Rochdale Logos at Footer



Name
Address #1
Address #2
Town
Post Code

DD/MM/YY

Dear xxxxx,

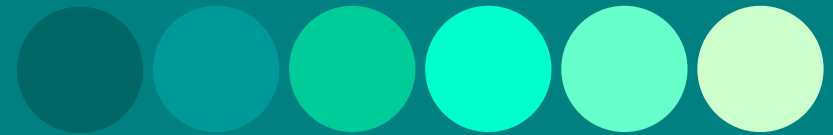
Subject Matter Here

Start writing here...

| STAR Procurement, Trafford Town Hall, Talbot Road Stretford, M32 0TH | Tel: 0161 912 1616 | E: procurement@star-procurement.gov.uk |

STAR Procurement is the shared procurement service for Stockport, Trafford and Rochdale

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STAR Procurement Style Guide

STAR

P R O C U R E M E N T

Introduction

Our logo is an important asset that we use to make our communications instantly recognisable.

You can find detailed instructions on how to use the logo in this guide. The points below provide a summary on how to use the logo correctly.

- 1. Do not stretch or distort the logo in any way.**
- 2. Do not place the logo on cluttered or patterned backgrounds**
- 3. Wherever possible the logo should always appear in the same position – the top left.**
- 4. There must always be clear space around the logo.**
- 5. You must always use one of the digital master copies of the logo and not redraw it or re-create it in any way. (the files can be found at: R:\IBU\Corporate\CorporateProcurement\STaR Procurement\STaR Logo Files)**
- 6. Do not use the logo on any publication that could damage STaR Procurement's reputation.**
- 7. If in doubt about which logo to use please contact xxxxxxxxxxxx**

Our logo

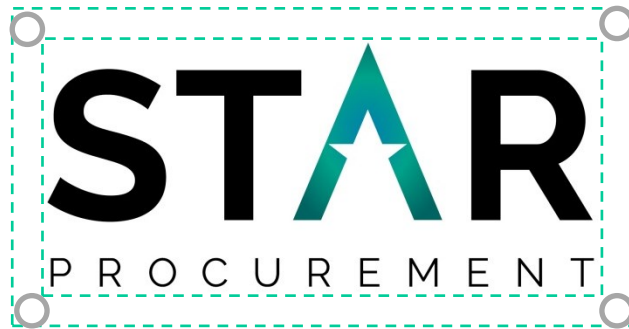
Page 50

Our logo is made up of the word 'STAR' with the stylised 'A' reflecting the range of corporate shades of Stockport, Trafford and Rochdale Councils and includes the suggestion of two points of a five pointed star within in. The word 'PROCUREMENT', in black letters, underlines the word STAR. The two words should not be separated: 'STAR' should not appear without the work 'PROCUREMENT' beneath it.

Our logo must always have clear space surrounding it that corresponds to the size of the capital 'O' in the word 'PROCUREMENT'.

No text, graphic or material should appear in this space.

The logo can be placed over imagery as long as it is done appropriately and does not affect the quality of our logo in any way.



Logo versions



The grey scale, black and white versions of the logo are the versions that should be used in the majority of situations for routine print media.

The colour of the background can be changed to fit the design.

The full colour logo should be used for official communications, such as letterheads, signage, business cards etc.

It should also be used on the majority of digital platforms including the STAR Procurement website, Twitter feed, and email signatures.

On letter headed paper and official documentation, the crests of Stockport, Trafford and Rochdale must be included within the footer of the document.



TRAFFORD
COUNCIL



STOCKPORT
METROPOLITAN BOROUGH COUNCIL



The default/preferred position for our logo is the top left hand corner.

Please consult with xxxxxxxxx if you would like to use the logo in a different position.

Logo position

Incorrect use

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DO NOT alter the logo in any way.

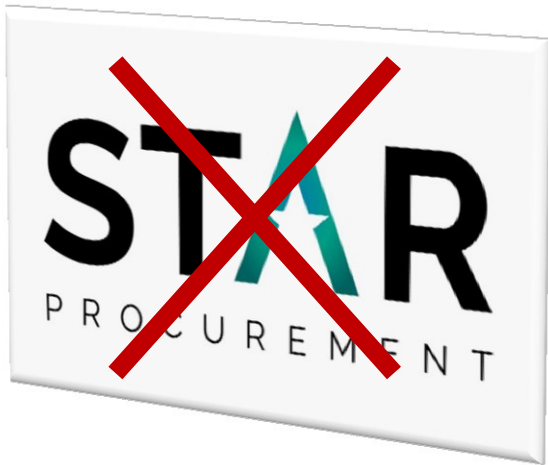
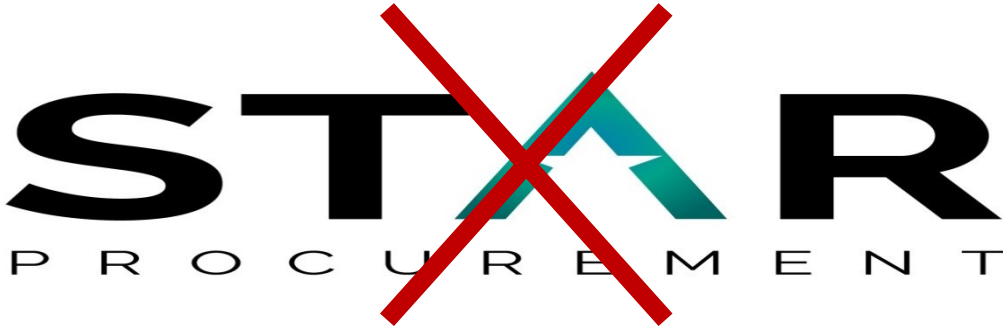
DO NOT use the logo without the word 'Procurement' underneath.

DO NOT rotate the logo.

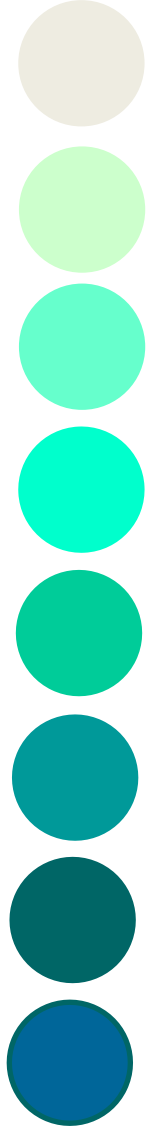
DO NOT apply any effects to the logo.

DO NOT stretch or distort the logo.

DO NOT recreate the logo yourself.



Main palette



The colour palette for the STAR logo has been set by the three corporate colours of Stockport, Trafford and Rochdale. These are of similar hues varying from deep petrol blues and turquoise greens and the STAR palette compliments these shades and tones. All coloured materials and media that we produce will reflect this palette.

Typography

Tahoma is STAR Procurement's preferred typeface for documents and promotional materials produced in-house.

It is already installed and available on all of STAR Procurement's computers and laptops.

Where Tahoma is not available you should use the Arial font family.

Tahoma can be used in a number of variations:

Regular, *Italics*, **Bold**, SMALL CAPS

Example text 12pt

Consul soluta elaboraret his ex. Id eum illum neglegentur de nitionem. Id est a ert vulputate. Mel simul sadipscing ut, assueverit contentiones eam ex. An essent patrioque eam, quod ullum philosophia nam te.

Example text 11pt

Consul soluta elaboraret his ex. Id eum illum neglegentur de nitionem. Id est a ert vulputate. Mel simul sadipscing ut, assueverit contentiones eam ex. An essent patrioque eam, quod ullum philosophia nam te.

Example text 10pt

Consul soluta elaboraret his ex. Id eum illum neglegentur de nitionem. Id est a ert vulputate. Mel simul sadipscing ut, assueverit contentiones eam ex. An essent patrioque eam, quod ullum philosophia nam te.

Digital Communications

Your email signature should follow the format below:

Ian MacArthur
Business Improvement Manager
Email: ian.macarthur@star-procurement.gov.uk
Mobile: 07773 216483



STaR Procurement | Trafford Town Hall 1st Floor Extension | Talbot Road | Stretford | Manchester | M32 0TH

General Enquiries | Tel: 0161 912 1616 | Email: procurement@star-procurement.gov.uk

STaR Procurement advertises contract opportunities via an e-Business portal The Chest suppliers can register online via the Suppliers' Area to receive email updates on opportunities that match their capabilities.
If you want to register your company on the system, [register free now!](#)

Co-branding

We will always seek to work with partners.

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When we are acting as the lead partner, our logo should take prominence. If we are not the lead partner our logo can appear smaller than that of the primary organisation.

When using our logo alongside another please remember to use the clear space rule.



Item 10 **Balanced Scorecard & Customer Satisfaction**

Report to: **STaR Joint Committee**
Date: **22nd July 2015**
Report from: **STaR Board**

Recommendation: To note the contents of the report and presentation

1. BACKGROUND

1.1 The Joint Committee Meeting of 22nd April 2015 agreed that the performance of STaR should be monitored by a balanced scorecard approach which recognised the breadth of activity and expectations of the partner Councils. The parameters are listed below:

- Finance 40%
- Compliance 30%
- Social Value 15%
- Customer Satisfaction 15%

1.2 All measures collected are on basis of the data from across the three Councils.

1.3 The balanced scorecard is the first attempt to articulate key performance indicators for the STaR team and in many instances there is no base line data. The financial year 2015/2016 will be used to baseline the data sets and establish what are achievable and what are stretch targets.

1.4 All of the measures are monitored regularly but final assessment of performance will be on a yearend position. The rationale for this is twofold:

- Many of the parameters are cumulative e.g. savings figures;
- The performance reporting mechanism will require behaviour change from STaR employees and our clients within the partner Councils. We recognise that changing behaviours and doing things differently does take time to embed. We would therefore expect increased levels of performance as the year progresses.

1.5 Performance meetings between Senior Management and Category Managers are now held on a rolling fortnightly basis to cover each of the four parameters. This has proved to be particularly successful in seeing performance improvement in all areas but most specifically for compliance and customer satisfaction.

2. CURRENT POSITION

2.1 Finance

Savings as a whole are running slightly behind forecast however the pipeline looks strong and new savings opportunities are still becoming evident. The process for monitoring and reporting savings has been reviewed and improved to ensure that STaR, Budget Holders and Finance Managers are aligned on the figures reported and agree with the way in which the savings are classified e.g. Cashable, cashable recurring etc.

2.2 Compliance

The compliance position has improved significantly for the contracts which we are aware of. This is impacting positively on the performance of the team allowing them to plan their work programme more effectively and work with clients on a more proactive basis.

2.3 Social Value

There has been a significant increase in the number of procurement activities which incorporate consideration of Social Value. Public procurers are mandated to consider Social Value for procurement of services which are above the OJEU thresholds. STaR's expectations exceed this baseline and we are looking to ensure that consideration includes all types of third party spend, including that below OJEU levels. It is important that we continue to equip our team with the skills and knowledge to engage in persuasive and productive dialogue with clients and budget holders.

2.4 Customer Satisfaction

In order to establish a base line for customer satisfaction we sent a questionnaire to users of the service in February 2015. This coincided with the one year anniversary of STaR's establishment. The response rate was very low but from the responses, only 44% of clients either agreed or strongly agreed that service from STaR good. Since that point all members of STaR have attended mandatory customer satisfaction training, delivered by Stockport and a draft customer satisfaction charter has been produced.

Subsequently, a more timely method of canvassing customer opinion has been introduced and a satisfaction questionnaire is sent at the end of every procurement activity or after there has been some other type of significant engagement with STaR. We have been canvassing views in this manner since 1st April 2015 and have collated the survey results which will be delivered via presentation at the Joint Committee. The number of respondents to date is small but the percentage of clients who agree or strongly agree that the service provided by STaR is good has jumped to over 80% demonstrating movement in the right direction.

3. FURTHER ACTION

3.1 The fortnightly meetings will continue to focus effort and drive improvement in the key indicators. Further, the Senior Management Team and STaR Board will continue to review how we work with partner Councils to improve performance further and maximise outcomes. To this end we are looking to provide a report to Corporate Management Teams regarding Social Value, our obligations and our ambitions.

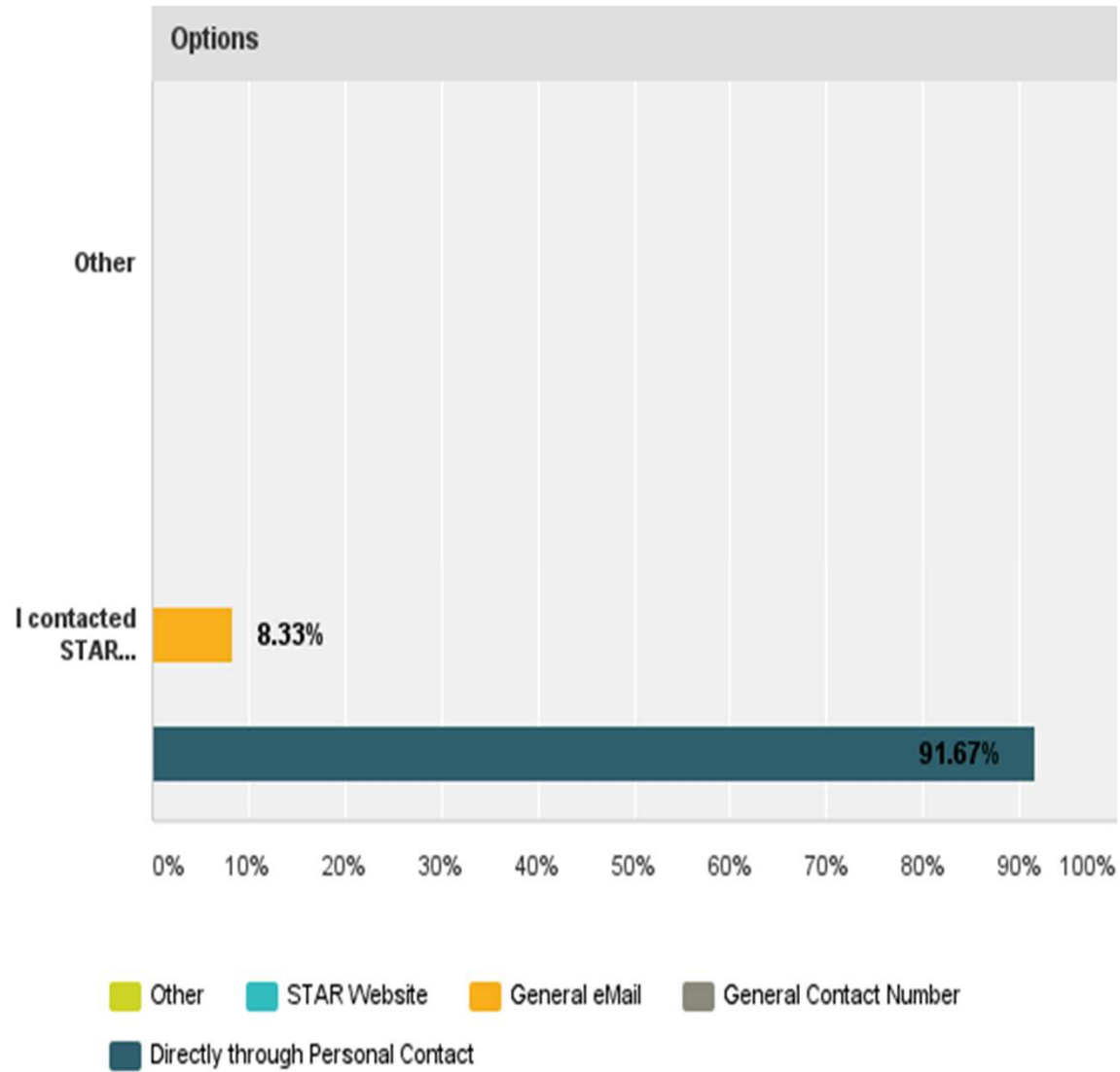
3.2 Sustained attention to savings will continue to be focussed on a Council specific basis.

End.

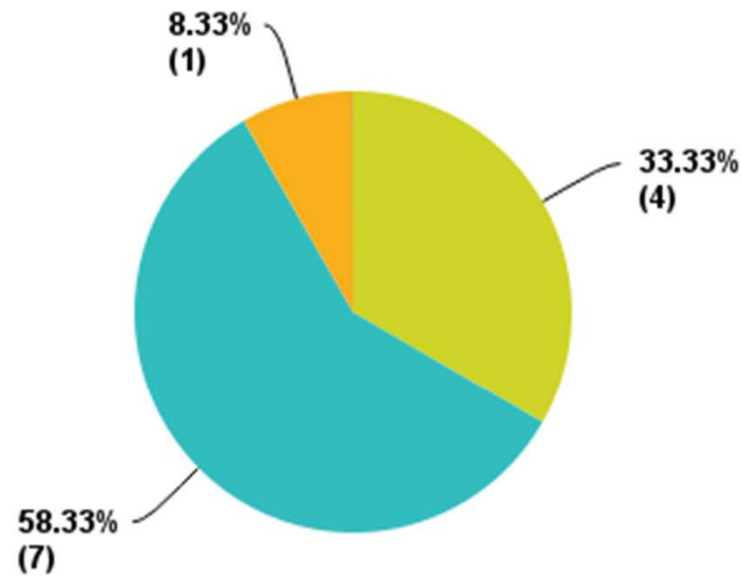
STAR - CUSTOMER SERVICE QUESTIONNAIRE

Monday, July 13, 2015

Q2: Accessing STAR Procurement

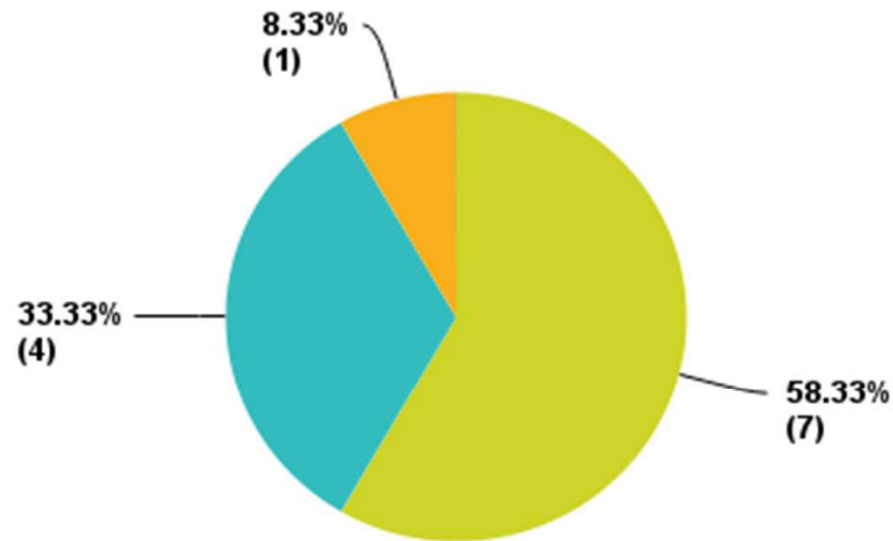


Q3: Generally, STAR Procurement is responsive to my requirements:



Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree

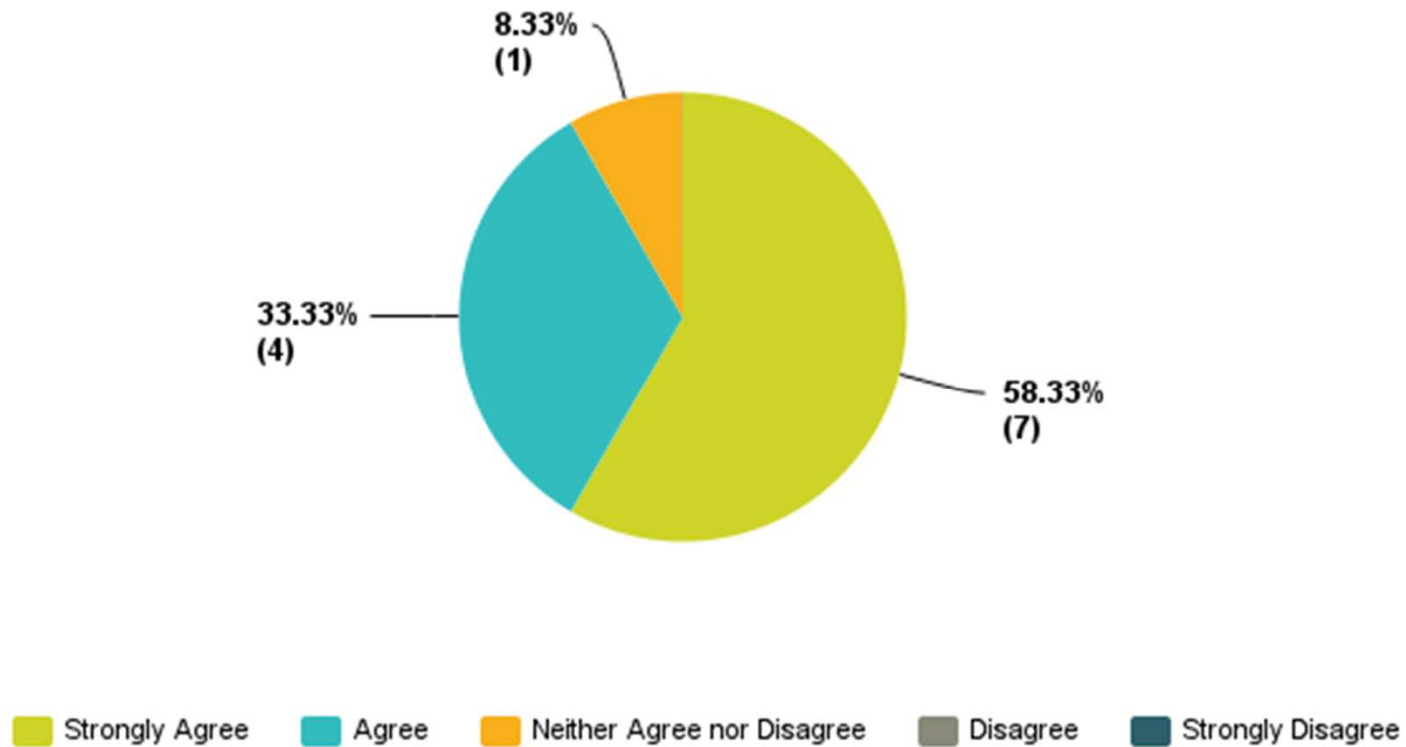
Q4: I am satisfied with the quality and accuracy of information I received from STAR Procurement:



Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree

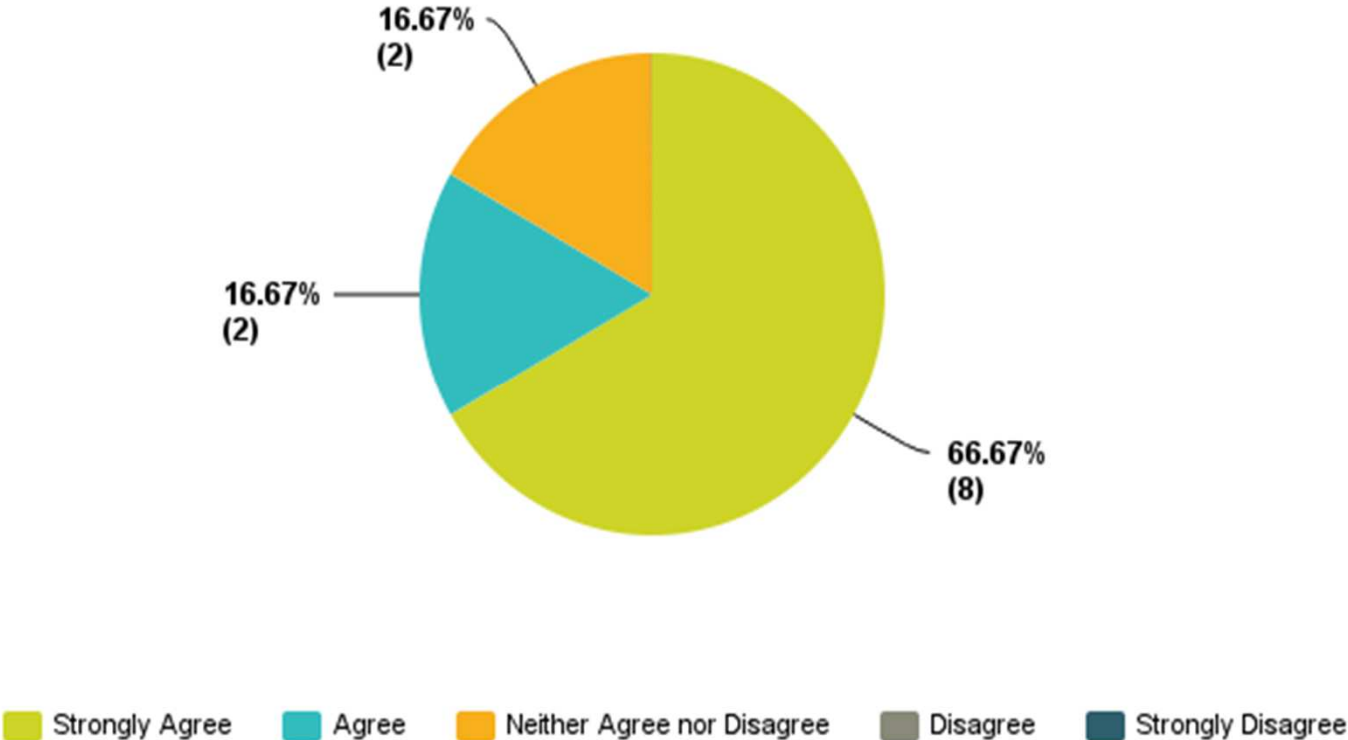
Q5: I believe that the STAR Procurement Team is knowledgeable and expertise in their area:

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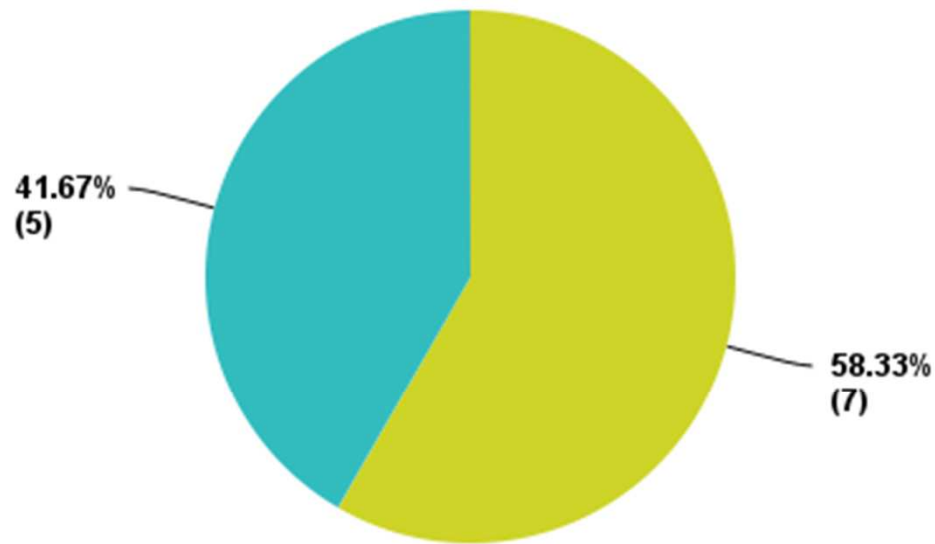


Q6: The STAR team are helpful, courteous and have a 'can do' attitude:

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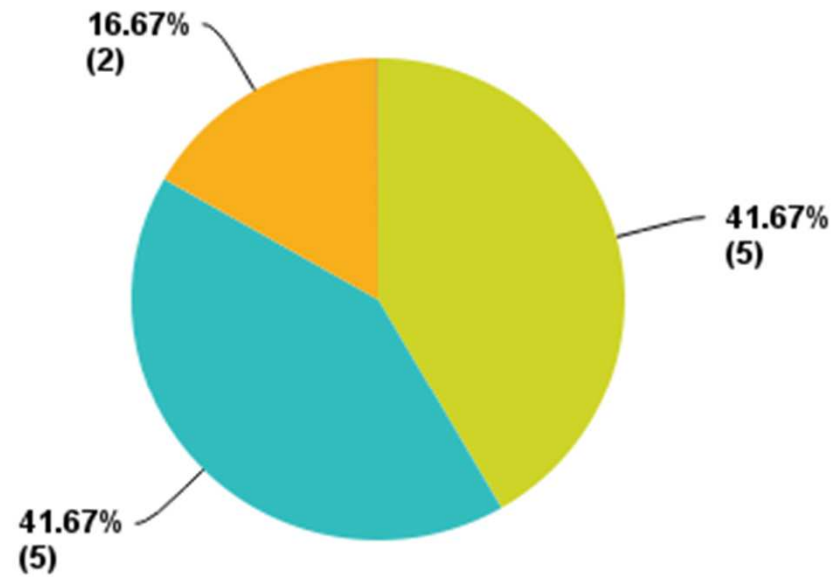


Q7: Working with STAR Procurement has helped me deliver the objectives of my service:



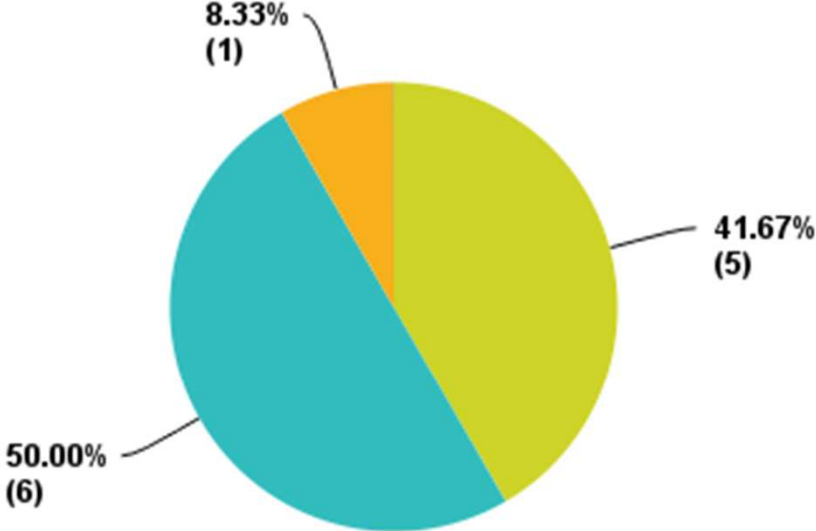
Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree

Q8: I was kept informed and up to date on any issues - communication with STAR was good.



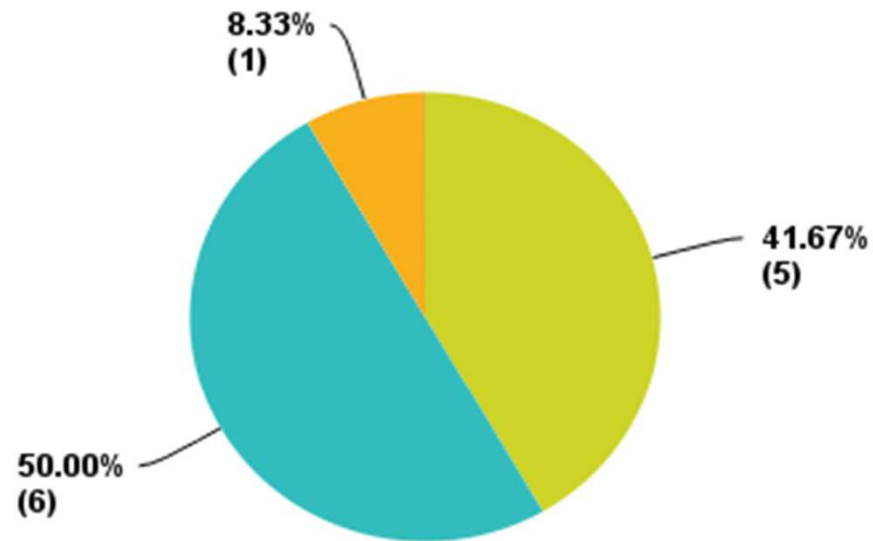
Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree

Q9: Overall I'm satisfied with STAR Procurement:



Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree

Q10: I would happily recommend using STAR Procurement to a colleague:



Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree

Q11 Please insert any additional comments you would like to make on any aspect of the STAR Procurement Service:

“Heather Stanton is always approachable and helpful.”

“The STAR staff are very knowledgeable, and as approachable and responsive as they can be considering the breadth of their portfolios.”

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“This was the first procurement exercise that James carried out for STaR. Although he was learning about the processes involved, he was still very helpful to us throughout. Thanks James!”

“The Team were very helpful in getting approval for an Exception Report which helped me to proceed with a significant capital project. They also provided advice in relation to a further area connected with this project.”

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