



AGENDA PAPERS FOR

STOCKPORT, TRAFFORD AND ROCHDALE (STAR) JOINT COMMITTEE MEETING

Date: Wednesday, 28 October 2015

Time: 5.30 p.m.

Place: Stockport Town Hall, Stockport, SK1 3XE

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. MINUTES		
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 22 July, 2015.		
		1 - 6
3. 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.		
4. PERFORMANCE FRAMEWORK - CORPORATE REPORTS		
To receive the following reports of the Director of STAR Shared Procurement.		
(a) Revenue Budget Monitor - Quarter 2		7 - 8
(b) Human Resources Statistics & Team Update		9 - 10
(c) Risk Register		11 - 12
5. BALANCED SCORECARD		
To receive a report of the Director of STAR Shared Procurement.		
		13 - 18

6. LEGAL RESPONSE TO REQUEST FOR VIRTUAL MEETINGS

To receive a verbal update of the Head of Legal, Trafford.

Verbal
Report

7. INETWORK AWARDS

To receive a verbal update of the Director of STAR Shared Procurement.

Verbal
Report

8. 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.

9. PROPOSED DATE AND TIME OF NEXT MEETING

To confirm the arrangements for the next meeting, proposed to be held at 5:30pm on Tuesday 19 January, 2016 at Trafford Town Hall, Talbot Road, Stretford, M32 0TH.

10. EXCLUSION RESOLUTION

Motion (Which may be amended as Members think fit):

That the public be excluded from this meeting during consideration of the remaining items on the agenda, because of the likelihood of disclosure of "exempt information" which falls within one or more descriptive category or categories of the Local Government Act 1972, Schedule 12A, as amended by The Local Government (Access to Information) (Variation) Order 2006, and specified on the agenda item or report relating to each such item respectively.

11. PERFORMANCE FRAMEWORK - MILESTONE REPORT: RESOURCES STRATEGY - GROW YOUR OWN

To receive a report of the Director of STAR Shared Procurement.

Para. 4

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THERESA GRANT
Chief Executive

Membership of the Committee

Councillors A. Brett (Chairman), P. Myers and I. Roberts (Vice-Chairman)

Further Information

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

Chris Gaffey, Democratic and Scrutiny Officer,
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This agenda was issued on **Tuesday, 20 October 2015** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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STOCKPORT, TRAFFORD AND ROCHDALE (STAR) JOINT COMMITTEE

22 JULY 2015

PRESENT

Councillor A. Brett (Rochdale) (in the Chair).

Councillors P. Myers (Trafford) and I. Roberts (Stockport) (Vice-Chairman)

Also Present

Councillor Mrs Laura Evans (Trafford)

In attendance

Ian Duncan	- Director of Finance (Trafford)
Chris Gaffey	- Democratic and Scrutiny Officer
Steve Houston	- Director of Corporate and Support Services (Stockport)
Pauline Kane	- Director of Finance (Rochdale)
Habib Khan	- Head of Legal (Trafford)
Sharon Robson	- Director of Procurement (STaR Shared Procurement)

1. MEMBERSHIP OF THE COMMITTEE 2015/16, INCLUDING CHAIRMAN AND VICE-CHAIRMAN

As the STaR Joint Committee only met for the first time in October 2014, Members were in agreement that Councillors Allen Brett and Iain Roberts would continue as Chairman and Vice-Chairman respectively for the municipal year 2015/16. It was confirmed that a Member from Stockport Council would Chair the Committee in 2016/17, followed by a Member from Trafford Council in 2017/18.

RESOLVED: That the Membership of the Committee for the 2015/16 Municipal Year, be noted:

Councillors Allen Brett (Chairman), Patrick Myers, and Iain Roberts (Vice-Chairman).

2. TERMS OF REFERENCE

RESOLVED: That the Committee's Terms of Reference be noted.

3. MINUTES

RESOLVED: That the minutes of the STaR Joint Committee meeting held on Wednesday 22 April 2015, be approved as a correct record.

4. DECLARATIONS OF INTEREST

No declarations of interests were made by Members.

5. ANNUAL REPORT

The Committee received a report of the Director of Procurement (STaR Shared Procurement). The report outlined STaR's progress to date, highlighting staffing improvements, the importance of social value, the Business Improvement Plan,

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and STaR's plans for the future. The Director of Procurement (STaR Shared Procurement) thanked all parties involved for the progress made so far.

The Chairman invited the Director of Procurement (STaR Shared Procurement) to give a short presentation to their informal cabinet along with the three Scrutiny Committee Chairs.

RESOLVED: That the report be noted.

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

The Committee received a report and presentation of the Director of Procurement (STaR Shared Procurement).

The report confirmed that the harmonised Contract Procedure Rules (CPRs) had now gone through the full governance schedule, and had been incorporated into the constitutions of all three Councils. It was also confirmed that training dates had been scheduled for all three councils to explain where and how the CPRs had changed.

The Committee's Terms of Reference state that the CPRs could be updated annually, and the Director of Procurement (STaR Shared Procurement) advised Members that these would need to be reviewed as the STaR Procurement Services develops.

The presentation demonstrated to Members how the Procurement Handbook would work. The Handbook was created as a resource to help explain to users how to use the CPRs. It was designed to be user friendly and includes a navigation page to allow quick access to certain topics. The Handbook will be an online resource and is currently accessible through each Council's intranet system. A standalone STaR website is hoped to be in operation by next quarter.

RESOLVED: That the report and presentation be noted.

7. PERFORMANCE FRAMEWORK - CORPORATE REPORTS

(a) Revenue Budget Monitor Report Year End

The Committee received a report of the Director of Procurement (STaR Shared Procurement) detailing the STaR Revenue Budget Outturn 2014/15.

RESOLVED: That the report be noted.

(b) Revenue Budget Monitor - Quarter 1

The Committee received a report of the Director of Procurement (STaR Shared Procurement) detailing the STaR Revenue Budget Monitoring Report – First Quarter 2015/16.

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The Director of Procurement (STaR Shared Procurement) gave a summary of the variance for the year so far, explaining that this was mostly related to additional staffing costs.

Members asked about the possibility of creating its own recruitment agency to reduce the costs incurred by going through private agencies. The Chairman suggested that this possibility be discussed in future meetings with Human Resources managers.

RESOLVED: That the report be noted.

(c) Human Resources - Statistics (Presentation)

The Committee received a presentation of the Director of Procurement (STaR Shared Procurement) detailing the current structure of STaR and the vacancies that were recently filled and advertised.

The recruitment process for the appointment of Heads of Strategic Procurement for Place and Professional was successful, with the new appointments set to be in place by 14 September 2015. Recruiting for the post of Head of Strategic Procurement for People is ongoing. It was noted that those staff who are acting up to various roles and positions within the STaR structure had performed well in the interim.

The Head of Legal (Trafford) pointed out that the full time equivalent (FTE) of solicitors assisting STaR would be 1.4.

The Director of Procurement (STaR Shared Procurement) updated Members on sickness statistics confirming a total of 149 days were lost over the year. However it was noted that 140 of these days were accounted for by three staff members, two of whom had since left the organisation. It was hoped that the recent staffing changes would see these figures improve.

RESOLVED: That the presentation be noted.

(d) Risk Register

The Committee received a report of the Director of Procurement (STaR Shared Procurement) highlighting the current risks that STaR face and the actions being taken to mitigate them.

The high risk attached to 'The Capacity of the Senior Management Team' was discussed, with this being mitigated by two of the three vacant posts being successfully advertised. The risk relating to the harmonised Contract Procedure Rules (CPRs) was updated from 'agreeing the CPRs' to 'managing the change process as a result of introduction of the CPRs across the three Councils'.

The Board was advised that there would be some external legal assistance commissioned from Rochdale MBC for two days a week. This is a temporary arrangement until the end of the financial year and will equate to 0.4 full time

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equivalent (FTE) giving a total Legal resource of 1.4 FTE. Previously the resource had been 1.5 FTE.

RESOLVED: That the report be noted.

8. PERFORMANCE FRAMEWORK - MILESTONE REPORTS

(a) Draft Procurement Strategy

The Committee considered a draft report of the Director of Procurement (STaR Shared Procurement) setting out the strategic direction and priorities for procurement for the participating partners of STaR, highlighting STaR's vision and objectives.

The Chair enquired what scrutiny was in place in relation to STaR Procurement Services. The Director of Procurement (STaR Shared Procurement) confirmed that her attendance is required annually at Stockport's Audit Committee, Trafford's Accounts & Audit Committee, and Rochdale's Audit and Governance Committee, to discuss STaR's performance.

Members were happy with the proposed Procurement Strategy and Introductory Statement. It was confirmed that these would be published on the intranet sites of each Council and would be accessible through STaR's website once developed.

RESOLVED: That the proposed Procurement Strategy and Introductory Statement be approved.

(b) STaR Branding and Style Guide

The Committee considered a report of the Director of Procurement (STaR Shared Procurement), presenting Members with the STaR Branding and Style Guide.

Members were advised that 'STaR' would be changed to 'STAR' going forward, to which there were no objections. All relevant documentation would be updated to reflect this change.

Members were pleased with the STaR Branding and agreed to the use of the proposed logo. Members were presented two options for a STaR letterhead: Appendix one (page 42) and appendix two (page 43). Members agreed that the letterhead in Appendix two was most appropriate, although it was noted that the script should include the word 'Councils' after naming the three authorities, and should therefore read as 'STAR Procurement is the shared procurement service for Stockport, Rochdale and Trafford Councils'.

RESOLVED:

- (1) That use of the proposed logo be agreed.
- (2) That Appendix two be used as the STaR letterhead, incorporating the suggested change to the script.

9. BALANCED SCORECARD AND CUSTOMER SATISFACTION PRESENTATION

The Committee received a report and presentation of the Director of Procurement (STaR Shared Procurement) detailing the current position of STaR's performance against the four parameters of the balanced scorecard. It was confirmed that the audit plan had now been agreed across the three authorities, and that training was being given to commissioners.

The Director of Procurement (STaR Shared Procurement) discussed the responses received from questionnaires distributed to service users, commenting that these had been mostly positive and demonstrated improvement.

RESOLVED: That the report be noted.

10. DATE AND TIME OF NEXT MEETING

The Committee agreed that the next meeting would be held at 5:30pm on Wednesday 28 October 2015, at Stockport Town Hall, Stockport, SK1 3XE.

The Director of Procurement (STaR Shared Procurement) and the Democratic and Scrutiny Officer advised they would work to create a schedule of upcoming meetings.

The meeting commenced at 5.30 pm and finished at 6.40 pm

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TRAFFORD COUNCIL

Report to: STaR Procurement Joint Committee
Date: 5th October 2015
Report for: Information
Report author: Sharon Robson, Director of STaR & Peter Carr, Finance Manager

STaR Revenue Budget Monitoring Report – Period 5 2015/16

1 Outturn

- 1.1 The approved expenditure revenue budget for the year is £1,276k. An additional £54k was transferred from Reserve in July 2015 and the revised budget is now £1330k. Going forward the budget monitoring report will report against the revised budget figure.
- 1.2 The forecasted outturn at Period 5 (April to August 2015) is £1,315k.

2 Summary of Variances for the Year

- 2.1 The main items contributing to the overall favourable variance of (£15k) are summarised below, and detailed in Appendix 1:
- **Staffing £15k adverse;** There is £15k relating to interim staff costs covering vacancies and absences.
 - **Running costs, £(10)k favourable;** reduction in subscription costs for The Chest following a recent procurement exercise.
 - **External Income, £(20)k favourable;** various funding streams.

	Original Full Year Budget £000's	Revised Full Year Budget £000's	Total Months 1 to 5 £000's	Projection Months 6 to 12 £000's	Forecast Year End Total £000's	Over / (Under) Spend for Year £000's
Employees	1,038	1,054	431	638	1,069	15
Agency	0	33	15	18	33	0
Training	40	40	0	40	40	0
Staff Advertising	5	5	0	5	5	0
TOTAL EMPLOYEE COSTS	1,083	1,132	446	701	1,147	15
Premises	2	2	0	2	2	0
Transport	20	20	5	15	20	0
Equipment	1	1	0	1	1	0
Catering	3	3	0	3	3	0
Office Equipment	4	4	0	4	4	0
Consultants/Training Fees	10	10	2	8	10	0
ICT Costs including telephones	22	22	8	14	22	0
Subscriptions	24	24	1	13	14	(10)
Conference Expenses - Officers	2	2	0	2	2	0
RUNNING COSTS	88	88	16	62	78	(10)
SUPPORT SERVICES COSTS	105	110	0	110	110	0
TOTAL EXPENDITURE	1,276	1,330	462	873	1,335	5
External Income	0	0	(4)	(16)	(20)	(20)
TOTAL INCOME	0	0	(4)	(16)	(20)	(20)
NET EXPENDITURE	1,276	1,330	458	857	1,315	(15)

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

Starters/Leavers FTE & Headcount by Department (01/04/2015 – 01/10/2015)				
	Starters		Leavers	
	Headcount	FTE	Headcount	FTE
STaR	7	6.44	4	4

Short Term/Long Term & Absence by Reason			
Reason	Days Lost	Short Term	Long Term
Anxiety/Stress/Depression/Other Psychiatric Illness	1 (108)		1 (108)
Cold, Cough, Flu Influenza	3 (12)	3 (12)	
Ear, Nose, Throat	1 (2)	1 (2)	
Gastrointestinal Problems (Abdominal Pain, Gastroenteritis, Vomiting, Diarrhoea)	4 (25)	3 (6)	1 (19)
Other Musculoskeletal Problems (Exclude Back Problems)	1 (92)		1 (92)

Absence				
Days Lost/Trigger by Directorate 01/04/2015 – 01/10/2015				
	Average FTE Days Lost	Total FTE Days Sick	Short Term Average	Long Term Average
STaR	9.2	239	0.7	8.4

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Summary				Risk Description & Impact				Preventative Actions	
ID	Date Raised	Status	Type	Description of risk / impact	Prob L/M/H	Impact	Score (P x I)	Mitigating actions / Countermeasures	Risk Owner
P005	3-Apr-15	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 Sep 14	On going	Finance	Not able to balance cost savings against "local agenda" aspirations	3	2	6	Market engagement with local and sub-regional suppliers is being increased in order to connect with companies capable of providing services to the STAR Authorities from within the localities. Training being given to Commissioners in respect of Social Value and the GMCA Social Value policy. STAR Authorities to identify specific Social Value requirements to inform both STAR Procurement and individual Commissioners	DoP / STAR Team
F009	17 Sep 14	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 / STAR Team
P003	17 Sep 14	On going	Process & Resources	STAR Procurement Contract Register does not include all contracting activity	3	2	6	Working through the recommendations provided by a recent Audit of the Contracts Register undertaken by SMBC on behalf of the STAR Authorities. Category Managers are further engaging with Commissioners and also analysing spend data provided by Finance Managers to identify all contracting activity	HoSPs / CMs
P008	30 Sep 15	New	Process & Resources	Ability to recruit and retain suitably qualified staff at all levels	2	3	6	STAR Procurement is developing a 'Grow your own' policy to enable officers within the organisation to progress from Assistants to Officers to Category Managers and beyond. This has recently proven to be a success in terms of promotions within the team and recruitment of suitably qualified and motivated team members; in house and external training course provision will ensure officers maintain CPD and assist in maintaining STAR Procurement's image as an employer of choice	DoP / HoSPs / BIM
S046	17 Sep 14	On going	Systems & Tools	ICT systems prohibit / constrain STAR Procurement from working across the three STAR Authorities	2	2	4	Business Improvement Manager to ensure that these items are resolved by end December 2015.	DoP / BIM
C007	17 Sep 14	On going	Comms	STAR Procurement fails to consider the corporate priorities of each of the three STAR Authorities when carrying out procurement	1	3	3	Team-wide training has taken place in 2015 covering Category Management, Customer Service, Public Contracts Regulations, Social Value and Contract Procedure Rules	DoP / HoSPs / CMs
F008	17 Sep 14	On going	Finance	Not able to achieve targets	1	3	3	Baseline data to be established and targets set which stretch the team but are achievable. Balanced scorecard is established and we will use this to inform future baseline KPIs and improve performance against these KPIs	DoP / HoSPs / CMs
P007	30 Sep 15	New	Process & Resources	Future partner integration impacts on STAR Procurement ability to deliver to existing Authorities	1	3	3	STAR Procurement to undertake early identification of resourcing, governance and financial impacts of any proposed new Partner organisation; SMT lead officer to take responsibility for identifying risks and managing a separate partner-specific risk register	DoP / HoSPs / BIM
S048	30 Sep 15	New	Systems & Tools	New data analyst appointment impacts on effectiveness of data analyst function.	1	3	3	We have recruited to the permanent post and there is a robust and detailed knowledge transfer plan in place. Further the newly appointed Business Improvement Manager is documenting all processes and specifications with the existing analyst before he leaves so that there is a detailed understanding of this function at a senior management level	DoP / BIM
S047	16 Mar 15	On going	Systems & Tools	Risk of performance issues arising from a change of procurement portal provided following AGMA re-procurement of The Chest portal in 2015	1	3	3	AGMA have re-procured the provision of a Procurement Portal for the north west region. The incumbent Supplier (Due North) has been re-appointed and is currently testing an upgraded version of The Chest. Communications in respect of a delay in rolling out The Chest until the end of November 2015 due to commissioning issues is being managed by AGMA and the Supplier	AGMA
C006	17 Sep 14	On going	Comms	Services/Commissioners across the three STAR Authorities do not engage fully with STAR Procurement, limiting ability to deliver against KPIs	1	2	2	Heads of Strategic Procurement are conducting strategic discussions with Services across the STAR Authorities; Category Managers are engaging with Commissioners to ensure visibility of STAR Procurement at officer level within the STAR Authorities	DoP / HoSPs / CMs
C009	17 Sep 14	On going	Comms	Standardisation of documentation and processes across the three STAR Authorities and STAR Procurement	1	2	2	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
P006	6 Jul 15	On going	Process & Resources	Managing change process as a result of introduction of CPRs across the three STAR Authorities	1	2	2	Procurement Handbook will be launched w/c 19 October 2015. STAR-led roadshows in August and September have rolled-out CPR and Handbook training to 150 Commissioners across the STAR Authorities	BIM

KEY:

- = New Risk Added
- = Downgraded Risk
- = Upgraded Risk
- Text = Risk to be removed

DoP = Director of Procurement
HoSPs = Heads of Strategic Procurement (People, Place, Professional)
CMs = Category Managers
AGMA = AGMA Procurement Hub

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Balanced Scorecard & Customer Satisfaction

Report to: STAR Joint Committee
Date: 28 October 2015
Report from: STAR Board

Recommendation: To note the contents of the report

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 aggregated 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 is achievable.

1.4 All of the measures are monitored regularly but final assessment of performance will be at 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. Further this appears to be the trend with improvements between quarter one and quarter two data.

1.5 Performance meetings between Senior Management and staff are 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, finance and customer satisfaction.

2. CURRENT POSITION

2.1 Appendix one lists the detail behind the balanced scorecard. In summary the following results have been achieved to date.

Compliance (Weighting 30%)	25%
Finance (Weighting 40%)	40%
Social Value (Weighting 15%)	6%
Performance (Weighting 15%)	15%
Final Score >	86%

2.2 Considering that these are annual measures the results to date are very promising indicating that on the vast majority of issues the team are performing well. There is room for improvement in social value indicators and this was referenced in the previous report to the Joint Committee. Further detail is listed below.

2.3 In order to provide some context regarding how we are going to improve performance we have added a forecast figure for the end of year position.

3.0 COMPLIANCE

3.1 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. We are about to commence a piece of work to reconcile spend and contracts declared on the contract register and this may demonstrate areas where additional procurement activity is required.

4.0 FINANCE

4.1 The savings target identified in April 2015 was £5m across all three Councils. To date we have delivered £4.4m with a revised forecast figure of £6.5m.

5.0 SOCIAL VALUE

5.1 In the last quarter there has been a significant increase in the number of procurement activities which incorporate consideration of Social Value. However, the half year position indicates that we may fall short of our target. Mitigating actions include:

- One to one training/coaching of STAR team
- Review and senior level sign off of Social Value (SV) provisions included in all new Procurement Initiation Documents to ensure SV is considered and incorporated where-ever possible
- Training in terms of Contract Procedure Rules which referred to SV obligations (over 150 officers across the three Councils have been trained).
- Specific SV training has been delivered to 30 officers across the three Councils. We have used the pilot to review feedback from participants and develop a training offer that than be delivered to a wider cohort
- SV training has been offered to the Supply Chain, specifically via a business event in Rochdale and a Meet the Buyer event in Stockport

5.2 Public procurers are mandated to consider SV 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.

5.3 Local and SME spend data represents an aggregated position for all three Councils. We expect to achieve the target set by the end of the year. STAR has had significant engagement with local businesses and SMEs, attending business and Meet the Buyer events. As part of the role of the Business Improvement Manager STAR will be putting together a "calendar of events" which helps us engage more proactively with the market and work to equip local businesses and SMEs with the information and skills to successfully engage in the procurement process.

5.4 As we progress through to March 2016 and contract conditions are delivered through our procurement activity we forecast an improved position in SV scores overall.

6.0 CUSTOMER STISFACTION

Customer satisfaction questionnaires are sent to clients 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 received 44 responses to date. The survey results demonstrate an 84% preference rating where clients "agree" or "strongly agree" that the service from STAR has been good.

7.0 SUMMARY

7.1 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.

End.

Compliance (Weighting 30%)					STAR		Forecas	Comments
Ref	Metric	Measure ment Period	Target	Weighting	Achieved	Score	Mar. 2016	
C1	Number of contracts in the work plan awarded without a successful legal challenge against the total number of contracts on the work plan.	Annually	100%	5%	100.0%	5.00	100.0%	We aim to maintain our current position
C2	% of 'live' / compliant contracts in the Contracts Register against the total number of contracts in the Contracts Register	Annually	90%	10%	92.7%	10.00	90.0%	We are about to commence a piece of work to reconcile spend with the contract register This may impact on our compliance position so forecast reflects current target
C3	% of planned exemptions to the Contract Procedure Rules against the total number of exemptions	Annually	50%	5%	70.5%	5.00	60.0%	This measure demonstrates how well STAR understands the compliance position across the Councils. Non planned exemptions generally indicate where contracts are not listed on the contract register. Moderate improvement in target in view of further compliance work referred to above
C4	% of signed contractual documents filed on The Chest within 12 weeks from Contract Award	Annually	100%	5%	41.0%	0.00	80.0%	There has been significant improvement in this indicator since it has been measured. We will aim to achieve year end position of 100% but forecast that there may be a shortfall given current performance.
C5	% of planned procurement activities in the work plan against the total number of work plan activities.	Annually	65%	5%	87.8%	5.00	65.0%	We are about to commence a piece of work to reconcile spend with the contract register We would expect that this will identify new areas of work which may lead to non planned procurement activity so forecast reflects current target
Compliance Score >					25.0%	25/30		

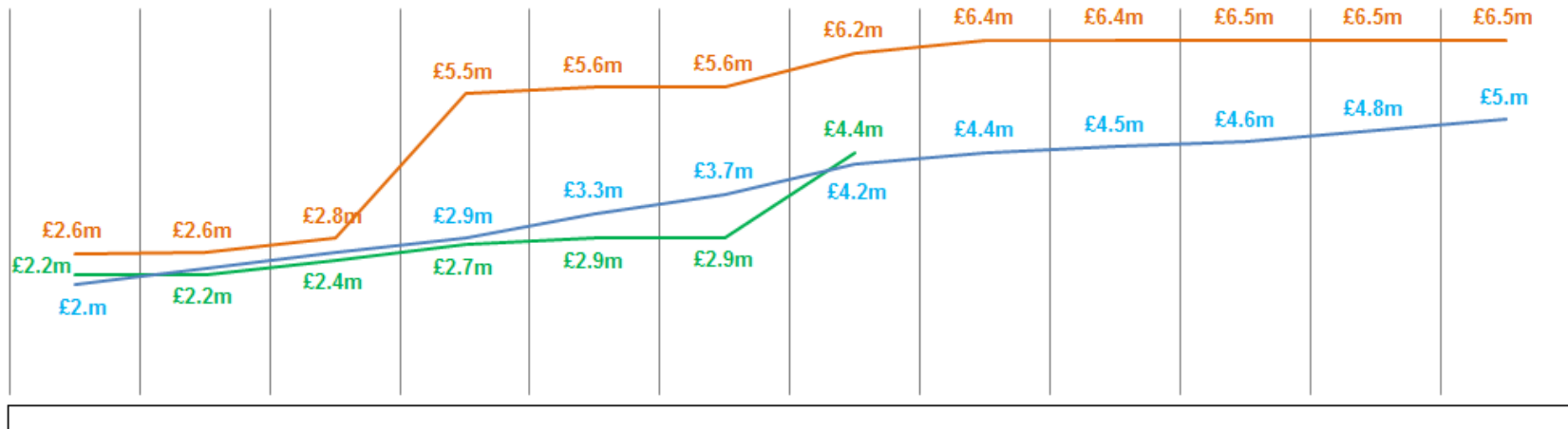
Finance (Weighting 40%)								
F1	% of achieved savings against target	Annually	90%	35%	100.0%	35.00	100.0%	Savings position is measured against the £5m aggregated forecast at April 2015 Current forecast savings is £6.4m
F2	% of PIDs with Savings represented against all signed PIDs	Annually	90%	5%	100.0%	5.00	100.0%	There has been significant improvement to this indicator to the point where all savings proposals now have PIDs established
Finance Score >					40.0%	40/40		

Social Value (Weighting 15%)								
S1	% of SV embedded in procurement documentation against the total number of work plan activities.	Annually	50%	3%	23.7%	0.00	40.0%	There has been a significant improvement in this indicator however the half year position indicates that there may be a shortfall against target. Mitigating actions are listed in the attached report
S2	Number of local employment opportunities created as defined in GMCA Social Value Policy (Comprising New Jobs & Apprenticeships)	Annually	TBA	3%	74.00	5.00	100	There was no target set on this parameter but progress to date indicates a forecast 100.
S3	% of overall spend that is spent in the Local area (based on the average between the three authorities)	Annually	30%	3%	28.0%	3.00	30.0%	Further action to be taken to achieve forecast
S4	% of overall spend that is spent with SME's (based on the average between the three authorities)	Annually	10%	3%	9.0%	3.00	9.0%	Further action to be taken to achieve forecast
S5	% Number of tender exercises resulting in a measurable SV outcome.	Annually	40%	3%	3.6%	0.00	30.0%	There needs to be significant improvement in this indicator and as contracts are put in place this should be reflected in the data. Half year position indicates that there may be a shortfall against target. Mitigating actions are listed in attached report.
Social Value Score >					6.0%	11/25		

Performance (Weighting 15%)								
P1	% of satisfaction (Good or above) on completed Customer satisfaction surveys forms.	Annually	50%	15%	84.0%	15.00	85.0%	There has been a huge improvement in this indicator and we intend to maintain / improve the position.
P2	% of satisfaction (Good or above) on completed Supplier satisfaction surveys forms.	Annually	50%	0%	-	-	-	Baseline to be established
Performance Score >					15.0%	15/15		

Compliance (Weighting 30%)	25%
Finance (Weighting 40%)	40%
Social Value (Weighting 15%)	6%
Performance (Weighting 15%)	15%
Final Score >	86%

— Savings Delivered to date [Ratified Cumulative] — Forecast Savings 2015/16 [PIDs Raised Cumulative] — Savings Target 2015/16 [Cumulative]



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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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