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TRAFFORD
COUNCIL

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

Date: Monday, 21 August 2017

Time: 9.00 am

**Place: Thomas de Trafford Conference Room B, 1st Floor, Trafford Town Hall,
Talbot Road, Stretford M32 0TH**

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 2017-18, INCLUDING CHAIRMAN AND VICE CHAIRMAN		
To note the Membership including Chairman and Vice-Chairman of the STAR Joint Committee for the Municipal Year 2017/18.		
3. TERMS OF REFERENCE		
To note the Joint Committee's Terms of Reference.		1 - 2
4. MINUTES		
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 2 May, 2017.		3 - 6
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. STANDING REPORTS

To consider the following reports of the Head of Strategic Procurement (Professional), Head of Strategic Procurement (People), and the Business Improvement Manager:

- | | | |
|-----|--|---------|
| (a) | Finance Outturn Report 2016-17 & Q1 Finance Outturn Report 2017-18 | 7 - 12 |
| (b) | STAR Risk Register | 13 - 16 |
| (c) | Balanced Scorecard 2016-17 (Q4) | 17 - 26 |
| (d) | Delivery Plan 2017-18 - Q1 Highlight Report | 27 - 36 |

7. AMENDMENT OF DELEGATION AND JOINT COMMITTEE AGREEMENT

To consider a report of the Business Improvement Manager. 37 - 40

8. PROCUREMENT STRATEGY 2017-20

To receive a report of the Head of Strategic Procurement (Professional). 41 - 48

9. NEW STAR PROCUREMENT PERFORMANCE MEASURES (5-STAR)

To receive a report of the Head of Strategic Procurement (People). 49 - 52

10. 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.

11. DATE AND TIME OF NEXT MEETING

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

12. 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.

13. **GROWTH PLAN**

To receive a verbal report of the Director of Procurement. Para. 3 Verbal Report

14. **SPEND LOCAL WORK STREAM - BUSINESS CASE**

To receive a report of the Head of Strategic Procurement (Professional). Para. 3 53 - 62

15. **RISK BASED SOURCING WORK STREAM - BUSINESS CASE**

To receive a report of the Head of Strategic Procurement (Professional). Para. 3 63 - 74

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors A. Brett, P. Myers and D. Sedgwick

Further Information

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

Chris Gaffey, Democratic and Scrutiny Officer

Tel: 0161 912 2019

Email: chris.gaffey@trafford.gov.uk

This agenda was issued on **Friday, 11 August 2017** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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Terms of Reference

1. 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.
2. To agree any changes to the cost and income sharing arrangements set out in the inter-authority agreement.
3. To agree the organisational structure of the STAR to carry out those operations.
4. To recommend to Trafford Council the person to be appointed as Director of STAR and the salary for the post.
5. To consider the policies and procedures for procurement activities carried out by the STAR recommended to it by its Board including the contract procedure rules under which it will operate for each of the Councils.
6. To recommend the business plans and budgets of the STAR for approval by the Councils.
7. To monitor the budget and performance of the STAR.
8. To approve major changes to standard tender documentation and procedures.
9. Such other matters as the Councils (for non-executive matters) and/or the Executive Leaders jointly agree.
10. To the extent that the activities of the STAR joint committee are not executive functions the council delegates to the joint committee the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of the procurement functions delegated to it – in particular the power to make staffing appointments and the power to make standing orders as to contracts but not the power to set budgets.

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STOCKPORT, TRAFFORD AND ROCHDALE (STAR) JOINT COMMITTEE

2 MAY 2017

PRESENT

Councillor A. Brett (in the Chair).

Councillors P. Myers and D. Sedgwick (Vice-Chairman)

In attendance

Lorraine Cox	- Director of Procurement, STAR
Nikki Bishop	- Chief Finance Officer, Trafford Council
David Wilcox	- Assistant Director Legal, Governance & Workforce, Rochdale BC
Susan Wood	- Head of Management Accounting, Stockport Council
Elizabeth McKenna	- Head of Strategic Procurement (People), STAR
Andrew White	- Head of Strategic Procurement (Place), STAR
Mark Pearson	- Business Improvement Manager, STAR
Chris Gaffey	- Democratic and Scrutiny Officer, Trafford Council

43. SUBSTITUTE MEMBERS OF THE JOINT COMMITTEE

Members discussed the current rules on appointing substitute Members for the Joint Committee and whether it was a requirement for these positions to be filled by Executive / Cabinet Members. It was noted that if non-Executive / Cabinet Members could act as substitutes, the question of delegated responsibilities would also need to be addressed. Officers agreed to submit a paper to address these queries at the next Joint Committee meeting.

RESOLVED: That a report addressing the questions raised on substitute Members and their responsibilities be brought to the next Joint Committee meeting.

44. MINUTES

RESOLVED: That the Minutes of the meeting held on 19 January 2017, be approved as a correct record and signed by the Chairman.

45. DECLARATIONS OF INTEREST

No declarations of interest were made by Members.

46. FINANCE UPDATE

The Joint Committee received a report of the Head of Strategic Procurement (People) providing an update on the STAR Procurement financial position, including budget, income target and income generation for the 2017-18 financial year.

Members discussed the 2017/18 income target and felt that this should be more aspirational, and agreed that the income target should be set at £150k for the 2017/18 financial year. Members acknowledged that this was a challenging target, and performance would be considered in the context of how the target was set.

RESOLVED:

- 1) That the report be noted.
- 2) That the overall income target for STAR Procurement be set at £150k for the 2017/18 financial year.

47. RISK REGISTER

The Joint Committee received a report of the Business Improvement Manager providing an update on the Corporate Risk Register for STAR Procurement. The report advised Members of movement in risk items, as well as any risk items added to, or proposed to be removed from, the register.

RESOLVED: That the changes highlighted in the report be approved, and the report be noted.

48. HUMAN RESOURCES UPDATE

The Joint Committee received a report of the Business Improvement Manager providing an update on the current HR position for STAR Procurement. The report also recommended that future HR updates only be brought to the Joint Committee when it was necessary to highlight significant changes or issues, and should be removed as a standing item on the agenda.

Referring to section 4.1 of the report, Members requested that the opportunities which would create a pathway from apprenticeship to Trainee Procurement Officer be advertised accordingly.

RESOLVED:

- 1) That the report be noted.
- 2) That future HR updates be presented to the Joint Committee as and when required.

49. BALANCED SCORECARD 2016-17

The Joint Committee received a verbal update confirming that the final Balanced Scorecard performance report for the 2016/17 financial year would be presented at the next meeting.

RESOLVED: That the update be noted.

50. STAR PROCUREMENT UPDATE

The Joint Committee received a report of the Director of STAR Procurement providing the stocktake position for STAR Procurement at 31 March 2017. The report highlighted STAR's successes to date, including the receipt of awards and

positive performance against the balanced scorecard. It was noted that 80 per cent of STAR Procurement's activity now featured social value.

Members discussed AGMA's Collaborative Procurement and how STAR had led on a high percentage of the collaborative activity on the AGMA Hub Contract Register as at March 2017. Although this appeared to be an area of growth for STAR, it was noted that the business risks in terms of capacity, cost, and the possible 'back-filling' the reduced capacity across AGMA would need to be managed. It was recommended that the Director of Procurement discussed this with Trafford Council's Chief Executive, who could in turn take this to AGMA CEOs for further discussion. Members were in agreement that STAR Procurement was a commercial organisation, and other Local Authorities or partners wishing to join the partnership would need to negotiate accordingly.

Members also discussed the 'Buy Rochdale' project, which would aim to increase local spend in the borough. Following the project's roll out in Rochdale, STAR would then aim to do the same in Stockport and Trafford. Members discussed the possible legal implications with such a project, and were assured that the project would be risk based and compliant, and in line with STAR's Contract Procedure Rules (CPRs). Members discussed the importance of ensuring that the local spend projects were accessible to smaller businesses, and engagement with local businesses would be key.

Members discussed the importance of ensuring that STAR continued to grow, and requested that an item on STAR's growth strategy be brought to a future meeting.

RESOLVED: That the report be noted.

51. BREXIT - IMPACT ON PUBLIC PROCUREMENT

The Joint Committee received a report of the Business Improvement Manager providing a briefing on the possible impact of Brexit on the Local Government procurement process. Current analysis suggested that the regulations currently in place would continue to be used post Brexit.

RESOLVED: That the report be noted.

52. SOCIAL MEDIA STRATEGY

The Joint Committee received a report of the Business Improvement Manager seeking approval for STAR Procurement to implement its proposed Social Media Strategy 2017-18.

RESOLVED: That the Social Media Strategy be approved for implementation.

53. DATE AND TIME OF NEXT MEETING

The next meeting of the STAR Joint Committee would be held at Trafford Town Hall at 2:00pm on Tuesday 1 August 2017.

RESOLVED: That the meeting arrangements be noted.

54. EXCLUSION RESOLUTION

RESOLVED: That the public be excluded from this meeting during consideration of the remaining item of business because of the likelihood of disclosure of “exempt information” which falls within Paragraph 3 of schedule 12A of the Local Government Act 1972, as amended.

55. BUSINESS PLAN 2017-20

The Joint Committee received a report of the Head of Strategic Procurement (People) providing a draft of the STAR Business Plan for 2017-20 and a summary of the process followed in its development.

It was noted the Plan would be finalised and launched in due course, and a procurement strategy to underpin the Business Plan would also be produced.

RESOLVED:

- 1) That the general principles contained within the draft STAR Business Plan for 2017-20 be approved.
- 2) That the final drafting and approval of the STAR Business Plan for 2017-20 be delegated to the Director of STAR Procurement, barring any significant changes.

The meeting commenced at 2.00 pm and finished at 2.50 pm

Report to: STAR Joint Committee
Date: 21st August 2017
Report for: For Information
Report of: Head of Strategic Procurement

Report Title

Finance Outturn Report 2016-17 & Q1 Finance Outturn Report 2017-18

Summary

The purpose of this report is to update the STAR Joint Committee on both the STAR final financial position for 2016-17 and the Q1 Finance Outturn Report for 2017-18

Recommendations

The recommendation of this report is that the STAR Joint Committee notes the content of the outturn reports provided

Contact person for access to background papers and further information:

Name: Elizabeth McKenna
 Phone: 07811 983687

Background

Financial Impact:	The report discusses the financial position of STAR Procurement at the end of the last financial year and at the end of Q1 of the current financial year
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	None
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The financial outturn reports confirm that STAR Procurement did not exceed its budget in the last financial year and is not reporting a variance to budget for the current financial year

1. Final Position 2016-17

- 1.1 Appendix 1 Details the final outturn report for STAR for 2016/17.
- 1.2 Key point is that STAR underspent the £1,304k budget by £38k which has been transferred into reserves.
- 1.3 The reserves total is now at £169k.

2. Final Position 2017-18 Q1

- 2.1 Appendix 2 details the outturn report for STAR Q1 for 2017/18.
- 2.2 STAR has no variance to report.

3. Recommendations

- 3.1 It is recommended that the STAR Joint Committee notes the content of the outturn reports provided

Report Appendices

1. STAR Revenue Monitoring Outturn Report 16-17
2. STAR Revenue Monitoring Report P2

Appendix 1

TRAFFORD COUNCIL

Report to: STAR Procurement Joint Committee
Date: 7th July 2017
Report for: Information
Report author: Elizabeth McKenna, Head of Strategic Procurement, STAR & Peter Carr, Finance Manager

STAR Revenue Budget Monitoring Report – 2016/17 Outturn

1 Outturn

- 1.1 The approved net expenditure revenue budget for the year is £1,304k.
- 1.2 The 2016/17 outturn (April 16 to March 17) is £1,266k, which is an underspend of £38k compared to the revised budget. This will be transferred back into the STAR reserve to support procurement related activity in 2017/18.
- 1.3 As previously reported, the budget has been realigned to reflect the revised staffing establishment planned for the year. This has increased the staffing budget by £6k, with the transport budget reduced by the same amount to keep the overall budget the same as approved in February 2016.
- 1.4 The STAR earmarked reserve has an accumulated balance of £169k at 31st March 2017.

2 Summary of Variances for the Year

- 2.1 The main items contributing to the £38k underspend are as follows:
 - **Staffing and Running Costs £11k under budget;** there is an overall net overspend on staffing is £2k. This includes £47k to support income generation (as below) and cover vacant posts and sickness absence. There is a £13k of underspend on general running costs.
 - **Additional external income, £27k;** funding streams are above budgeted expectations following a number of successful bids for chargeable third party work. This has required additional interim staff resources.

**STAR Procurement Service Budget Monitoring
2016/17 Outturn Report**

Appendix 1

	Original Full Year Budget £000's	Revised Full Year Budget £000's	2016/17 Forecasted Outturn £000's	Over / (Under) Spend for Year £000's
Employees	1,122	1,128	1,075	(53)
Agency	0	0	47	47
Training	21	21	15	(6)
Staff Advertising	5	5	19	14
TOTAL EMPLOYEE COSTS	1,148	1,154	1,156	2
Premises	2	2	0	(2)
Transport	18	12	2	(10)
Equipment	1	1	0	(1)
Catering	4	4	1	(3)
Office Equipment	3	3	13	10
Consultants/Training Fees	10	10	5	(5)
ICT Costs including telephones	17	17	22	5
Subscriptions	14	14	3	(11)
Other	2	2	6	4
RUNNING COSTS	71	65	52	(13)
SUPPORT SERVICES COSTS	105	105	105	0
TOTAL EXPENDITURE	1,324	1,324	1,313	(11)
External Income	(20)	(20)	(47)	(27)
TOTAL INCOME	(20)	(20)	(47)	(27)
NET EXPENDITURE	1,304	1,304	1,266	(38)

STAR Reserve 2016/17	
Balance 1st April 2016	131
Forecast Underspend 2016/17	38
Balance 31st March 2017	169

Appendix 2

TRAFFORD COUNCIL

Report to: STAR Procurement Joint Committee
Date: 7th July 2017
Report for: Information
Report author: Elizabeth McKenna, Head of Strategic Procurement, STAR & Peter Carr, Finance Manager

STAR Revenue Budget Monitoring Report – Period 1 - 2 2017/18

1 Outturn

- 1.1 The approved net expenditure revenue budget for the year is £1,288k and the forecasted outturn at Period 2 (April to May 2017) is £1,288k, i.e. spend is currently forecast to be as budgeted for the year.
- 1.2 The STAR earmarked reserve has a balance of £169k carried forward from previous years which be utilised to support future procurement related activity. There are currently no commitments against this reserve, and any unused reserve will be carried forward into 2018/19 accordingly.

2 Summary of Variances for the Year

- 2.1 Although there is no overall variance to report at this early stage, there is additional income from NHS that has been carried forward from 2016/17 of £88k. This is expected to be spent in full in 17/18 to deliver the related services to the NHS. A summary of the budget, spend to date and forecasted spend is detailed Appendix 1.

	Original Full Year Budget £000's	Revised Full Year Budget £000's	Total Months 1 to 2 £000's	Projection Months 9 to 12 £000's	2017/18 Forecasted Outturn £000's	Over / (Under) Spend for Year £000's
Employees	1,215	1,215	191	1,003	1,194	(21)
Agency	0	0	7	60	67	67
Training	21	21	0	21	21	0
Staff Advertising	5	5	0	3	3	(2)
TOTAL EMPLOYEE COSTS	1,241	1,241	198	1,087	1,285	44
Premises	2	2	0	0	0	(2)
Transport	12	12	2	10	12	0
Equipment	1	1	0	0	0	(1)
Catering	4	4	0	4	4	0
Office Equipment	3	3	0	3	3	0
Consultants/Training Fees	10	10	0	57	57	47
ICT Costs including telephones	17	17	1	16	17	0
Subscriptions	14	14	0	14	14	0
Other	2	2	1	1	2	0
RUNNING COSTS	65	65	4	105	109	44
SUPPORT SERVICES COSTS	105	105	0	105	105	0
TOTAL EXPENDITURE	1,411	1,411	202	1,297	1,499	88
External Income	(123)	(123)	(111)	(100)	(211)	(88)
TOTAL INCOME	(123)	(123)	(111)	(100)	(211)	(88)
NET EXPENDITURE	1,288	1,288	91	1,197	1,288	0

STAR Reserve 2017/18	
Balance 1st April 2017	169
Forecast Underspend 2017/18	0
Balance 31st March 2018	169

Report to: STAR Joint Committee
Date: 21st August 2017
Report for: Decision
Report of: Business Improvement Manager

Report Title

STAR Risk Register

Purpose

The purpose of this report is to:

- Provide an update on the Corporate Risk Register for STAR Procurement
- Advise Joint Committee members of movement/changes in risk items
- Advise Joint Committee members of any new risk items added to the register, or risks proposed to be removed from the register

Recommendations

- Joint Committee notes the content of the Risk Register provided and approves the changes highlighted in this report

Contact person for access to background papers and further information:

Name: Mark Pearson
 Phone: 07875 635562

Background

Financial Impact:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	Subject matter of the report comprises the current risk management status for STAR Procurement
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The risk register is issued for information and the Joint Committee is asked to approve proposed changes. The Joint Committee will be able to query any aspect of the risk register during the course of the Joint Committee Meeting

1. Summary

- 1.1 In the period, one risk has been downgraded. Mitigation comments have been reviewed and amended where appropriate

2. Changes to the Risk Register Entries

- 2.1 P007 – Income generation opportunities impacting on service delivery
Risk downgrade; this risk is now addressed in the 2017-20 Business Plan and STAR ensures that additional resources are made available to address income-generation workload to ensure that service delivery is not affected. The recommendation is for this risk to be downgraded

3. Recommendations

- 3.1 It is recommended that the STAR Joint Committee notes the content of the risk register and approves the changes highlighted in this report

Appendix 1

STAR Procurement Risk Register v13 dated 9 August 2017

Appendix 1: STAR Risk Register



Risk Register
Version: 13
Issue Date: 21 August 2017

Document Owner: Mark Pearson, Business Improvement Manager

Summary				Risk Description & Impact			Preventative Actions		
ID	Date Raised	Status	Type	Description of risk / impact	Prob (1-3)	Impact (1-3)	Score (P x I)	Mitigating actions / Countermeasures	Risk Owner
F005	17 Sep 14	On going	Finance	Not able to balance cost savings against "local agenda" aspirations	2	2	4	This risk is addressed in the STAR Business Plan 2017-20. Local spend will be delivered through each of the Five Cs of this Plan and is specifically referenced in Communities. By way of example, a pilot project in Rochdale - 'Buy Local' will be delivered in 2017-18 before being rolled out across Stockport and Trafford	Board / DoP / HoSPs / CMs
P003	17 Sep 14	On going	Process & Resources	STAR Procurement Contract Register does not include all contracting activity	2	2	4	STAR Procurement has obtained influenceable spend data from each Council and has identified on- and off-contract spend with the top 300 suppliers for each Council. Combined with budget holder/stakeholder identification, STAR category managers are now better positioned to identify contracts missing from the STAR Contracts Register and their new Category Plan implementation will improve contract knowledge and data capture	HoSPs / CMs
C006	17 Sep 14	On going	Comms	Commissioners/Buyers across the STAR Councils do not engage fully with STAR Procurement as required under Contract Procedure Rules	1	3	3	Compliance to be audited by Stockport Council in Q2 (2017-18) in order to identify non-compliance (if any) and an action plan put in place to address any issues highlighted by the audit. STAR will work with Internal Audit to support the planned audit and any action plan arising. This risk is also addressed in the STAR Business Plan through the Risk-Based Sourcing, Simplify and Category Planning work streams	Board / HoSPs / CMs
P011	20 Jun 16	New	Process & Resources	Release of inappropriate freedom of information data. Bidders and potential bidders often request information from tenders to competitors which may compromise both the originating tenderer and the Council's ability to ensure competitiveness in future tender exercises	1	3	3	Tender submissions are stored securely on the Councils' eProcurement Portal (The Chest) and are not accessible by tenderers. FOI Requests for release of such information are reviewed by the Business Improvement Manager, with DoP and Board Member (or authorised representative) review prior to release in critical cases. In addition, STAR maintains strong links with the Information Governance Teams in each Council and, with the assistance of STAR Legal, continues to review case law governing this matter	BIM
F010	7 Jan 16	On going	Finance	STAR Procurement is not able to deliver against the income generation target	1	2	2	STAR Procurement has reviewed all current Service Level Agreements (SLAs) with existing partner organisations and is introducing quarterly reporting to those partner organisations, demonstrating value derived. The STAR Business Plan has a 'Growth' work stream, but growth may not necessarily lead to increases in income as STAR Procurement proactively works to become the 'Procurer of Choice' and therefore 3rd party work and income will be monitored	DoP / HoSPs
P009	7 Jan 16	On going	Process & Resources	Changes in legislation impacting on both procurement and local authorities	1	2	2	Horizon scanning to plan policies and strategies in advance. Liaison with regional partners and stakeholders to ensure parity of approach and shared learning. Incorporation of best practice from UK Government and Local Government Association advice, policy notes, codes of practice and Regulations into the STAR Procurement Quality Management System. STAR to keep a watching brief on "Brexit" negotiations and potential legislation changes arising in respect of local government procurement	DoP / HoSPs / BIM
P012	2 May 17	On going	Process & Resources	Increase in FOIRs directed at each Council's Procurement function combine to increase workload for STAR Procurement in responding and meeting deadlines	1	2	2	STAR Procurement continues to seek advice on best practice from STAR Legal in respect of FOIR responses. STAR will identify common themes and consider increasing the extent of procurement information released through the Data.Gov.UK local authority transparency website in order to reduce repetition. As spend data and contractual spend becomes more accurate, robust and readily available, this will ensure time taken to compile responses is reduced significantly	BIM / STAR Legal

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Summary				Risk Description & Impact			Preventative Actions		
ID	Date Raised	Status	Type	Description of risk / impact	Prob (1-3)	Impact (1-3)	Score (P x I)	Mitigating actions / Countermeasures	Risk Owner
F008	17 Sep 14	On going	Finance	Inability to achieve targets	1	1	1	Targets and benchmarking measures in line with the 2017-2020 business plan are reported quarterly to STAR Board and Joint Committee, savings are ratified on a bi-monthly basis to provide savings certainty	DoP / HoSPs / CMs
P007	30 Sep 15	On going	Process & Resources	Securing and delivering income generation opportunities impacts on STAR Procurement ability to deliver to existing Authorities	1	1	1	STAR continues to recruit fixed-term posts to assist in managing any increased workload from wider partners. This helps to ensure that core focus on STAR Councils remains a priority. In addition, STAR has identified resourcing, governance and financial impacts to address when considering the integration of new partner organisations; DoP and HoSPs will identify such risks and manage separate partner-specific risk registers. The Joint Committee retains ultimate decision-making powers in respect of any new partners	DoP / HoSPs / BIM

Key

Board	= STAR Board	CMs	= Category Managers
DoP	= Director of Procurement	BIM	= Business Improvement Manager
HoSPs	= Heads of Strategic Procurement (People, Place, Professional)		

Report to: STAR Joint Committee
Date: 21st August 2017
Report for: For Agreement
Report of: Head of Strategic Procurement

Report Title

STAR Procurement Balanced Scorecard 2016-17 (Q4)

Summary

The purpose of this report is to update the STAR Joint Committee on the final outturn position of STAR Procurement in respect of the balanced scorecard measurement of performance

Recommendations

The recommendation of this report is that the Joint Committee notes the contents of the report and agrees the final outturn Balanced Scorecard

Contact person for access to background papers and further information:

Name: Elizabeth McKenna
 Phone: 07811 983687

Background

Financial Impact:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	None
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

STAR Procurement has achieved a KPI score of 96% in the 2016-17 financial year. The balanced scorecard approach to KPI measurement is proposed to be changed for the financial year 2017-18 and this is contained in the report at Item 9 on the agenda

1. Item One

1.1 STAR Procurement has produced its final outturn Balanced Scorecard for the financial year 2016-17. This is contained in Appendix 1

2. Recommendations

2.1 It is recommended that the Joint Committee notes the contents of the report and agrees the final outturn Balanced Scorecard

Report Appendices

1. Balanced Scorecard 2016-17 Q4

STAR PROCUREMENT Balanced Scorecard

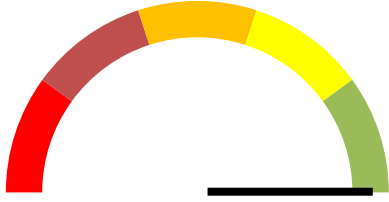
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16/17 Quarter Four

- | | | |
|----|--------------|-------------|
| 1. | Compliance | 30% |
| 2. | Finance | 40% |
| 3. | Social Value | 20% |
| 4. | Performance | 10% |
| | | <u>100%</u> |
| 5. | Summary | |

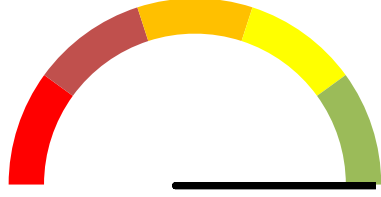
Balanced Scorecard COMPLIANCE

C1: Number of contracts in the work plan awarded without a successful legal challenge against the total number of contracts in the work plan



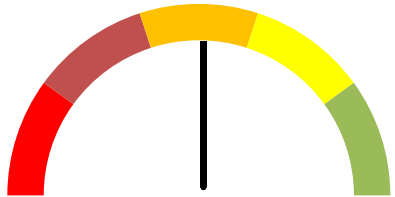
C1	TARGET	%	SCORE
STAR	100%	100%	10

C2: % of 'live'/ Compliant contracts in the Contracts Register against the total number of contracts in the Contracts Register in year



C2	TARGET	%	SCORE
STAR	90%	94%	10

C3: % of signed contractual documents filed on The Chest for contracts over three months

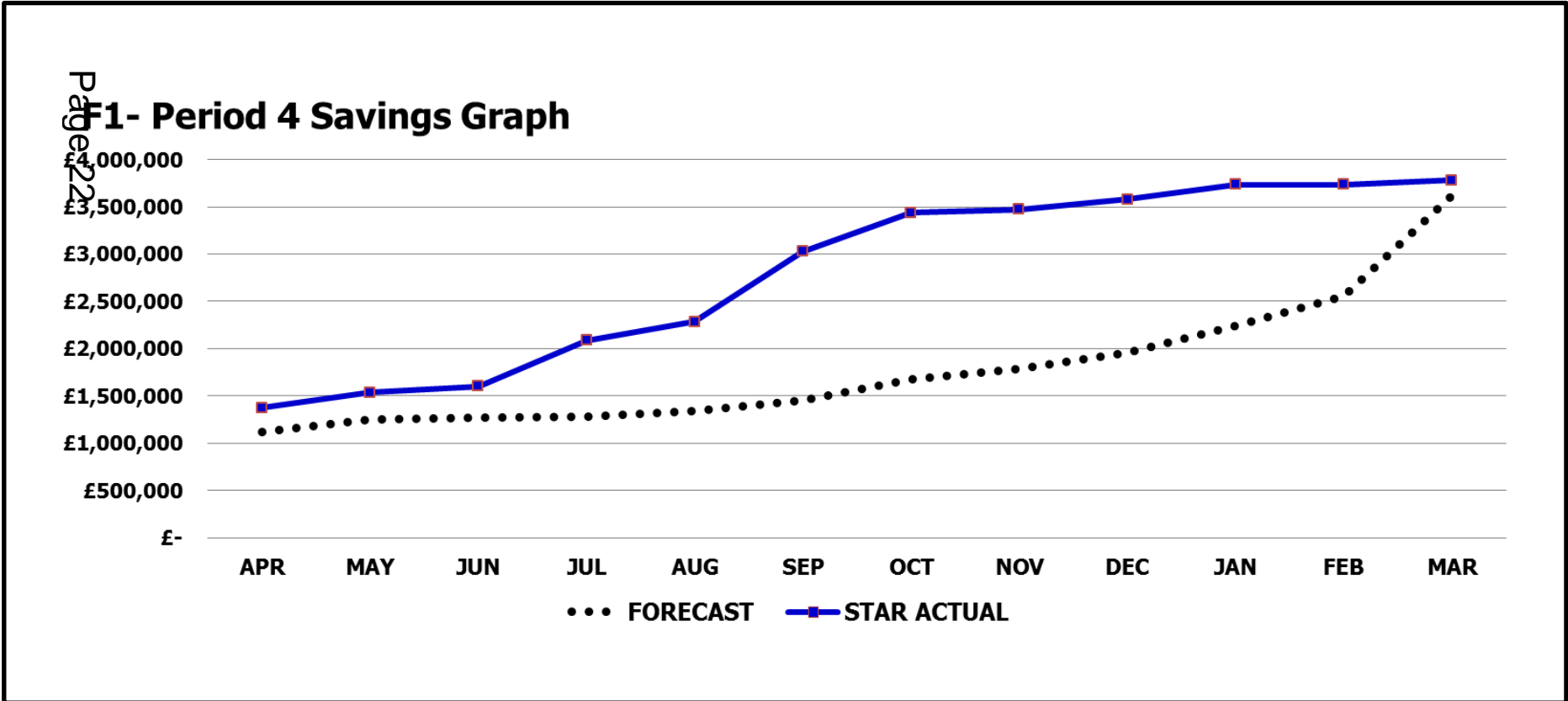


C3	TARGET	%	SCORE
STAR	90%	82%	6

Balanced Scorecard FINANCE

F1: % Of savings achieved against target

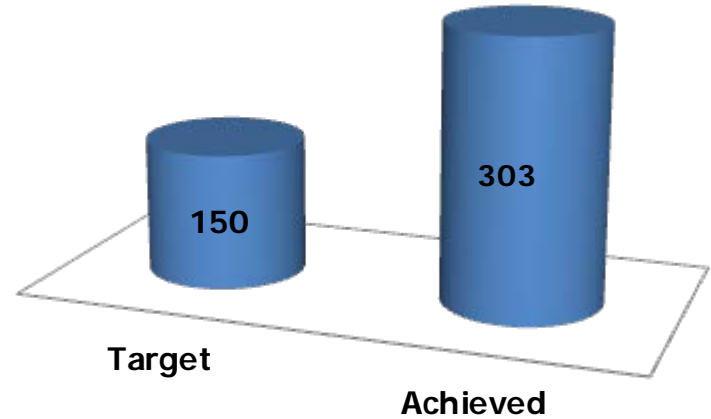
F1	Q4 TARGET	Q4 ACHIEVED		SCORE
STAR	3.6m	£3,780,035	105%	40



S1: Number of local employment opportunities created as defined in GMCA Social Value Policy

S1

S1	TARGET	ACTUAL	SCORE
STAR	150	303	10

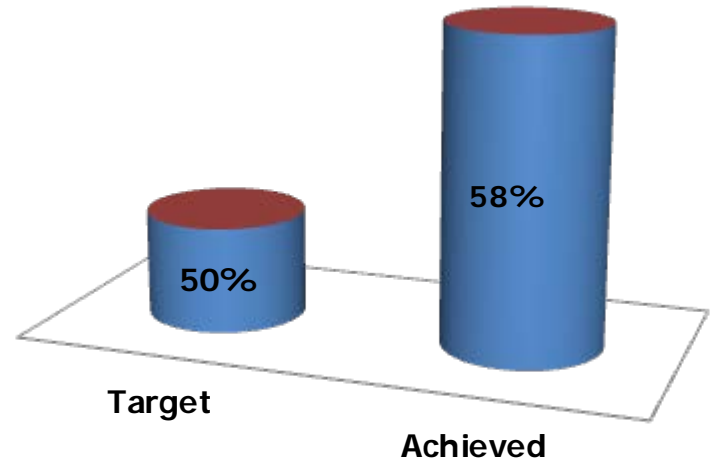


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S2: % of tender exercises resulting in Social Value KPIs

S2

S2	TARGET	ACTUAL	SCORE
STAR	50%	58%	10



😊		😐	😞		😊	SCORE
Strongly Agree	Agree	Neither Agree/ Disagree	Disagree	Strongly Disagree		
48%	39%	9%	3%	1%	87%	10
386	307	71	22	11	797	

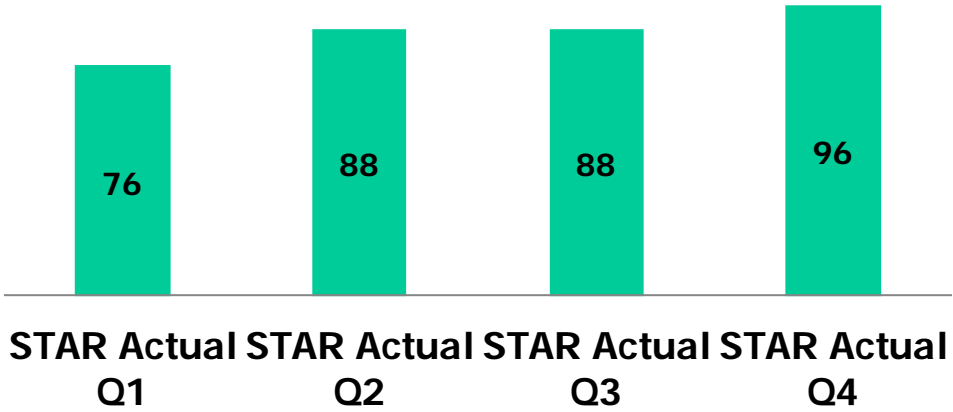
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59 feedback responses received

Balanced Scorecard SUMMARY

	STAR Actual Q1	STAR Actual Q2	STAR Actual Q3	STAR Actual Q4
Compliance	16	28	28	26
Savings	40	40	40	40
Social Value	10	10	10	20
Performance	10	10	10	10
Total	76	88	88	96

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Report to: STAR Joint Committee
Date: 21st August 2017
Report for: Decision
Report of: Head of Strategic Procurement

Report Title

Delivery Plan 2017-18 - Q1 Highlight Report

Summary

The purpose of this report is to:

- Provide an update on the Quarter 1 activity on the Delivery Plan 2017-18
- Advise Joint Committee members of the priorities for Quarter 2

Recommendations

The recommendation of this report is that the Joint Committee notes the contents of the highlight report

Contact person for access to background papers and further information:

Name: Nichola Cooke
 Phone: 07711 454555

Background

Financial Impact:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	None
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The STAR Delivery Plan is developed and reviewed on an annual basis to ensure that we continue to move forward and also embrace any new developments and approaches that may emerge over the coming years. This report provides an update on progress during Q1 of 2017/18 and the key activity planned for Quarter 2.

1. STAR Delivery Plan

- 1.1 Our Business Plan identifies five objectives which underpin all of our activity over the coming three years. These are designed to build on our momentum, focus on the task ahead, and embrace the opportunities that devolution will bring. Our building blocks under these objectives are delivered through our Delivery Plan work streams to ensure that we realise our bold vision and objectives.
- 1.2 This report provides an update on progress during Q1 of 2017/18 and the key activity planned for Quarter 2.

2. Recommendations

- 2.1 It is recommended that the Joint Committee notes the contents of the highlight report

Report Appendices

1. Business Plan 2017-18 Q1 Highlight Report

STAR

PROCUREMENT

A Shared Procurement Service for Stockport, Trafford and Rochdale Councils

OUR DELIVERY PLAN 2017/18 QUARTER 1 HIGHLIGHT REPORT



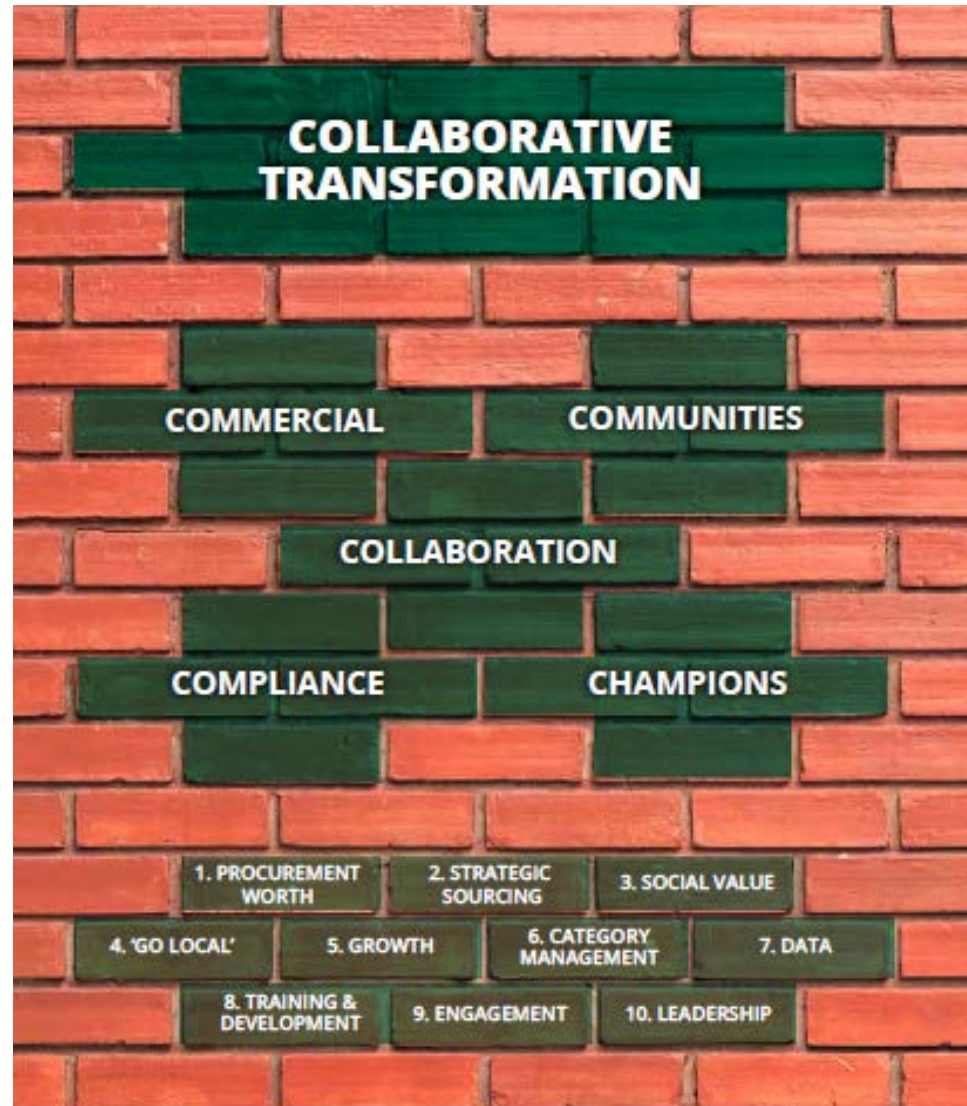
1. Our Business Plan

STAR Procurement was established over three years ago and has evolved into a successful, highly skilled, and professional service. As a highly performing service, we are now positioning ourselves to adapt to and maximise the opportunities ahead.

Our Business Plan sets out how we will do that whilst delivering our procurement strategy and supporting our partners to deliver their outcomes and the support the Greater Manchester devolution themes.

We have identified five objectives which will underpin all of our activity over the coming three years. These are designed to build on our momentum, focus on the task ahead, and embrace the opportunities that devolution will bring.

Our building blocks under these objectives will be delivered through our delivery plan work streams to ensure that we realise our bold vision and objectives.



2. Our Delivery Plan – Q1 Highlight Report

Our delivery Plan is developed and reviewed on an annual basis to ensure that we continue to move forward and also embrace any new developments and approaches that may emerge over the coming years. Each work stream is monitored and managed by STAR's Senior Management Team. Although the work streams are led by a member of Senior Management, the whole of STAR will support the delivery. This report provides an update on progress during Q1 of 2017/18 and the key activity planned for Quarter 2.

Objective	Building Block	Work Stream	SMT Lead	Quarter 1 Update	Quarter 2 Activity Planned
Commercial	Procurement Worth	Savings	NC	<ul style="list-style-type: none"> Established robust savings ratification process with all three Council's 	<ul style="list-style-type: none"> Continue to deliver and ratify savings Establish process to capture cost reductions and efficiencies
		Income	EM	<ul style="list-style-type: none"> Mapped income against target Invoiced income in a timely manner 	<ul style="list-style-type: none"> Continue to secure income and invoice for completed work
	Strategic Sourcing	Contract Management	MC	<ul style="list-style-type: none"> Focus for Q2 	<ul style="list-style-type: none"> Initial scoping and establishment of Project Team Lead has been changed to Michael Crook
		Risk-based Sourcing	NC	<ul style="list-style-type: none"> Initial internal workshop held to scope project Business case and implementation plan 	<ul style="list-style-type: none"> Immediate changes to CPR's Update processes and procedures

Objective	Building Block	Work Stream	SMT Lead	Quarter 1 Update	Quarter 2 Activity Planned
				<ul style="list-style-type: none"> developed Project Team established 	<ul style="list-style-type: none"> Deliver implementation plan
Communities	Social Value	Social Value Influence	AW	<ul style="list-style-type: none"> Collating outcomes and case studies Training on how to assess and implement Participation in national and local working groups 	<ul style="list-style-type: none"> Continue Q1 activity
		Social Value Metrics	AW	<ul style="list-style-type: none"> Review of existing national and regional metrics Reviewing Social Value measures 	<ul style="list-style-type: none"> Ascertain method for calculating social value outcomes
	'Go Local'	Spend Local Projects	NC	<ul style="list-style-type: none"> Pilot being developed for Rochdale Project Team established Business case and implementation plan completed Informal consultation commenced 	<ul style="list-style-type: none"> Implementation for Rochdale Specific focus on Comms Plan and business engagement Preparation for future phases i.e. Trafford and Stockport
		Citizen empowerment	EM	<ul style="list-style-type: none"> Currently delivering through LD Ethical, GM Residential, other GM work 	<ul style="list-style-type: none"> Continue to deliver LD Ethical, GM Residential, other GM work VCSE engagement plan to be developed
Collaboration	Growth	STAR Strategic Growth Plan	LC	<ul style="list-style-type: none"> Networking with GM partners and beyond. 	<ul style="list-style-type: none"> Deliver update to STAR Joint Committee

Objective	Building Block	Work Stream	SMT Lead	Quarter 1 Update	Quarter 2 Activity Planned
				<ul style="list-style-type: none"> Exploring sector specific partners 	<ul style="list-style-type: none"> Continue Q1 activity
		Health & Social Care Integration Projects	EM	<ul style="list-style-type: none"> Education/Understanding Section 75 implications and pooled budgets, Placed based commissioning 	<ul style="list-style-type: none"> Mapping of key stakeholders and inter-relationships.
	Category Management	Category Strategies	AW	<ul style="list-style-type: none"> Key Category Strategies in place 	<ul style="list-style-type: none"> Impact and progress review to be scheduled for Q3
		Category Planning	AW	<ul style="list-style-type: none"> Focus for Q2 activity 	<ul style="list-style-type: none"> Developing Category Plans that help deliver RBS, Spend Local and Collaboration
Compliance	Training & Development	Improvement Planning	AW	<ul style="list-style-type: none"> Review of current training plan undertaken 	<ul style="list-style-type: none"> Review and prioritise training to reflect Delivery Plan Workstreams
		Chest Development	MP	<ul style="list-style-type: none"> Use of online supplier evaluation questionnaire reviewed Review of contracts register compliance and ability Consistency across all three Council's achieved 	<ul style="list-style-type: none"> Further review of The Chest functionality
	Data	Research	MP	<ul style="list-style-type: none"> Stockport CYPS spend analysis Prepare template to collate standard spend data across three star partners 	<ul style="list-style-type: none"> Cleanse spend data which will then feed into RBS, Spend Local and Category Planning

Objective	Building Block	Work Stream	SMT Lead	Quarter 1 Update	Quarter 2 Activity Planned
					<ul style="list-style-type: none"> Other workstream support to be agreed
		Analysis and Reporting	MP	<ul style="list-style-type: none"> Supporting category managers through spend analysis New 5 star measures and reporting established 	<ul style="list-style-type: none"> Continue spend analysis with category managers to support Category Plans
Champions	Engagement	Communications & Marketing Strategy	NC	<ul style="list-style-type: none"> Focus for Q2 activity 	<ul style="list-style-type: none"> Initial scoping and planning for the Comms & Marketing Strategy
		'Simplify'	MP	<ul style="list-style-type: none"> Focus for Q2 activity 	<ul style="list-style-type: none"> Vendor requests process to be simplified. Develop methodology for RBS approach. Begin review of CPR's
	Leadership	Business Development	NC	<ul style="list-style-type: none"> Business Plan finalised and launched New Procurement Strategy drafted & consulted Delivery Plan launched 	<ul style="list-style-type: none"> Launch new Procurement Strategy Delivery Plan reviews
		Collaborative improvement	LC	<ul style="list-style-type: none"> This is mapped and planned in a structured way Responding to requests, for example: market and promote our success/approach. NE visit, Wirral Leadership group, Cheshire/Warrington 	<ul style="list-style-type: none"> Continue to review the STAR offer Provide advice and leadership Continue Q1 activity

Objective	Building Block	Work Stream	SMT Lead	Quarter 1 Update	Quarter 2 Activity Planned
				Commissioning academy. Chamber groups, iNetwork events.	

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Report to: STAR Joint Committee
Date: 21st August 2017
Report for: Decision
Report of: Business Improvement Manager

Report Title

Variation of wording in Delegation and Joint Committee Agreement for a shared strategic procurement service (STAR)

Summary

The purpose of this report is to address an matter discussed at the last STAR Joint Committee meeting in respect of nominated substitutes attending STAR Joint Committee meetings and their voting rights in the absence of executive Members

Recommendations

The recommendation of this report is that the Joint Committee endorses the changes and refers the report to their respective authorities for approval

Contact person for access to background papers and further information:

Name: Mark Pearson
 Phone: 07875 635562

Background

Financial Impact:	None
Legal Impact:	May require approval at a meeting of the full Council for each STAR Council
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	None
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

This recommendation will enable each STAR Council to appoint a substitute Member to the STAR Joint Committee who is not necessarily an executive Member of the relevant Council. This will enable the appointment of executive Members' deputies as substitutes which will assist the Members with ensuring that each STAR Joint Committee meeting is quorate

1. Current Status

1.1 Paragraphs 1 and 2 of Schedule 1 of the Delegation and Joint Committee Agreement for a shared strategic procurement service (STAR) states:

- 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.

1.2 Paragraph 2 provides that only executive Members may be appointed as substitutes to attend meetings and have full voting rights. This prevents the appointed executive Member for each STAR Council nominating his/her deputy, who may not be an executive Member of the respective Council. This has led on occasion to meetings not being quorate

2. Proposed Amendment

2.1 Delete the word "executive" from line one of Paragraph 2 of the Delegation and Joint Committee Agreement for a shared strategic procurement service (STAR)

2.2 Record that this amendment does not alter the powers conferred on the nominated substitute and by nomination, the relevant Council confers full voting rights on the substitute member

3. Recommendations

3.1 It is recommended that the Joint Committee endorses the changes and refers the report to their respective authorities for approval

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Report to: STAR Joint Committee
Date: 21st August 2017
Report for: Decision
Report of: Head of Strategic Procurement

Report Title

Procurement Strategy 2017-20

Summary

The purpose of this report is to seek approval from the STAR Joint Committee for STAR to publish the harmonised Procurement Strategy for 2017-20 on its website and update copies published locally by each STAR Council

Recommendations

The recommendation of this report is that the Joint Committee:

- Approves the attached Procurement Strategy 2017-20
- Approves publication on the STAR Procurement website
- Approves circulation of the Procurement Strategy 2017-20 to the three STAR Councils for their policy repositories / local publication

Contact person for access to background papers and further information:

Name: Nichola Cooke
 Phone: 07711 454555

Background

Financial Impact:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	None
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The STAR Councils' current Procurement Strategy was published in 2014. It has been updated to align with the STAR Procurement Business Plan 2017-20 previously approved by the Joint Committee. A copy of the proposed new Procurement Strategy is included in this report.

1. Procurement Strategy 2017-20

1.1 A revised and updated Procurement Strategy for 2017-20, aligned to the STAR Procurement Business Plan 2017-20 is provided in Appendix 1

2. Recommendations

2.1 It is recommended that the Joint Committee:

- Approves the attached Procurement Strategy 2017-20
- Approves publication on the STAR Procurement website
- Approves circulation of the Procurement Strategy 2017-20 to the three STAR Councils for their policy repositories / local publication

Report Appendices

1. Procurement Strategy 2017-20

STAR

P R O C U R E M E N T

A Shared Procurement Service for Stockport, Trafford and Rochdale Councils



OUR PROCUREMENT STRATEGY

2017-2020

1. Introduction

What is procurement?

Procurement is the process of acquiring supplies, services and works. It includes acquisition from third parties and in-house providers. The process spans the full procurement cycle from identifying the need, through to the end of a contract or the end of useful life of an asset and lessons learnt. It involves early stakeholder engagement, assessing impact on relationships and linkages with services internally and externally, options appraisals and the critical 'make or buy' decision whilst determining the appropriate procurement strategy and route to market.¹ Procurement is therefore much wider than simply purchasing, and through the effective implementation of our procurement strategy we will be able to demonstrate the added value that procurement can bring.

Why is Procurement Important?

Local Government currently has a total revenue budget of £44billion² per annum. Therefore the procurement activity that buys in supplies and services is critical to ensuring that best value is being obtained.

- ★ Public procurement is about improving the delivery and cost effectiveness of quality public services to citizens
- ★ Procurement can be a mechanism to challenge current service arrangements and find new models for service delivery
- ★ Savings realised through better procurement can be channelled back into priority services
- ★ Procurement can achieve additional added value benefits to residents through effective use of supply chains
- ★ Ensures that we deliver best value
- ★ Our professionalism and planning can help prevent financial loss to the Council and support our services and reputation

Why do we have a Procurement Strategy?

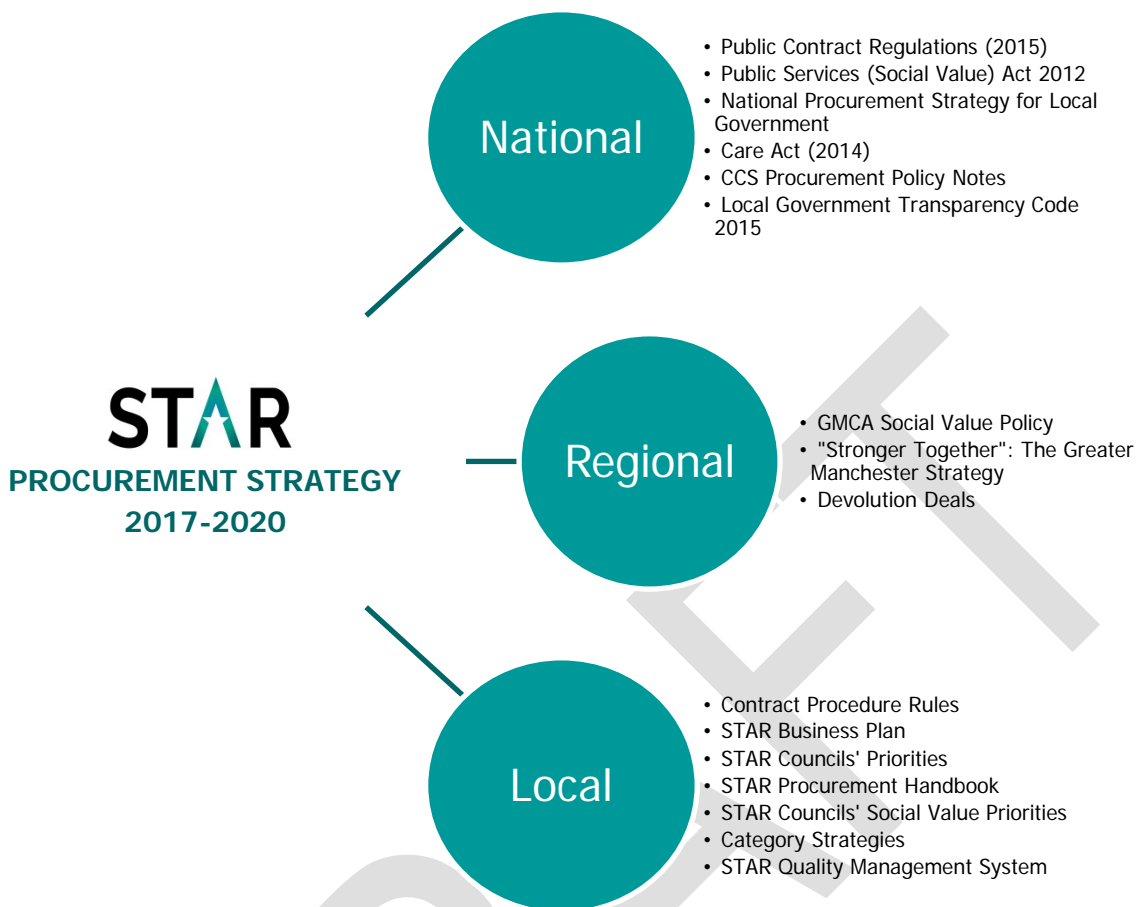
Our Procurement Strategy sets out our strategic approach to procurement activity. It is not intended to be an operational guide to procurement; however the objectives should be applied to all our procurement activity.

2. Strategic Influence

¹ National Procurement Strategy for Local Government, 2014

² Core spending power: final local government finance settlement 2017 to 2018

There is a wealth of national, regional and local strategies and legislation that influences our procurement activity. The diagram below is not exhaustive but gives an indication of the strategic context in which we operate.



In this complex and multi-layered context, our Procurement Strategy is designed to provide clarity as to how we will embed the strategic context into our procurement activity.

It will provide a consistent approach to procurement and practical guidance to buyers and suppliers as to how we deliver effective procurement activity.

3. Our Strategy

The STAR Procurement Business Plan identifies five objectives which will underpin all of our activity over the coming three years. Our Procurement Strategy demonstrates how we will deliver these objectives through procurement activity.

Objective 1: Commercial



We will deliver value for money and ensure we maximise the outcomes for our partners. There is no one way to deliver savings or reduce costs; we will deploy a wide range of approaches to ensure we get the maximum possible value for the money spent by our partners.

We will drive efficiencies from our partners' current contractual bases, particularly by adopting a collaborative and planned approach to contract review and commercial management.

As part of the public service reform agenda we will strive to make efficiencies in our service provision. This will be delivered through a robust category management approach and working collaboratively across all of our partners, driving economies of scale and increasing efficiencies.



Objective 2: Communities

Our key activity in this area will be to identify and strengthen our local and SME spend. There are a number of activities we will put in place to give local suppliers and Small to Medium Enterprises (SME) the best possible opportunity to supply and provide services to our partners.

We will embrace Social Value in all procurement where relevant and proportionate to ensure that all of the businesses we contract with are supporting our local communities and adding value beyond their contractual requirement.

We will also look to strengthen our e-procurement activity through our website and social media platforms, and maximise the use of our e-tendering platform, [The Chest](#). We recognise that one size does not fit all, and we will therefore continue to engage face to face with our stakeholders through events, drop in sessions, meet the buyer engagement, and training.

Objective 3: Collaboration



As a collaborative procurement service we have the skills and expertise to help drive this agenda and secure measurable outcomes.

We already collaborate across our three partners and the wider AGMA Procurement Hub. We will collaborate more effectively and deliver a wider range of outcomes across Greater Manchester and the North West. We value the fact that we are stronger together.

We will ensure that collaboration still supports our communities through the effective use of lotting strategies and through active engagement with our clients and suppliers.

Objective 4: Compliance



Procurement is rarely “black and white”, therefore we adopt a risk-based approach to ensure that we do not let the rules that focus on values stifle innovation and creativity.

We will maximise the opportunities for innovation that are allowed for in Public Contracts Regulations (PCR) 2015. Where rules and processes are in our gift to control, we will ensure that we provide an appropriate amount of structure, whilst allowing for flexibility and agility of approach based around risk first, but ensuring simplicity and speed to market.

STAR Procurement has a wealth of data. Through robust data analysis we can ensure that we manage, plan, monitor, and report on our activity. We can use the data to inform our strategic procurement and collaborative approach. Data is, and will continue to be, key to our success.

Objective 5: Champions



We aim to continue to champion procurement and collaboration to support public service reform. We will use our skills and expertise to develop our added value and ensure that we promote the very best world-class strategic procurement to share and support wider partners. We will also ensure that we champion Social Value in all that we do.

Where can I get more information?

There is a wealth of information for both suppliers and buyers on the STAR Procurement website: www.star-procurement.gov.uk

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Report to: STAR Joint Committee
Date: 21st August 2017
Report for: For Discussion
Report of: Head of Strategic Procurement

Report Title

New STAR Procurement Performance Measures (5-STAR)

Summary

The purpose of this report is to provide the STAR Joint Committee with the 2017-18 Q1 performance measures for STAR Procurement

Recommendations

The recommendation of this report is that the Joint Committee notes the contents of the report and discusses its contents

Contact person for access to background papers and further information:

Name: Elizabeth McKenna
 Phone: 07811 983687

Background

Financial Impact:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	None
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The report provides the STAR Joint Committee with details of STAR Procurement's current performance in line with the new 5-STAR measures which replace the former Balanced Scorecard approach to KPIs

1. 2017-18 Q1 Performance

- 1.1 Details of STAR Procurement's 2017-18 Q1 performance against the new 5-STAR measures is given in Appendix 1

2. Recommendations

- 2.1 The Joint Committee notes the contents of the report and discusses its contents

Report Appendices

1. New STAR Procurement Measures (5-STAR) 2017-18 Q1



5 STAR Measure	Target	Quarter One Achieved
Commercial		
Cash Savings	Target: £4.2m	£2,410,792 (57% of target)
Income Generation	Target: £150,000	£138,000 signed SLAs
Procurement Activity	Benchmarking	70 new contracts commenced 145 in pipeline and out to procurement
Communities		
Social Value –jobs	Reporting	<ul style="list-style-type: none"> 8 employment opportunities worth circa £100k 10 apprenticeship/training opportunities worth circa £68k From contracts awarded in Q1 Case studies to demonstrate Social Value achievement ready for website
Contracts resulting in measureable social value	Target 50%	25% (50% of target)
Average social value evaluation weighting	Target 10%	8% Average on tenders issued in Q1
Local suppliers registered on The Chest	Benchmarking	5731 registrations as at 1 st April 2017
Collaboration		

Collaborative contracts	Benchmarking	24% of total activity
Number of SLA's	Reporting – Number/Value	7 SLA's signed valued at £138k
Category Strategies	Reporting - Status	People Professional and Place Strategies finalised and launched in Q1
Compliance		
STAR delivered internal stakeholder training on compliance	Reporting	Total 28 hours
Team Continual Professional Development	Reporting	Total 271 hours
Champions		
Online reach - Website	Reporting	10,169 page views
Online reach - Twitter	Reporting	428,700 impressions
LinkedIn	Reporting	STAR LinkedIn account launched 30 th June 2017
STAR delivered external stakeholder events	Reporting	65 hours of events delivered to include: <ul style="list-style-type: none"> • Meet The Buyer (87 STAR-specific supplier appointments) • Tendering & Social Value supplier workshops at Meet the Buyer event) • Commissioning Academy Cheshire & Warrington • Wirral Leadership Academy • Highland Council, Aberdeen City & Aberdeenshire • MCC Learning and Best Practice • Business Growth Hub supplier-focussed Textbook Tendering & Social Value training
Praise and Recognition	Reporting	17 STAR Colleagues praised and recognised for their efforts

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