

**APPENDIX A**

**COMPARISON OF PROJECT OBJECTIVES AND  
ACHIEVEMENTS**

	<b>Original Scope/Objectives</b>	<b>Delivered by Review?</b>	<b>Comment</b>
1	Role and Purpose of ESPO – what is the core business and the scope of activities undertaken and how ESPO is perceived by consortium members and more widely?	Yes	Phase 1 report (sections 3, 4, 5) Phase 2 report ( section 3)
2	Business and Financial objectives	Yes	Phase 3 report (section 3)
3	Risk assessment of high risk activities currently undertaken such as BSF contracts, energy and other framework contracts.	In part	New governance and risk management framework proposed in Phase 3 report (section 7) to supplement work initiated outside the Review by Interim Director to adopt a more rigorous business case approach to evaluating new opportunities; A range of potentially high risk events and mitigating actions provided in Phase 2 report section 5 and Appendix B.
4	Positioning of the business in relation to the economic downturn, the fragmented procurement landscape and 'place based' initiatives	Yes	Risk approach considered the shape of the future service offering on national and regional basis as well as supporting local issues (Phase 1 report, section 3 and Phase 2 report, section 3) and also in the new ESPO value proposition (Phase 3 report, section 3). The changing landscape and future requirements placed upon procurement formed the basis for the defining a future role and vision for ESPO.
5	Markets of potential growth and markets to exit	In part	Members' views changed during Phase 2 from seeking additional business opportunities for ESPO (e.g. working with GP consortia) to stating a preference for ESPO

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			to primarily focus on meeting the different needs of Member Authorities. Members' primary interest was in the greater value offered by the Consortium and the funding of the new service offering (Phase 2 section 4).
6	Review current delivery model to identify if it is still appropriate and options for improvement	Yes	Phase 1 and 2 reports
7	Review of performance management framework including incentives for the business and staff and delivery of internal operating efficiencies	Yes	Review of business performance in Phase 1 report (section 4) and Phase 2 report (section 3) and included a review of ESPO's 'dashboard', the objectives in the Business Plan and the management of differences targets and actual performance); and a review of performance by service line. Outside the Review, the Interim Director has also initiated a number of efficiency savings projects as part of his 6-month plan.
8	Assess the value of having ESPO e.g. delivery of procurement savings and the extent to which ESPO supports and influences procurement spend	Yes	A summary of ESPO's new service offering (identifying the differences for Member and non-Member Authorities) is provided in Phase 3 report (section 3).
9	The values and expectations of member authorities	Yes	Covered throughout the Review process
10	The resources required by ESPO to support future business strategy	Yes	Resource requirements for the Implementation Plan addressed in the Phase 3 report (section 8) and reflected in Financial Principles and 'Critical Success Factors' (Phase 2 report, section 4). Information on procurement capacity and expertise was obtained through the Skills Audit (Phase 2 reports, section 3.6).
11	Review leadership and	Yes	See below

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	governance arrangements including:		
	(1) the constitution, legal agreements and legal powers, including share of surplus and liabilities	Yes	Phase 3 report (sections 5 and 7)
	(2) whether the joint committee model is still appropriate	Yes	Phase 3 report (section 4)
	(3) the role and responsibility of elected members	Yes	Phase 3 report (section 5)
	(4) management structure including succession planning	In part	This is being progressed by Interim Director (outside the Review), through interim structural arrangements and as part of the development of a 4-year Business Strategy. The Review identified a number of guiding principles impacting upon organisational design including the contents of a key Organisational Design workstream (Phase 3 report, section 8)
	(5) officer infrastructure including senior officer group	Yes	Governance framework (Phase 3 report, section 5) covers the role of the Chief Officer Group and makes reference to other stakeholder groups, such as the Senior Officer Group.
	(6) role/responsibility of the servicing authority	Yes	Phase 3 report (section 7)
	(7) business processes	In part	Reference is made to the business process changes to be delivered as part of the Implementation Plan and to the new process for evaluation of major contracts being delivered outside the Review (Phase 3 report, sections 7 and 8)