



AGENDA PAPERS FOR STAR JOINT COMMITTEE MEETING

Date: Wednesday, 16 March 2022

Time: 10.00 a.m.

Place: George Hatton Hall, Dukinfield Town Hall,
King Street, Dukinfield, SK16 4LA

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 September, 2021.	1 - 4
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.	QUARTER 3 5-STAR PERFORMANCE 2021/22 AND NEW MEASURES FOR 2022/23 For decision.	5 - 10
5.	STAR PROCUREMENT CONTINUOUS IMPROVEMENT UPDATE For discussion.	11 - 16
6.	STAR PROCUREMENT STRATEGIC RISK REGISTER For noting.	17 - 24

7. CONTRACT PROCEDURE RULES

For noting.

To Follow

8. STAR PROCUREMENT SUPPORTING THE REAL LIVING WAGE ACCREDITATION

For decision.

25 - 28

9. 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.

10. DATE AND TIME OF NEXT MEETING

To note that the next meeting will take place on Wednesday, 15 June 2022, at 10:00 a.m. at Trafford Town Hall.

11. 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.

PART II	NOT FOR PUBLICATION by virtue of Local Government Act 1972, Schedule 12A, Part I as amended by The Local Government (Access to Information) (Variation) Order 2006:-	Pages
12. SOCIAL VALUE PORTAL RE-ENGAGEMENT AND COMMUNITY IMPACT FUND		
For decision.	Para. 3	29 - 42
13. STAR PROCUREMENT BUDGET POSITION QUARTER 3 2021/22		
For discussion.	Para. 3	43 - 48

SARA TODD
Chief Executive

Membership of the Committee

Councillors T. Ross (Vice-Chair), Ryan, McGee (Chair) and Smith

Further Information

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

Ian Cockill, Senior Governance Officer,
Tel: 0161 912 2019
Email: ian.cockill@trafford.gov.uk

This agenda was issued on **Tuesday, 8 March 2022** by the Governance Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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STAR JOINT COMMITTEE

22 SEPTEMBER 2021

PRESENT

Councillors McGee (in the Chair), Ross, Ryan and Smith

In attendance

Lorraine Cox	Director, STAR Procurement
Elizabeth McKenna	Assistant Director, STAR Procurement
Nicola Cooke	Assistant Director, STAR Procurement
Julie Murphy	Director of Finance and Chief Finance Officer, Rochdale Council
Sajal Lenahan	Principal Solicitor, Trafford Council
Fabiola Fuschi	Governance Officer, Trafford Council

11. ATTENDANCES

There were no apologies for absence received.

This meeting had been scheduled to take place on 15th Sep 2021. However, due to the lack of quorum, the meeting had been adjourned and reconvened to today's date.

12. DECLARATIONS OF INTEREST

There were no declarations of interest received

13. MINUTES

RESOLVED that the minutes of the meeting held on 16th June 2021 be approved as a correct record

14. QUARTER ONE 5-STAR PERFORMANCE 2021/22

The Joint Committee gave consideration to a progress report of the STAR Assistant Director which outlined the 2021/22 Quarter 1 key performance measures of STAR Procurement.

The report author informed the Joint Committee that all performance indicators were on target. The Income indicator looked very strong and had improved since the publication of the report.

RESOLVED that the 5 - STAR 2021/22 Quarter 1 performance be noted.

15. STAR PROCUREMENT CONTINUOUS IMPROVEMENT UPDATE

The Joint Committee gave consideration to a progress report of the STAR Procurement Assistant Director on the continuous improvements made against STAR Business Plan 2021/24.

The author of the report outlined some of the main strands of work within the STAR Business Plan such as the establishment of a Continuous Improvement Working Group to further improve communication between STAR, the four partners, the two Clinical Commissioning Groups and STAR Legal. As part of the Income Plan for 2021/22, the report author informed that a number of commissions had been secured and were being delivered. With regards to Commercial Contract Management, this project had commenced with significant potential savings in connection with contract re-negotiation.

RESOLVED that the continuous improvements made against STAR Business Plan 2021-24 and future plans be noted.

16. STAR STAFF SURVEY RESULTS 2021

The Joint Committee considered a report of the STAR Assistant Director which provided an overview of the 2021 STAR staff survey.

The report author informed that the staff survey was conducted annually and it was considered a valid tool for organisational improvement and staff retention. This year's response rate remained very high, with the majority of responses being very positive. Staff acknowledged and valued health and wellbeing which had been a management's strong focus for the past 18 months. Where comments had been less positive, follow up sessions had been offered to members of staff to discuss their concerns. The survey results would inform STAR continuous improvement work plans.

RESOLVED that the results of the 2021 STAR Staff Survey be noted.

17. STAR PROCUREMENT AND SOCIAL VALUE

The Joint Committee gave consideration to a report of the Director of STAR which updated on progress to date on Social Value through procurement and next steps for STAR, its partner organisations and within the Greater Manchester region.

During the meeting, the Director of STAR delivered a presentation which outlined STAR approach to Social Value and its performance to date.

The Director of STAR continued the presentation informing Members of the 12 steps which had been identified as key themes to further embed Social Value and to support partner organisations to achieve their corporate objectives and contribute to the GM priorities.

The Director of STAR drew the attention of the Joint Committee on the importance of promoting the Social Value agenda at GM level, encouraging the consideration of a GM approach to targeting Social Value.

STAR Joint Committee
22 September 2021

Members acknowledged the effectiveness of the Social Value Portal which had been launched in 2019 and had significantly contributed to bring rigour and focus to the Social Value agenda. The three year contract for the Portal was coming to its end and the Joint Committee wanted to consider options and opportunities in relation to its position.

In response to the presentation, Members requested to receive a report at the next meeting of the Joint Committee in December on the options on the Social Value Portal. Members highlighted the importance of focusing on small businesses to facilitate their access to the Social Value Portal and their overall engagement with the Social Value agenda. Members also agreed to consider how to move forward the Social Value agenda within the GM context. Members requested information on sufficiency of resources to support the Social Value agenda.

RESOLVED:

1. That the progress to date be recognised;
2. That the twelve Next Steps for Social Value be approved;
3. That a report on the options on the Social Value Portal be presented at the next meeting of the Joint Committee.

18. URGENT BUSINESS (IF ANY)

There were no items of urgent business received

19. DATE AND TIME OF NEXT MEETING

The Joint Committee noted the date and time of next meeting: Wednesday 15th Dec 2021 at 10.00 a.m. Venue: Stockport Council.

20. EXCLUSION RESOLUTION

RESOLVED that the public be excluded from this meeting during consideration of the remaining items on the agenda, because of disclosure of “exempt information” which falls within category 3 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.

21. STAR PROCUREMENT BUDGET POSITION QUARTER 1 21/22

The Joint Committee gave consideration to a report of the STAR Assistant Director which updated on the STAR Procurement budget position at Quarter 1 2021/22.

RESOLVED that STAR Procurement budget position at quarter 1 2021/22 be noted.

The meeting commenced at 9.00 am and finished at 10.12 am

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Report to: STAR Joint Committee
Date: 16th March 2022
Report for: Information & discussion
Report from: Nichola Cooke, Assistant Director

Report Title

Quarter 3 5-STAR Performance 2021/22 and New Measures for 2022/23

Summary

The purpose of this report is to:

- Inform STAR Joint Committee of the 2021/22 Quarter 3 key performance measures of STAR Procurement
- Discuss and agree key performance measures for 2022/23

Recommendations

The recommendation of this report is that the STAR Joint Committee:

- Note the content of the report and discuss the performance to the end of Quarter 3 for 2021/22
- Agree key performance measures for 2022/23

Contact person for access to background papers and further information:

Name: Nichola Cooke
 Phone: 07711 454555

Background

Financial Impact:	Savings secured
Legal Impact:	No legal challenges to report
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	No significant risks to report
Health and Safety Impact:	None

Consultation

No public consultation required

1. 5-STAR Quarter 3 Progress Report

- 1.1. The Quarter 3 results are included in Appendix 1.
- 1.2. In order to allow comparison the following results were achieved in 2020/21 and in Q1 and Q2 2021/22. However, please note that figures do fluctuate over a year and some are best taken annually rather than quarterly.

KPI	2020/21 Total	2021/22		
		Q1	Q2	Q3
Savings	£6,135,287	£1,460,105	£3,782,145	£4,540,000
Return on Investment	3.8x	0.9x	2.3x	2.8x
Income	£134,890	£226,943	£410,865	£417,042
SV against contract value	28%	35.5%	35%	35.9%
Local spend	53.9%	52.7%	56.1%	51.7%
Verified spend	90%	89%	88.7%	89%

2. 5 STAR Performance Measures for 2022/23

- 2.1. Each year, STAR Procurement review the 5 STAR Measures to ensure they remain fit for purpose and continue to drive continuous improvement through stretched targets that are relevant to Council priorities.
- 2.2. Due to high levels of uncertainty last year, the targets and measures for 2021/22 remained the same as 2020/21.
- 2.3. There remains volatility and uncertainty over what may be achievable over the next 12 months, therefore we propose that a cautious approach is taken and that a majority of targets remain the same for 2022/23. We are required to deliver income into the STAR budget and the 'in-year income target' will be set at the start of the new financial year
- 2.4. The proposed measures and targets for 2022/23 are:

Measure	Description	Target
Commercial	Ratified savings to be broken down into: - Revenue - Capital - Carry Over	£5.6m
	Return on Investment	2
	Income broken down by: - Long-term SLA - One-off activity	TBC
Communities	Social Value	25%

	- Social Value Target Against Contract Value	
	Local Spend: - Local Authority spend as percentage of total controllable spend	50%
Compliance	Verified spend as percentage of total controllable spend	90%

3. Recommendations

3.1. It is recommended that STAR Joint Committee:

- Note the content of the report and discuss the performance to the end of Quarter 3 for 2021/22
- Agree key performance measures for 2022/23

Report Appendices

1. 5-STAR 2021/22 Quarter 3 Performance Management Results

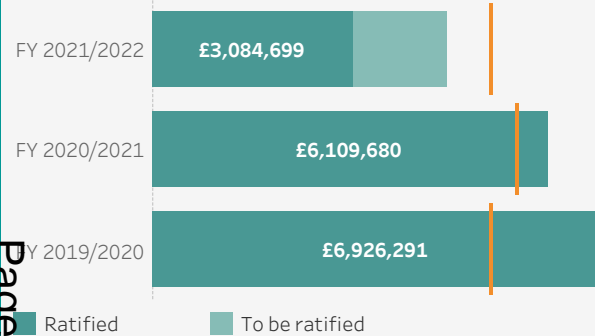
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Commercial

Ratified Savings:

£4,540,000 generated in this FY.
Target for this FY is **£5,200,000**

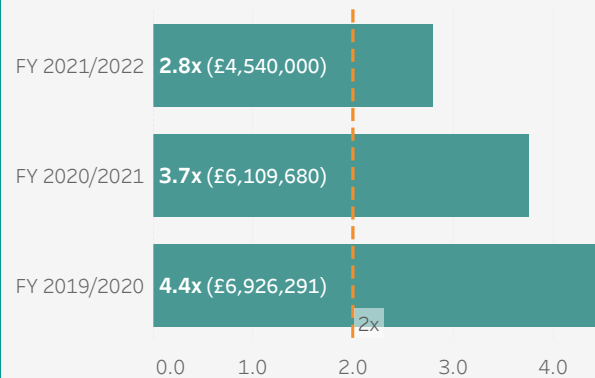
Annual Totals



Return on Investment:

ALL

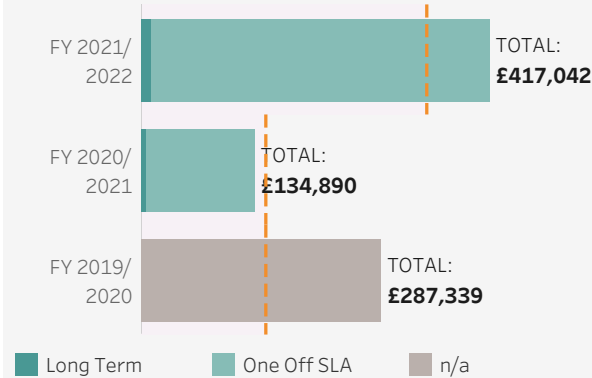
Annual target is **£3,236,378** (2x Investment).
2.8x the annual investment has been saved this year.



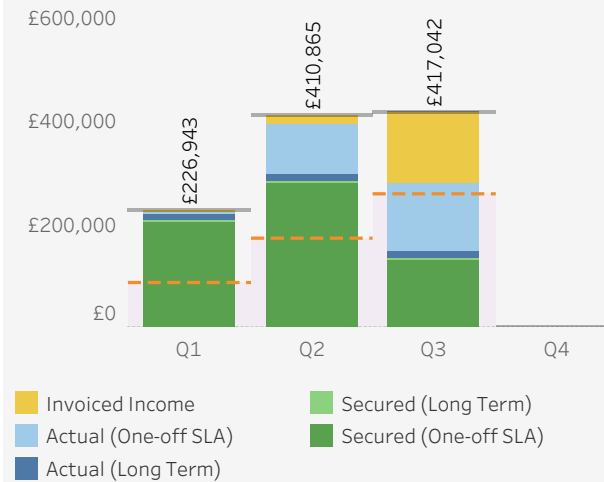
Income (STAR Total):

£417,042 of income has been secured this year.
Target for this year is **£341,611**

Annual Totals



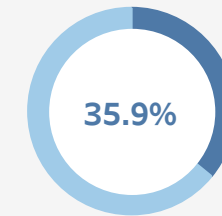
Cumulative position by Quarter



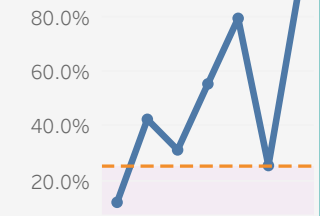
Communities

Social Value Target Against Contract Value:

% to date since launch April 2019

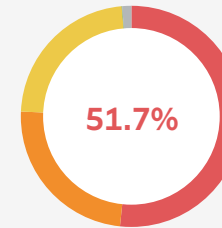


Quarterly %

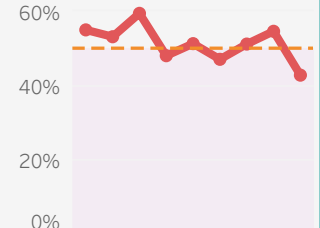


Local Spend:

FY % to date



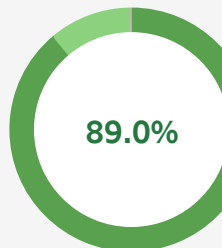
Monthly %



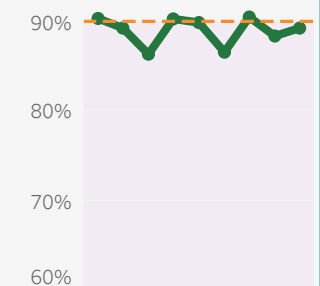
Compliance

Verified Spend:

FY % to date



Monthly %



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Report to: STAR Joint Committee
Date: 16th March 2022
Report for: Information/Discussion
Report of: Assistant Director's STAR

Report Title

STAR Procurement Continuous Improvement Update

Summary

The purpose of this report is to update STAR Joint Committee on the continuous improvements made against our STAR Business Plan 2021-24

Recommendations

The recommendation of this report is that the STAR Joint Committee:

- Discuss and give consideration of the continuous improvements made against our STAR Business Plan 2021-24 and future plans

Contact person for access to background papers and further information:

Name: Elizabeth Mckenna and Nichola Cooke
Phone: 07811983687 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

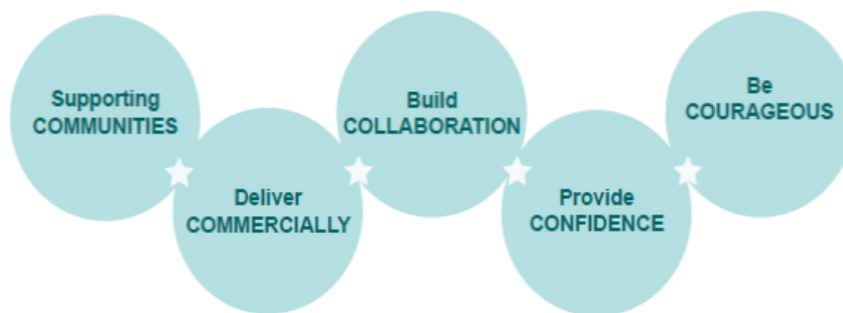
1. Background

- 1.1. The STAR Business Plan 2021-24 was launched in January 2021. This sets the strategic direction for STAR over the next three years, including our vision, objectives and enablers.

Our Vision

Leading Transformation Through
Procurement and Co-Operation

Our Objectives



Our Enablers



2. Continuous Improvement Group

- 2.1. The STAR Continuous Improvement Group (CIG) met in February, Roles and Responsibilities for STAR Legal/Legal Teams/STAR was discussed and will be shared within each partner council. An update was provided on the CPR Review, the National Procurement Policy Statement (NPPS), Social Value, electronic signatures and Intend.

- 2.2. Discussions around insourcing began, in terms of an agreed and consistent way of considering insourcing prior to procurement.

3. Supporting Communities

3.1. Social Value

See report on Social Value Portal and Community Impact Fund (CIF)

2.3 Real Living Wage

See report on Real Living Wage.

2.3 Resources: Recruitment and Retention

During the last quarter year there has been a high turnover of staff, including senior posts within the STAR team. Whilst we have been successful in our recent recruitment, and have been able to promote from within as well as appoint external candidates, recruitment and retention is becoming very challenging.

There are a lot of vacancies currently being advertised by public sector partners across Greater Manchester and Central Government, and STAR are struggling to remain competitive in terms of salaries. Roles advertised are mainly for sole organisations and are deemed 'easier' than working in a multi-partner organisation and one that is continually growing.

Agency staff continue to help us to deliver the income generation work, thereby mitigating any impact on service delivery to our Partners, however there is a cost to this in terms of agency fees

2.4 Resources: Trafford Time to Shine Awards

Four STAR staff were nominated for Trafford Council Time to Shine awards, with two receiving highly Commended.

4. Deliver Commercially

4.1. Income Plan for 2021/22

A number of commissions have been secured and are being delivered by the Development Team, as well as a number of new opportunities that are currently being scoped and proposals drafted. A pipeline of income work for 2022/23 is currently under development.

3.2 Commercial Contract Management (CCM)

The CCM pilot has delayed slightly due staff turnover some months ago but we have recently recruited an internal candidate into this role with a start date of 1st March 2022. In the meantime two of our Heads of Strategic Procurement (HOSPs) have stepped in to undertake some negotiations, albeit no cash secured from those negotiations as yet but a commitment from the providers to discuss further. A full review of the top 20 suppliers is required and will be undertaken in conjunction with officers in our partner organisations from 1st March and an update will be provided at the next meeting.

5. Build Collaboration

5.1. In-tend

5.1.1. The implementation of In-tend system for the STAR Contracts Register and work planning is now live. The STAR Contracts Register has been uploaded in to the system and the STAR team have been trained in using it. There are a number of issues that In-tend need to resolve in order for us to have greater functionality of the system e.g. work plans.

5.1.2. We are continuing to resolve the outstanding issues with In-tend as well as continue the training and preparation for roll-out across Rochdale, Trafford and Tameside Councils. The focus is currently on data cleansing and each Authority is responsible for developing their own implementation plans. STAR are working with key link Officers in each Council as well as continuing liaison with Stockport Council who are providing advice and feedback from their implementation.

5.2. STAR Chamber

STAR Category Managers presented at STAR Chamber in January to provide an update on progress in terms of Category Strategies, Social Value, spend and pipeline. STAR Chamber delivered a very positive outcome on progress with the category strategies, next steps are to update the strategies with a detailed focus on market stability and risk management. A workshop has been scheduled to establish what is required and to provide training on risk management. This allows the middle managers to present to senior managers within STAR and to own and direct progress.

6. Provide Confidence

6.1. Work Streams

There are 3 work streams within the Delivery Team, Social Value, Simplify and Systems, the HOSPs presented a Work Stream Update to Wider Leadership and the Delivery Team with regards to progress to date and plans for 2022. Following a refresh of each workstream they are focussed on our 12 Steps to

Social Value, Tableau/Intend and pipeline planning, simplifying procedures and processes and removing barriers via a full review of documentation.

6.2. New Procurement Regulations

No new updates have been made on the new Regulations since last update.

6.3. National Procurement Policy Statement (NPPS)

We continually update the National Procurement Policy Statement (NPPS) action plan and have shared with the CIG.

6.3 Data SLA with Stockport MBC

The SLA with Stockport Council to support our data management through Tableau has been expanded. The scope now includes new data runs and reports including transparency, work plans, exemptions/modifications and the annual 'Know Your Business' review of activity. This is in place for a 12 month period and is being funded by a vacant Business Improvement Officer post with in the Development Team.

7. Be Courageous

7.1. National & Regional Events

STAR Procurement have presented/delivered training at the following regional and national groups:

- I-Network Annual Conference - How Data Drives Better Procurement, Savings and Social Value
- GM Real Living Wage City Region Group
- GM Mayoral Priorities and Group
- National Social Value Task Force and its associated sub-groups.

8. Recommendations

It is recommended that STAR Joint Committee:

- Discuss and give consideration of the continuous improvements made against our STAR Business Plan 2021-24 and future plans.

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Report to: STAR Joint Committee
Date: 16th March 2022
Report for: Information
Report from: Assistant Director (Development), STAR Procurement

Report Title

STAR Procurement Strategic Risk Register

Summary

The purpose of this report is to:

- Share the updated STAR Risk Register.

Recommendations

The recommendation of this report is that the Joint Committee

- Notes the contents of this report

Contact person for access to background papers and further information:

Name: Nichola Cooke
Phone: 07711 454555

Background

Financial Impact:	Financial risks included in risk register
Legal Impact:	Legal risks included in risk register
Human Resources Impact:	HR risks included in risk register
Asset Management Impact:	None

E-Government Impact:	IT risks included in risk register
Risk Management Impact:	This Risk Register aids monitoring and mitigation planning
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The report is issued for information only.

1. Introduction

- 1.1 The STAR Risk Register has been revised and updated in line with best practice. This is a live document that is reviewed regularly by STAR Wider Leadership Team (WLT) and reported to STAR Board and STAR Joint Committee annually, or by exception.
- 1.2 Following Joint Committee, the STAR Risk Register is shared with all our Partners Audit teams for information and where appropriate inclusion in corporate risk registers.

2. Updates to Risk Register

- 2.1. The risks can be summarised in the following heat maps:

2019 Heat Map (Total 20)

		Impact			
		1	2	3	4
Probability	4	1	1	1	1
	3	1	1	1	1
	2	1	1	6	1
	1	1	4	5	3

2020 Heat Map (Total 21)

		Impact			
		1	2	3	4
Probability	4	1	3	2	1
	3	1	1	2	1
	2	1	1	8	1
	1	1	3	2	3

2021 Heat Map (Total 23)

		Impact			
		1	2	3	4
Probability	4	1	2	1	1
	3	1	1	4	1
	2	1	1	4	1
	1	1	4	3	5

- 2.2. The new risks added are:

- 024 – Increased income generation activity leading to non-compliance with relevant legislation

- 025 - Complexity of governance and decision making arrangements leading to inefficiencies in growth and inability to be responsive to growth opportunities efficiently
- 026 - Legal Challenge arises due to emergency procurements undertaken during the COVID response in line with published Procurement Policy Notes

2.3. The risks have been removed but two risks have been combined

2.4. The risks that have increased are:

- 021 - Reductions in income from Partners (i.e. no inflationary increase) and customers impacts on STAR budget and future sustainability is causing a greater concern
- 005 - Recruitment and retention of suitably qualified and/or experienced procurement staff that have the skills to deliver across multi partners impacts on ability to deliver services to Partners
- 008 - Volume of procurement activity impacts on quality of service delivered i.e. Partners' outsourcing of services to private companies or in-sourcing back into the Council impacts on procurement activity and strategic influence in those areas
- Global and national issues EU withdrawal ("Brexit") arrangements impact on supplier sourcing of supplies and impacts on STAR Partners' savings objectives e.g. Brexit, COVID, energy prices and inflation

2.5. The risks that have decreased in scoring are:

- 014 - Underperformance by internal SLA providers to STAR (Legal, HR, ICT and Finance services by Trafford Council and Tableau and data by Stockport Council) impacts on STAR's ability to deliver effective services to its Partners and Customers
- 002 - Withdrawal of one or more Partners leads to workforce and funding instability and inability to deliver remaining Partners' requirements

3. Summary

3.1. There has been a slight increase in the number of high graded risks and a slight increase in overall number of risks. Mitigation action are in place and will continue to be monitored and managed by STAR WLT.

4. Recommendations

4.1. It is recommended that Joint Committee:

- Notes the contents of this report.

Report Appendices

1. STAR Procurement Risk Register v3.0

Appendix 1: STAR Procurement Strategic Risk Register v4.0



Corporate Risk Register

Version: 4.0 (Draft)

Issue Date: February 2022

Document Owner:
Assistant Director
(Development)

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Summary			Risk Description & Impact				Preventative Actions	
ID	Date Raised	Type	Description of risk / impact	Prob (1-4)	Impact (1-4)	Score (P x I)	Mitigating actions / Countermeasures	Risk Owner
021	19 Nov 20	Finance	Reductions in income from Partners (i.e. no inflationary increase) and Customers impacts on STAR budget and future sustainability	3	4	12	<ul style="list-style-type: none"> - Income target reviewed annually - Implemented a charging policy to ensure full cost recovery - Procurement Business Partners are developing links with new and existing Clients to secure new income - Report to Board and JC Quarterly 	Nichola Cooke
015	15 Apr 19	KPIs	Failure to meet agreed in-year 5-STAR KPI targets	3	3	9	<ul style="list-style-type: none"> - Leadership Team regularly reviews KPI reports and metrics to identify any risks which can be addressed - WLT undertake deeper dive analysis of KPI data - Quarterly reporting to Board and Joint Committee - Annual review of targets 	Nichola Cooke
005	15 Apr 19	Staff	Recruitment and retention of suitably qualified and/or experienced procurement staff that have the skills to deliver across multi partners impacts on ability to deliver services to Partners	3	3	9	<ul style="list-style-type: none"> - 'Grow Your Own' training and development policy continues to meet succession requirements - Further training and development opportunities are being identified - Talent management is being developed from apprenticeship-level and upwards and forms part of New Business Plan - Resource review - Recruitment strategy/marketing of opportunities 	Elizabeth McKenna
008	15 Apr 19	Service Quality	Volume of procurement activity impacts on quality of service delivered i.e. Partners' outsourcing of services to private companies or in-sourcing back into the Council impacts on procurement activity and strategic influence in those areas	3	3	9	<ul style="list-style-type: none"> - HoSPs work with Category Managers and Procurement Officers to identify capacity issues - Implementation of In-tend to allow automation of workplans - Annual 'Know Your Business' analysis undertaken on procurement activity - Cyclical reporting, forward planning and strategic savings planning work embedded - STAR continues to analyse volume and type of activity to identify any new opportunities and/or risks - Wider Leadership Team further developing strategic relationships with key Clients 	Elizabeth McKenna
020	15 Apr 19	Finance	Global and national issues EU withdrawal ("Brexit") arrangements impact on supplier sourcing of supplies and impacts on STAR Partners' savings objectives e.g. Brexit, COVID, energy prices and inflation	3	3	9	<ul style="list-style-type: none"> - Regular briefings at given at STAR team meetings - Seek and share national and regional guidance - Market intelligence and position statements through Category Strategies - The Chest is enabled to publish new Contract Notices from January 2021 	Elizabeth McKenna
019	15 Apr 19	Governance	Changes in Joint Committee & Board membership impact on STAR Procurement service delivery	4	2	8	<ul style="list-style-type: none"> - Briefings are held with new members to brief them on STAR and their roles and responsibilities - Leadership Team to continually review and assess the impact of the instability of governance arrangements for STAR – reporting to the STAR Board 	Lorraine Cox

023	19 Nov 20	Legal	New legislation changes impact on Core Offer, compliance and workloads	4	2	8	- Monitor legislation progress and timelines - Influence policy changes through national contacts - Update QMS with any new requirements - Implement staff and stakeholder training on new requirements - Seek STAR Legal advice, where required	Elizabeth McKenna
014	15 Apr 19	SLAs	Underperformance by internal SLA providers to STAR (Legal, HR, ICT and Finance services by Trafford Council and Tableau and data by Stockport Council) impacts on STAR's ability to deliver effective services to its Partners and Customers	2	3	6	Wider Leadership team liaises regularly with client leads from each of the services that support STAR - Resource and quality issues are identified at an early stage and mitigation is implemented - Leadership team will escalate any concerns with the STAR Board - Development Team to have dedicated contract managers for SLA's	Nichola Cooke
001	15 Apr 19	Finance	Increases in running costs (Excluding staffing and internal SLA's) impacts on STAR budget and future sustainability	2	3	6	- Regular budget monitoring; including cost forecasting - Spending freeze implemented, when required - Reported to Board	Nichola Cooke
004	15 Apr 19	Staff	Growth in Partners and Customers leads to reduced performance and service to existing Partners fragmentation of STAR and loss of identity as staff work across an increasing number of bases	3	2	6	- Resource review - Clear roles and responsibilities between delivery and development - Robust business case in place for growth/new partners - Rigorous project management and communications	Lorraine Cox
010	15 Apr 19	Service Quality	Partners' outsourcing of services to private companies or in-sourcing back into the Council impacts on procurement activity and strategic influence in those areas	2	3	6	Combined with 008	Elizabeth McKenna
018	15 Apr 19	PR	Failure of STAR to deliver ethical, responsible procurement i.e. identify Modern Slavery in its Partners' supply chains, driven by regulation or policy/strategy drivers in our Partner organisations	2	3	6	- STAR has produced guidance for suppliers which is available on the STAR website - Analysis is conducted on a project by project basis for higher risk contracts - STAR continues to hold CIPS Corporate Ethics Mark which includes a commitment to regular training for staff - STAR supports its Partners with their annual reporting on Modern Slavery - STAR has developed a methodology to implement a risk-based review for lower risk contracts - Questionnaire to Suppliers e.g. Real Living Wage - Liaise with Partners to ensure Responsible Procurement Strategy encapsulates all aspects of ethical and responsible procurement	Elizabeth McKenna
022	19 Nov 20	Staff	New Hybrid/ working from home arrangements impact of staff morale, and mental and physical health	2	3	6	- DSE assessment undertaken and IT equipment issues e.g. laptop risers, screen, chair etc - Promoted staff well-being services provided by Trafford Council - Regular staff survey undertaken - Regular staff engagement, celebrating success and promoting well-being initiatives - Continue to review hybrid/working from home arrangements in line with Trafford Council policy/approach - Partners to keep STAR updated on local arrangements	Lorraine Cox
024 – NEW	10 Feb 22	Growth	Increased income generation activity leading to non-compliance with relevant legislation	1	4	4	- A review to be commissioned to assess the current arrangements and potential future risks	Lorraine Cox
025 – NEW	10 Feb 22	Growth	Complexity of governance and decision making arrangements leading to inefficiencies in growth and inability to be responsive to growth opportunities efficiently	1	4	4	- A review to be commissioned to assess the current arrangements and potential future risks	Lorraine Cox
026 – NEW	28 February 22	Legal	Legal Challenge arises due to emergency procurements undertaken during the COVID response in line with published Procurement Policy Notes	1	4	4	- STAR have followed the advice issued in the Procurement Policy Notes and have proactively managed all urgent/emergency procurement activity	Elizabeth McKenna

002	15 Apr 19	Growth	Withdrawal of one or more Partners leads to workforce and funding instability and inability to deliver remaining Partners' requirements	1	4	4	<ul style="list-style-type: none"> - STAR holds cyclical Board and Joint Committee meetings - Leadership Team holds cyclical Board Member 1-2-1s - HoSPs are leading on stakeholder management - STAR will develop a contingency plan and will review the IAA exit strategy if the risk increases 	Lorraine Cox
016	15 Apr 19	Legal	Receipt of legal challenge to STAR contract award impacts on STAR and its Partners' and Customers' reputation with suppliers	1	4	4	<ul style="list-style-type: none"> - A structured Quality Management System is in place which provides guidance and templates - Whole-team meetings are used to share best practice and training - Annual reporting through PI Insurance renewal to ensure monitoring - Professional and qualified legal support is provided through a Legal SLA with Trafford Council - Continuous Improvement plan in place 	Elizabeth McKenna
007	15 Apr 19	Service Quality	Non-delivery of Core Offer and STAR Business Plan	1	3	3	<ul style="list-style-type: none"> - Delivery via Task & Finish Squads with regular reporting to STAR Wider Leadership Team - Forms part of the new Business Plan - LT review of the STAR Business Plan - Category Strategies in place and regular STAR Chamber - Regular 121 with Board members and regular meetings with service leads 	Lorraine Cox
012	15 Apr 19	ICT & Data	Unavailability of key third party systems, e.g. The Chest, Social Value Portal, In-tend, Sharpspring etc, impact on service delivery and supplier interaction	1	3	3	<ul style="list-style-type: none"> - STAR ensures that business continuity clauses are embedded into contracts to minimise any downtime of third party systems - Each systems has a nominated Contract Manager within STAR 	Nichola Cooke
011	15 Apr 19	ICT & Data	STAR staff are unable to access the Trafford systems	1	2	2	<ul style="list-style-type: none"> - STAR colleagues are provided with mobile connectivity which enables Wi-Fi hotspot creation - Business Continuity Plan is in place and reviewed annually, or more frequently if required - Laptop refresh has been undertaken to upgrade existing IT equipment - Implementation of Office 365 will provide greater resilience 	Nichola Cooke
009	15 Apr 19	Service Quality	Conflict between Partners' requirements and those of Customers leads to an inability to deliver effectively to both Partners and Customers	1	2	2	<ul style="list-style-type: none"> - Customer activity secured, managed and delivered by the Development Team - External resources i.e. agency staff utilised - HoSPs monitor workload with their teams - The charging policy ensures that resources can be made available to service Customer requirements at full cost recovery - Leadership team ensures that Customer agreements (SLAs) include realistic requirements - All STAR staff are used for Customers to ensure equality of opportunity and minimise poaching of staff - Annual 'Know Your Business' analysis undertaken on procurement activity 	Nichola Cooke
013	15 Apr 19	ICT & Data	Reliance on spend and other data from Partners with inability to influence data quality impacts on category management	1	2	2	<ul style="list-style-type: none"> - Tableau has been implemented for spend analysis ensuring consistency, accuracy and regular monthly reporting - Roles and responsibilities and standard templates developed to ensure quality of data from Partners - Cyclical Reporting Plan and Data Protocol in place 	Nichola Cooke
017	15 Apr 19	PR	Poor PR impacts on STAR and its Partners' and Customers' reputations	1	2	2	<ul style="list-style-type: none"> - Relationship management with all stakeholders - STAR complaints procedure in place to ensure any issues are resolved consistency and promptly - STAR social media fields are monitored - Utilise Council Communications teams when required 	Nichola Cooke

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Report to: STAR Joint Committee
Date: 16th March 2022
Report for: Information & Decision
Report of: Lorraine Cox – STAR Director

Report Title

STAR Procurement supporting the Real Living Wage Accreditation

Summary

The purpose of this report is to update STAR Joint Committee on the STAR Real Living Wage (RLW) Accreditation and Procurement support.

Recommendations

The recommendations of this report is that STAR Joint Committee:

- Approve the STAR support and audit approach in seeking confirmation from current contractors as to their RLW status to support the RLW Accreditation application.
- Approve as part of new procurement activity to secure commitment to paying the RLW in our contracts
- Approve STAR to seek support of the GM Good Employment Charter of current contractors and as part of new procurement activity.
- Support the ambition within the four partner organisations to progress to RLW Accreditation.

Contact person for access to background papers and further information:

Name: Lorraine Cox
Phone: 07817 882169

Background

Financial Impact:	No financial impact to STAR, but it does have financial impact for each of the partner organisations which each would need to consider independently.
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

1. Background

- 1.1 Greater Manchester has recently become the first city region officially recognised by the Living Wage Foundation for its ambitious plans to increase take up of the RLW. It is making strides to ensure that employees across all 10 boroughs are paid a real living wage and offered good contracts and working conditions.
- 1.2 The STAR authorities have shown commitment and made good progress towards becoming RLW organisations, some have progressed to paying RLW into specific cohorts of contracts such as Adult Social Care and all have progressed successfully with paying the RLW to their employees.
- 1.3 Part of the accreditation process is to identify contracted spend that is in-scope (2 hours per week for 8 consecutive weeks) and to audit which current suppliers pay the RLW, who are working towards and those that don't. The accreditation process requires STAR partner organisations to then create a three year plan to mobilise suppliers current and new to commit to paying the RLW.
- 1.4 STAR has been in contact now with all four STAR partner organisations who are at similar stages with their planning to progress to accreditation. Therefore STAR wanted to ensure STAR Joint Committee are briefed on work to date and the direction of travel to support the four organisations.
- 1.5 The Real Living Wage Movement after 20 years has:
 - Put over **£1.6bn back** into the pockets of low paid workers
 - Lifted over **300,000 workers** onto the real Living Wage
 - Accredited over **9000** Living Wage Employers

1.6 Greater Manchester:

- **Around a fifth of GM** employees earn below the real Living Wage
- Greater Manchester recognised as **the first Living Wage City region** in November 2021
- The recent Independent Inequalities Commission (IIC) report recommended that **Greater Manchester aims for 100% of employees to be paid the RLW** by 2030.
- **422** accredited Living Wage Employers across GM
- **16,108** uplifted employees

2. **STAR Process:**

2.1 STAR has commenced a review of current live contracts starting with Trafford Council and intends to undertake an audit of which suppliers are currently RLW Employers and then to support the development of an action plan for the following three years to support the transition of all suppliers to be committed to paying the RLW. This audit will form a baseline. Each organisation will have to review the non-RLW suppliers/sectors and consider how they can support this financially where appropriate and able.

2.2 Trafford Council have committed to being the pilot in order to establish an approach which can move swiftly from the baseline capture to setting a three year plan to enable the council to consider funding support which will form part of the accreditation application. The ambition is to ensure governance approval is in-place and the review and audit can commence before the end of March 2022 for Trafford Council.

2.3 This approach can then be adapted and scaled up across the other three organisations depending on their governance approvals, commitment and ambition to apply for accreditation.

2.4 Each partner organisation will need to consider:

- Creating a working group
- Governance approval to pledge to work towards becoming RLW Accredited

2.5 Current Contract Audit:

- Approve the support from STAR to undertake the contract audit
- Approach to reviewing the non-RLW contracts in order to create a three year plan and consider funding requirements thus leading them to be in a strong position to applying for accreditation
- Consider all new procurements on a case by case basis in order for suppliers to commit to paying the RLW.

- 2.6 Another key element for STAR is to ask as part of the audit if current suppliers will become supporters of the GM Good Employment Charter¹. This is independently administered and audited by GM Growth Hub. This will add to the ambition of STAR to drive towards us targeting 'good businesses' in terms of their support with the Charter and their declaration to pay the RLW.
- 2.7 As part of becoming accredited, each partner organisation will need to ensure that current employees are paid the RLW. Each partner organisation HR department will facilitate and confirm this as part of the accreditation.

3. Recommendations

- 3.1 The recommendations of this report is that STAR Joint Committee:
- Approve the STAR support and audit approach in seeking confirmation from current contractors as to their RLW status to support the RLW Accreditation application.
 - Approve as part of new procurement activity to secure commitment to paying the RLW in our contracts
 - Approve STAR to seek support of the GM Good Employment Charter of current contractors and as part of new procurement activity.
 - Support the ambition within the four partner organisations to progress to RLW Accreditation.

¹ [The Charter | GM Good Employment Charter](#)

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