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TRAFFORD
COUNCIL

AGENDA PAPERS FOR STAR JOINT COMMITTEE

Date: Monday, 15 April 2024

Time: 2.00 pm

Place: Committee Room 2 and 3, 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. 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. | | |
| 3. QUESTIONS FROM MEMBERS OF THE PUBLIC | | |
| A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be within the remit of the Committee or be relevant to the items appearing on the agenda and will be submitted in the order in which they were received. | | |
| 4. MINUTES | | 1 - 4 |
| To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 21 September 2023. | | |
| 5. JOINT COMMITTEE AND DELEGATION | | Verbal Report |
| To receive a verbal update from Legal. | | |

- | | | |
|-----|---|-----------------|
| 6. | JOINT COMMITTEE ARRANGEMENTS | 5 - 8 |
| | To receive a report from the Assistant Director Development, STAR. | |
| 7. | '5 STAR' PERFORMANCE MANAGEMENT Q2 REPORT | 9 - 16 |
| | To receive a report update from the Assistant Director Development, STAR. | |
| 8. | Q2 CONTINUOUS IMPROVEMENT UPDATE | 17 - 24 |
| | To receive a report from the Assistant Director Delivery, STAR. | |
| 9. | SOCIAL VALUE UPDATE | 25 - 32 |
| | To receive a report from the Assistant Director Development, STAR. | |
| 10. | '5 STAR' PERFORMANCE MANAGEMENT Q3 | 33 - 40 |
| | To receive a report from the Assistant Director Development, STAR. | |
| 11. | EFFICIENCIES UPDATE | 41 - 48 |
| | To receive a report from the Assistant Director Delivery, STAR. | |
| 12. | COLLABORATION FIRST UPDATE | 49 - 76 |
| | To consider a report from the Assistant Director Delivery, STAR. | |
| 13. | CONTRACT PROCEDURE RULES (CPR) REVISION | To Be Tabled |
| | To receive a report update from the Assistant Director Delivery, STAR. | |
| 14. | 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. | |
| 15. | 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. | |

STAR Joint Committee - Monday, 15 April 2024

16. **STAR BUDGET Q2**
- To receive a report from the Assistant Director Delivery, STAR. Para. 77 - 86
17. **STAR BUDGET Q3**
- To receive a report from the Assistant Director Delivery, STAR. Para. 87 - 90
18. **SOCIAL VALUE PORTAL**
- To receive a report from the Assistant Director Development, STAR. Para. 91 - 98

SARA TODD
Chief Executive

Membership of the Committee

Councillors D. Ali (Chair), J. North (Vice-Chair), J. Aston, M. Bond, J. Julian, E. Patel.

Further Information

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

Stephanie Ferraioli, Governance Officer,
Email: stephanie.ferraioli@trafford.gov.uk

This agenda was issued on **Friday, 5 April 2024** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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STAR JOINT COMMITTEE

21 SEPTEMBER 2023

PRESENT

Councillors: Ali, North, Patel, Julien

In attendance

| | |
|---------------------|---|
| Graeme Bentley | Director of Finance and Systems, Trafford |
| Lorraine Cox | Director, STAR |
| Elizabeth Mckenna | Assistant Director, STAR |
| Ashley Hughes | Director of Resources, Tameside |
| Julie Murphy | Director of Corporate Services, Rochdale |
| Michael Cullen | Deputy Chief Executive, Stockport |
| Sajal Lenahan | Legal, Trafford |
| Stephanie Ferraioli | Democratic Officer, Trafford |

1. ATTENANCES

Apologies for absence were received from Sara Saleh, Nichola Cooke.

2. DECLARATION OF INTEREST

There was no declaration of interest in relation to any of the items for discussion on today's Agenda.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 10th July 2023 be noted as a true and accurate record.

4. 5 STAR – PERFORMANCE MANAGEMENT Q1

The Director of STAR Procurement provided committee with an update on the STAR performance for the 2023 Quarter 1.

The Director explained that the key performance measures now in place assist with ensuring the continuous improvement on key targets relevant to each partner. The collaboration KPI is new and STAR are proactively working to identify future collaborative opportunities.

Members queried the timeframe and were informed that although a specific timeline could not be confirmed just yet, STAR are working hard to bring the collaboration project to fruition continuously exploring new opportunities and that said opportunities would include the two new Partners already coming into the group from next month.

A discussion ensued on the benefit of fixing a more central meeting location.

RESOLVED:

- 1) That the discussion on the appropriate location for future meetings be resumed once the two new Partners have joined.
- 2) That the report be noted.

5. CONTINUOUS IMPROVEMENT UPDATE

The Assistant Director of STAR Procurement updated members on the continuous improvement of the STAR business plan. The Assistant Director reminded the committee that the business plan was first launched in 2021 and how it had progressed and helped each Partner achieve their objectives from its inception.

The Director informed that STAR are currently working on pilot schemes with Stockport Council and will take part in the Thrive Trafford event on 27th September which is a business and community sector matching event as well as continuing to support Partners in achieving the Real Living Wage accreditations.

STAR are also in regular meetings with GMCA, GMP, NHS and the Manchester Growth Company with the focus on assisting partners drive the social value and cementing STAR's presence with key stakeholders in the Greater Manchester area

RESOLVED – That the report on the STAR continuous improvements be noted.

6. URGENT BUSINESS (IF ANY)

There was no urgent business to discuss.

7. 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.

8. STAR BUDGET POSITION AND FORECAST REPORT Q1

The Director of STAR Procurement provided an update to members of the committee on the Budget Position and forecast for Quarter 1.

RESOLVED – That the report be noted.

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P R O C U R E M E N T

Report to: STAR Joint Committee
Date: 15th April 2024
Report for: Discussion/Decision
Report from: Nichola Cooke – Assistant Director, Delivery

Report Title

STAR Joint Committee Arrangements

Summary

The purpose of this report is to:

- Provide options for the location of future STAR Joint Committee meetings
- Provide options for Chair and Vice-Chair of STAR Joint Committee

Recommendations

The recommendation of this report is that Board:

- Agree options on location of STAR Joint Committee to be presented to STAR Joint Committee for decision
- Agree options on appointment of Chair and Vice-Chair to be presented to STAR Joint Committee for decision
- Acknowledge the importance of Executive Member attendance and Quoracy requirements

Contact person for access to background papers and further information:

Name: Nichola Cooke
Phone: 07711 454555

1. Background

- 1.1 A new Inter Authority Agreement was signed and sealed by all six Partners in October 2023.
- 1.2 As part of the discussions with Joint Committee Members, it was requested that options are provided for consideration and decision on location(s) of meetings and the appointment of Chair and Vice-Chair to the Joint Committee now that we are pan-Regional and represent six organisations.
- 1.3 The IAA sets out the Terms of Reference and the Constitution of STAR Joint Committee. IAA requires attendance by an Executive Member from all Partners to ensure quoracy. Decisions cannot be taken without this.

2. Location of STAR Joint Committee Options

- 2.1 The IAA sets out the agreed Constitution of the STAR Joint Committee. For location of meetings it states, "Meetings of the Joint Committee will be held at the venue or venues as agreed by the Joint Committee".
- 2.2 Prior to 1st October 2023, where STAR transitioned into a six-partner organisation, the location of meetings was allocated on a rotational basis with each partner hosting the STAR Joint Committee within their Borough. The location was determined by room availability. Each Partner was responsible for the catering costs when they hosted STAR Joint Committee, which comprised of drinks only. Under current legislation it is not an option for this meeting to be held remotely as it is an delegation from the Executive Committees of six partner organisations.
- 2.3 Options for consideration are:

| Option | Advantages | Disadvantages |
|---|---|--|
| <u>Option 1</u> Continue with current rotational hosting arrangement x6 to be included | <ul style="list-style-type: none">• It currently works.• Spreads the associated costs or travel, time and refreshments across all Partners• All Partners can take a turn in hosting and welcoming | <ul style="list-style-type: none">• Would require some longer distance travel i.e. 41 miles from Knowsley to Rochdale and increased travel time• Some offices have limited public transport options |

| | | |
|---|---|--|
| | others to their Borough | <ul style="list-style-type: none"> Does not support the 'green' agenda to reduce road travel |
| <p><u>Option 2</u> Identify the most central Partner location and host all meetings in one place i.e. Trafford</p> | <ul style="list-style-type: none"> Reduces the number of longer distance travel between offices saving time and reduces road travel/carbon emissions. Good public transport links to Sale/Stretford via Metrolink STAR, Legal and democratic services already based from these offices therefore reduces Officer travel time and costs | <ul style="list-style-type: none"> Costs of hosting would sit with one Partner (refreshments) Other Partners would have to travel for all Joint Committee meetings and not host. |
| <p><u>Option 3</u> Identify a central location not hosted by Partner but with good public transport options i.e. Warrington or Manchester City Centre</p> | <ul style="list-style-type: none"> A central location would have various public transport options including Metrolink, train and bus Location would need to have arrangements to allow public access as this is a public meeting | <ul style="list-style-type: none"> Additional costs to STAR budget to pay for an external venue All Partners and attendees would need to travel to attend May be viewed as an excessive cost at a time of financial pressures |
| <p><u>Option 4</u> Alternate between GM and LCR location, identifying those that are most central i.e. Trafford and Knowsley</p> | <ul style="list-style-type: none"> Reduces the number of longer distance travel between offices saving time and carbon emissions Good public transport links Would allow easier access for regular locations selected and car parking | <ul style="list-style-type: none"> Costs of hosting would sit with two Partners (refreshments) Other Partners would have to travel for all Joint Committee meetings |

3. Chair & Vice-Chair of STAR Joint Committee Options

- 3.1 The IAA sets out the agreed Constitution of the STAR Joint Committee. For the appointment of Chair and Vice-Chair it states: "The first meeting of the Joint Committee will elect a Chair for the remainder of the Municipal Year in which the election took place and until the election of a Chair at the first meeting of the following municipal year whichever is later. Thereafter, the Chair will be elected at the first meeting of the municipal year and that member will remain Chair until the election of a Chair at the first meeting of the following Municipal Year unless he or she ceases to be a Member of the Joint Committee. The Joint Committee will elect a Vice Chair for the same periods as set out above.
- 3.2 Prior to October 2023, in the first meeting of the municipal year, STAR Joint Committee were asked to nominate the Chair and Vice-Chair for the next municipal year. This was agreed on a rotational basis and the Vice-Chair became Chair after one year. When Tameside joined in 2018 their Member was elected Vice-Chair for 2019/20 to allow them to be part of the rotation.
- 3.3 Options for consideration are:

Option 1

Continue with current Rotational Chair and Vice-Chair arrangements x6

Option 2

Vote each year for Chair and Vice-Chair based on nominations from the Joint Committee

4. Recommendations

- 4.1 It is recommended that Board:
- Agree options on location of STAR Joint Committee to be presented to STAR Joint Committee for decision.
 - Agree options on appointment of Chair and Vice-Chair to be presented to STAR Joint Committee for decision.
 - Acknowledge the importance of Executive Member attendance and Quoracy requirements.



Report to: STAR Joint Committee
Date: 15th April 2024
Report for: Information & discussion
Report from: Nichola Cooke, Assistant Director

Report Title

5-STAR Performance Management Q2

Summary

The purpose of this report is to:

- Inform STAR Joint Committee of the 2023/24 Quarter 2 key performance measures of STAR Procurement.

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 Q2 for 2023/24

Contact person for access to background papers and further information:

Name: Nichola Cooke
Phone: 07711 454555

Background

| | |
|--------------------------|--|
| Financial Impact: | Risk of key performance measures not being met 2023/24 |
| Legal Impact: | None |
| Human Resources Impact: | None |
| Asset Management Impact: | None |
| E-Government Impact: | None |

| | |
|---------------------------|--|
| Risk Management Impact: | Risk of key performance measures not being met 2023/24 |
| Health and Safety Impact: | None |

Consultation

No public consultation required.

1. 5-STAR Quarter 2 Results

- 1.1. The Quarter 2 results are included in Appendix 1.
- 1.2. The results are for Rochdale, Stockport, Trafford, and Tameside Councils only. STAR is currently developing the baseline position for Knowsley and St Helens Councils with a view to including all 6 partners in the performance management reporting for STAR from 1st April 2024 onwards.
- 1.3. For clarity, the KPI definitions and targets are:

| Measure | Description | Target |
|----------------|---|---------------|
| Commercial | Revenue savings (Quarterly). Revenue savings are captured through In-tend. STAR verify the savings by PID process to ensure this is signed off by the service lead and finance. These savings are reported directly to finance on quarterly basis. | £1m |
| Communities | Social Value Social Value Secured Target as a percentage of Contract Value (Quarterly) Captured through the Social Value Portal and reported Quarterly. | 25% |
| | Local Spend Local Authority spend as percentage of total controllable spend (Annually) retained within the STAR Boroughs | 50% |

| | | |
|---------------|--|--|
| | Captured through spend data provided by each Authority and reported through Tableau. Postcode data used. Local is included where there is base in that Local Authority boundary. | |
| Collaboration | Number of collaborative contracts (Quarterly) Captured through In-tend. Due diligence undertaken by STAR. | TBC Baseline to established from 22/23 activity and reported activity quarterly without a target in 23/24 |
| Confidence | Non-Verified spend as percentage of total controllable spend (Quarterly) Captured through spend data provided by each Authority and reported through Tableau. | 5% - The target is to drive non-verified spend below this figure. |

2. 5 STAR Quarter 2 Trend Analysis

2.1. In order to allow comparison, the following results were achieved in 2021/22, 2022/23 and Quarter 1 of 2023/24

| KPI | 2021/22 | 2022/23 | 2023/24 Q1 |
|--|---------------|-------------|------------|
| Revenue Savings | £1,704,655.00 | £618,098.00 | £2,376.00 |
| SV against contract value (accumulative since 19/20) | 35.4% | 38.5% | 38.3% |
| Local spend (Retained within the 4 STAR Boroughs) | 50.9% | 48.2% | 49.3% |
| Number of collaborative contracts | Not measured | 163 | 125 |
| Non-verified spend | 5.4% | 7.8% | 7.5% |

2.2 **Revenue Efficiencies** - An annual target has been set to capture revenue savings of £1m. In 21/22 the revenue savings delivered totalled £1.7M and in 22/23 the revenue savings totalled £631.6K. Revenue savings are variable year on year dependant on the procurement pipeline. In Q2 the revenue efficiencies (£186,979) have improved from Q1 (£2,367) and a risk and opportunities analysis are being

undertaken regarding efficiency delivery in Q3/Q4 and into 24/25. Due to inflation, and national and global financial pressures STAR is seeing a downward trend in efficiencies achieved through procurement, however STAR is working with each Partner individually to identify procurement efficiencies linked to MTFP revenue savings.

- 2.2. **Social Value Target Against Contract Value** - The Q2 performance on the appendix shows an aggregation to date of 37.9% which is a slight reduction from Q1 which was 38.3%, the annual target is 25%.
- 2.3. **Local Spend** - The Q2 performance on local spend for STAR is 54.9% set against a target in 23/24 of 50%. Q1 performance was 49.3% so progress has been made in Q2.
- 2.4. **Collaborative Contracts** – STAR have awarded a further 2 collaborative contracts in Q2 to bring the performance figure up to 127 from 125 in Q1. The STAR team are currently forecasting the collaborative opportunities to include St Helens and Knowsley contracts. 'Collaboration First' is a concept that STAR introduced in March 2023, to drive more collaboration across the partners. A report will follow in Q3 on progress.
- 2.5. **Non-Verified Spend** - The new annual target has been set to drive non-verified spend below the 5% target. The Q2 report is showing 7% non-verified spend which is a reduction from Q1 of 7.5%. STAR is working with service leads to drive down the non-verified spend by monthly reviewing non-verified spend with commissioners and sharing pipeline plans 18 months in advance to ensure re-procurement activity is planned in.

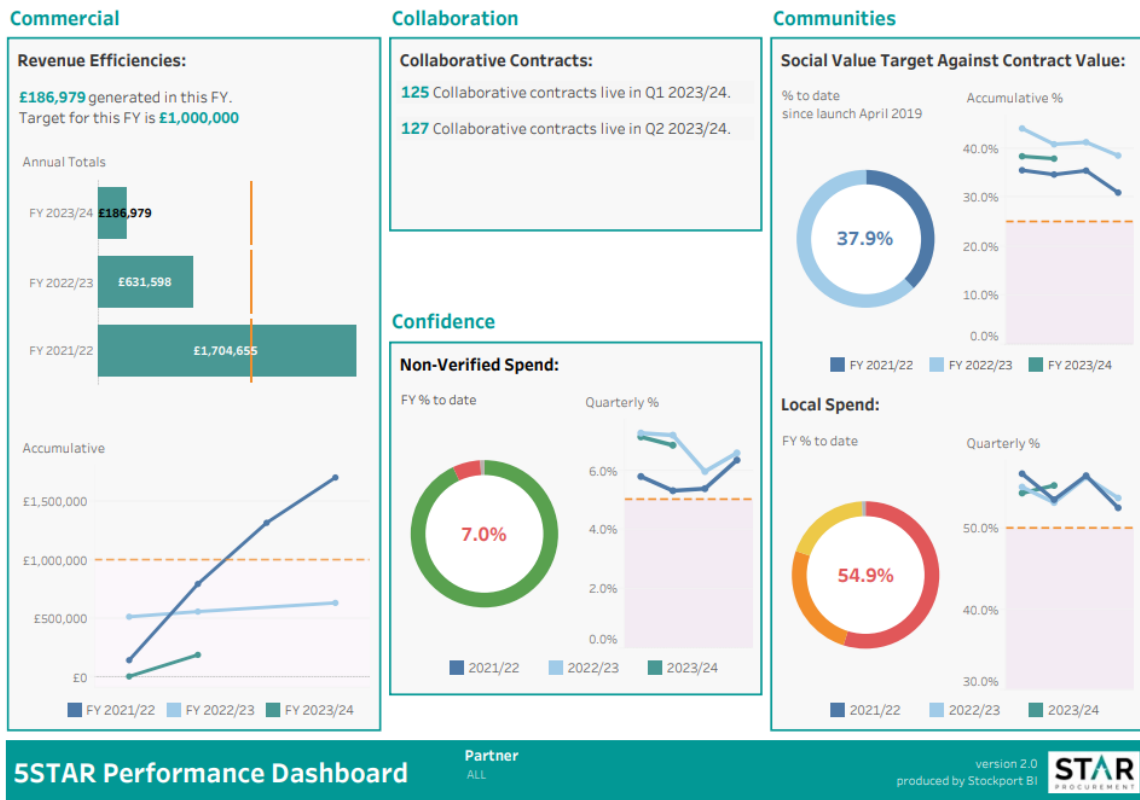
3. Recommendations

- 3.1. It is recommended that STAR Joint Committee:
Note the content of the report and discuss the performance to the end of Q2 for 2023/24

Report Appendices

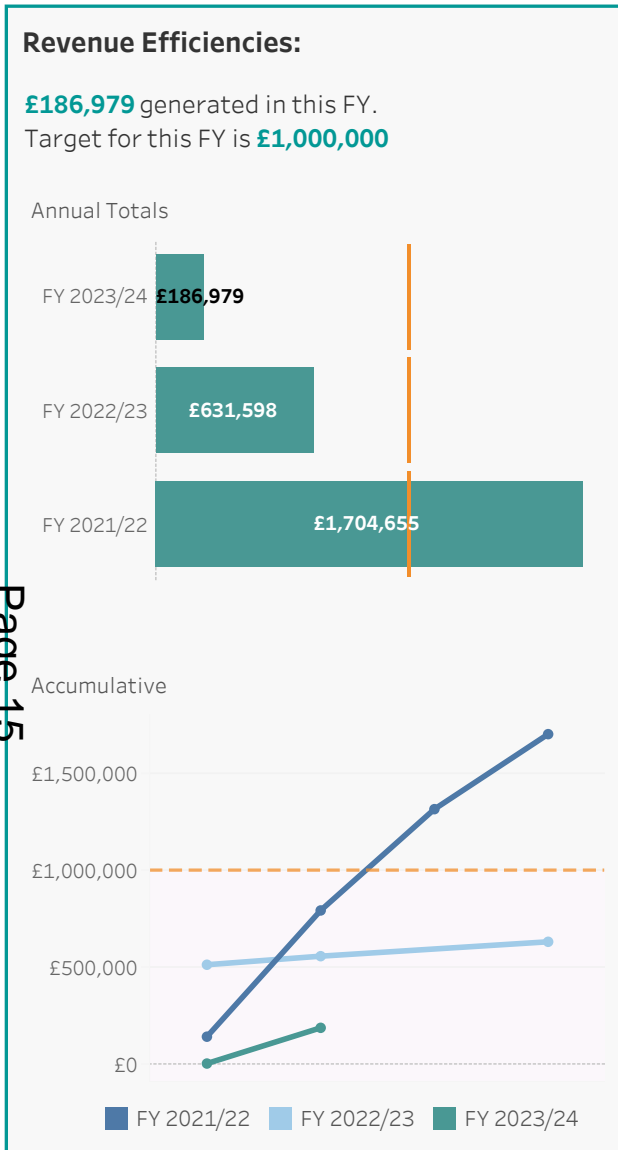
1. 5-STAR 2023/24 Quarter 2 Performance Management Results

Appendix 1: 5-STAR 2023/24 Quarter 2 Performance Management Results

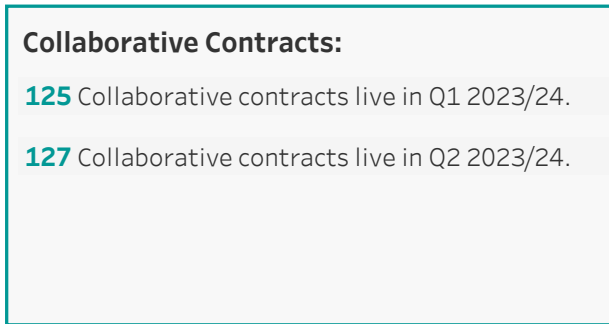


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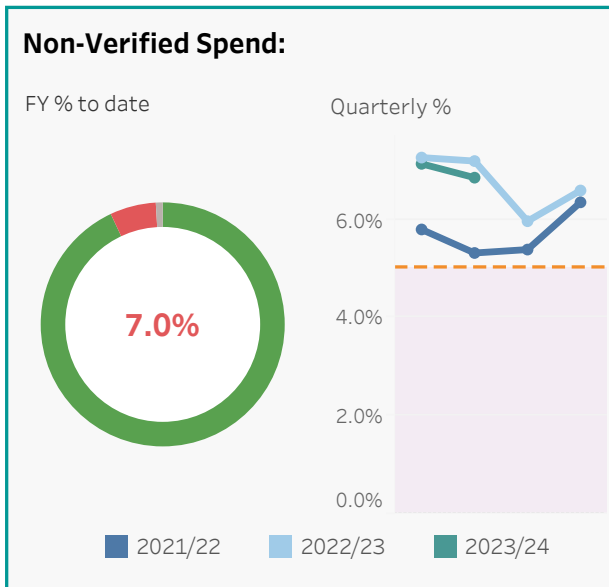
Commercial



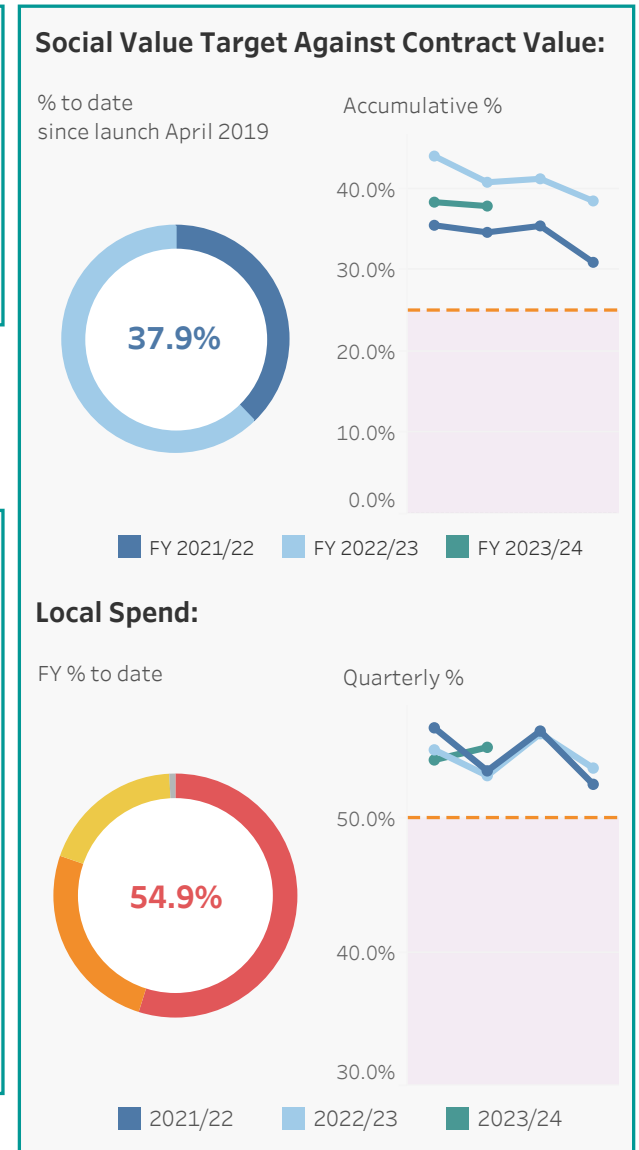
Collaboration



Confidence



Communities



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Report to: STAR Joint Committee
Date: 15th April 2024
Report for: Information/Discussion
Report of: Assistant Directors, STAR Procurement

Report Title

Continuous Improvement Update Q2

Summary

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

Recommendations

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

- Gives 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: 07811 983687 and 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.

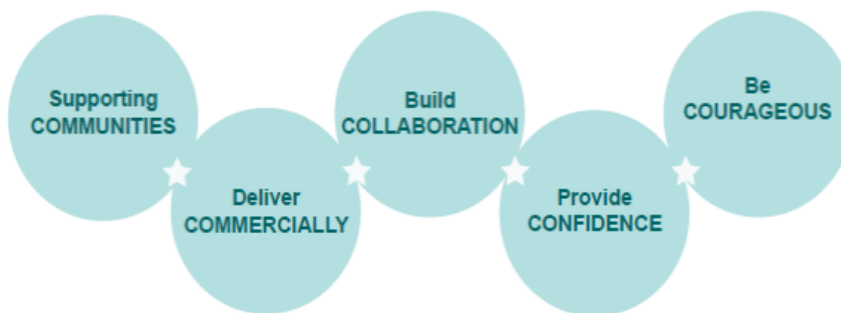
1. Background

- 1.1. The STAR Business Plan 2021-24 was launched in January 2021. This sets the strategic direction for STAR over the next 3 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 Continuous Improvement Group in Q2 focussed upon Public Procurement Reform.
- 2.2 The new Procurement Bill is due to receive Royal Assent in October 2023, with an anticipated go-live date of October 2024. Some of the key changes include:
- Streamlining the number of procurement procedures
 - Two new types of Framework Agreements

- Increased transparency reporting requirements including, disbarment lists, key performance indicators and actual contract spend details.
 - Introducing a national central digital platform for both Procurers and Suppliers
 - Legal requirement to have regard for government priorities set out in the National Procurement Policy Statement
- 2.3 STAR procurement has already benchmarked against the National Procurement Policy Statement since its creation in May 2021, and created an action plan under 3 key themes; Social Value; Commercial and Procurement Delivery; and Skills and Capability. STAR continues to work with the Greater Manchester Combined Authority (GMCA) to ensure implementation of the new Procurement Bill is consistent regionally, looking at 5 workstreams, Process and Policy, People, Systems, Legal and Transition.
- 2.4 With the GMCA Group, there is a single point of contact (SPOC) with the Local Government Association (LGA) and a super user group that acts as a feedback mechanism. Via the SPOC a readiness dashboard will be completed for all Local Authorities (LA's). The next super user group is due to take place in Q3. Central Government led training provisions are becoming clearer, and recorded webinars are taking place and will be made available on the LGAs YouTube page.
- 2.5 The Public Procurement Reform also includes a review of healthcare and the introduction of the Provider Selector Regime (PSR) from 1st January 2024. This is a separate set of procurement rules aimed to enable collaboration and partnership working in healthcare. This will affect some Council led services, STAR is therefore planning training for officers on PSR and working with GMCA to ensure the PSR is also applied consistently.

3. Supporting Communities

- 3.1 STAR reports on the delivery of Social Value against the TOMs measurement framework. Following feedback from STAR the Social Value Portal have committed to improving reporting capabilities, and offered training to showcase the new reporting capabilities, training on these took place on 29th September 2023. The new reporting platform is due to go fully live in Q3 but we are reviewing and monitoring the effectiveness of this reporting tool to ensure it provides what we require to report on individual organisation's delivered Social Value.

- 3.2 Stockport Council is about to go live with a Social Value Brokerage System, 'Match My Project'. STAR is supporting Stockport with the implementation, on successful completion of the implementation, we will invite Stockport colleagues to share this with STAR Board.
- 3.3 STAR continues to work on a pilot approach with Stockport Council to drive towards Net Zero in Stockport and GM by 2038. This pilot is a two-pronged approach, taking consideration of carbon action plans from bidders and their ability and or willingness to capture, report and reduce their (scope 3) emissions in order to drive decarbonisation from their supply chain. Stockport have a Borough commitment to make the Council Net Zero by 2030. We will invite Stockport colleagues to share their approach with STAR Board and a separate report on Social Value references this pilot.
- 3.4 STAR and Rochdale Council hosted a mini 'meet the buyer' event in September aimed specifically at SME /Micro, local organisations. The event was a huge success, with key partners attending and great feedback given; Dunsters Farm a local Rochdale family business, fed back, on how events like these are key to them creating a support network, much improving their Social Value offer, and critically contributing to them successfully winning a large GM collaborative food contract. This is expanding their business by 40% and creating 20 extra local jobs.
- 3.10 In September STAR took part in a well-attended event with Trafford and Thrive Trafford, A business and community sector matching event. STAR delivered a short presentation on key Social Value priorities.
- 3.11 STAR is continuing to support the STAR Partners on Real Living Wage (RLW) requirements. Stockport and Trafford have achieved the RLW accreditation. Work will continue to support Tameside and Rochdale gain accreditation with discussions to take place within St Helens and Knowsley post October regarding RLW position and ambition.
- 3.12 Mayor Burnham attended the September STAR Team meeting, this was a great opportunity to show case STAR and its Partners and the work taking place regarding the GM 6 Social Value priorities. With the new Councils about to join STAR in October, Mayor Burnham agreed to support a further meeting with STAR and Liverpool City Region (LCR) Mayor Rotheram, to support pan regional collaboration as he was impressed with STARs progress on this agenda.
- 3.13 In Q2 STAR attended the Social Value cyclical meeting with senior officers at GMCA, GM Police, Transport for Greater Manchester (TFGM), NHS, Manchester Council, and the Manchester Growth Company. An update was provided on the

STAR position statement in relation to the GM Paper on the Role of Procurement in Driving Social Value (shared with STAR Board and Joint Committee in Q1). The meeting facilitates sharing best practice and members of the group were keen to hear about the good work taking place in Stockport on the Social Value brokerage system.

4. Resources: Recruitment and Retention

- 4.1. STAR recruited 5 new starters to fill vacancies who will join late September, this is timely with 11 officers transferring from St Helens and Knowsley on 1st October 2023 as induction and training can be delivered as a collective. A wide scale induction process will take place to ensure all new staff learn and maintain STAR standards and work to key priorities such as delivering efficiencies and driving collaboration.

5. Delivering Commercially

- 5.1. The income secured at Q2 was considerable and STAR supports several external organisations. This support is provided by the Development Team, and this remains separate to the support provided to the STAR Partner organisations. STAR is focusing on longer term relationships to secure further sustainability and resources to service these contractual arrangements.
- 5.2. Commissions secured include operational procurement delivery, strategic procurement support, procurement reviews, and support with Social Value implementation.

6. Build Collaboration

- 6.1. To enable STAR to deliver on key objectives, work is underway with STAR Legal to ensure all procurement documentation is updated with a focus on collaboration and development. STAR Legal have updated the suite of Terms and Conditions, these are now live in the STAR Quality Management System (QMS).
- 6.2. Stockport's Business Improvement team provide collaboration data quarterly as part of cyclical reporting which is being utilised to support the identification of future collaborative opportunities. STAR is reviewing all data and reporting to ensure we utilise it effectively to drive the operation forwards.
- 6.3. STAR Heads of Strategic Procurement (HOSPs) are attending the LCR Heads of Procurement meeting in addition to the GMCA meetings. This will facilitate with

identifying collaborative opportunities across both regions, establishing a pipeline of activity.

- 6.4. STAR have further developed 'Collaboration First' focusing on activity since the launch, utilising the tools available to identify opportunities, communicating opportunities to obtain buy-in, and delivering on clear and quick escalation processes for resistance to collaboration. STAR will report at Q3 on progress to date.
- 6.5. STAR continues to support with post-contract and contract management working. The Contract Criticality Tool has been updated and embedded into the pre-procurement process. GMCA will host a Contract Management Group Meeting in November 2023 which will be attended by all GM Partners including a representative from STAR and some officers from our partner organisations.

7. Provide Confidence

- 7.1. The STAR team have completed a skills gap analysis to give a clear position on development areas within the team. Identified areas include the new Procurement Bill, TUPE transfer information, further carbon literacy training, ethical responsible procurement, and systems training. A priority task for new starters and TUPE staff post October will be to undertake the skills analysis and develop a training plan.
- 7.2. STAR has worked with the National Social Value Taskforce on developing a white paper on Delivering a Social Value Economy. This paper is aimed at all sectors including local and central government departments. The paper includes.
 - What is the Social Value Roadmap
 - Our Vision: The Social Value Economy
 - How can Organisations Contribute
 - A roadmap to a Social Value Economy
 - Recommended Actions
- 7.3 Key actions include setting a strategy and goals; professional development; supply chain engagement; stakeholder engagement; share good practice; promote creativity; and reporting. Some of the enabling activities via the National Social Value Taskforce are Social Value Maturity Index, good practice guidance, building a knowledge hub, simplify procurement, and community of practice. There are a series of working groups now established which STAR participate in.

- 7.4 STAR procurement has invested in and working with Trafford Council to digitise procurement forms such as Procurement Initiation Document (PID), exemptions and modifications. This will provide an improved and efficient process; allowing forms to be tracked and eliminate the requirement for multiple email transactions and signatures.

8. Be Courageous

- 8.1. STAR attended several, collaboration, network and training events in Q2:
- National Social Value Taskforce
 - A Business and Community Sector Matching Event – Trafford
 - SME & VCSE Sector Event Place Holder – Rochdale
 - Local Government Association Annual Conference
 - GM Meeting on the Role Procurement has in Delivering Social Value
 - Social Value Round Table Event – Stockport Council
 - AGMA/GM Monthly Heads of Procurement Meeting
 - One Fair and Inclusive Summit – Stockport
 - Kier Engagement Event – Trafford
 - CPO Advisory - Virtual Forum
 - Q2 iNetwork Executive Board Meeting
 - Autumn Social: Network – Manchester Growth Hub
 - NHS GM Anchors Network Meeting
 - GMCC Stockport Tameside Construction Club

9. Recommendations

It is recommended that STAR Joint Committee:

Gives 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: 15th April 2024
Report for: Information/Discussion/Approval
Report of: Lorraine Cox Director of STAR

Report Title

STAR Procurement Update on Social Value

Summary

The purpose of this report is to update STAR Joint Committee on our Social Value progress and next steps.

Recommendations

- To acknowledge the STAR approach and plans to drive more delivery of the secured Social Value from procurement.
- Develop a STAR Social Value Policy 2024 across all 6 STAR partners and linking to 2 City Regions (GM/LCR) Social Value Priorities.
- Support STAR in applying an approach of seeking commitment from all bidders to provide a carbon action plan with a clear commitment to achieve Net Zero by 2038, for all over 'Find a Tender' threshold Contracts.
- Support STAR in securing from bidders on relevant contracts, their scope 3 emissions baseline and a commitment to a reduction plan.

Contact person for access to background papers and further information:

Name: Lorraine Cox
Phone: 07817 882169

Background

| | |
|-------------------|-----|
| Financial Impact: | Yes |
| Legal Impact: | Yes |

| | |
|---------------------------|------|
| Human Resources Impact: | None |
| Asset Management Impact: | None |
| E-Government Impact: | None |
| Risk Management Impact: | Yes |
| Health and Safety Impact: | None |

Consultation

No public consultation required.

1. Background

1.1. In 2019, STAR launched 'Social Value is Everybody's Business' campaign which was underpinned by the introduction of increasing the requirement for Social Value in procurement to a mandated weighting of 15-20%, for all spend over £25k. This also commenced the use of the National TOMs (Themes Outcomes Measures Framework) and the use of the Social Value Portal (SVP) to report on secured outcomes, for contracts over the value of £50k.

1.2. STAR created the following Twelve Steps to Social Value in 2021 to give a framework to drive improvement:



1.3 In March 2022 Greater Manchester Combined Authority (GMCA) published a report, 'Driving Social Value in Greater Manchester Public Procurement' which received commitment from GMCA Chief Executives and Leaders. The six priorities are:

1. Real Living Wage.
2. Principles of Greater Manchester Good Employment Charter.
3. Carbon Reduction – net zero by 2038 (Greater Manchester) / 2050 (UK).

4. Tackling Inequality (protected characteristics).
5. Economic Diversity (Small Medium Enterprise and Voluntary Community Social Enterprise).
6. Local Spend (Greater Manchester based businesses).

2. Achievements to Date:

- STAR has supported all four GM STAR Partner organisations with achieving and working towards Real Living Wage accreditation. To date Stockport and Trafford have gained accreditation and Rochdale and Tameside are working towards this. STAR will support Knowsley and St Helens moving forwards.
- All four GM STAR partner organisations are members of the GM Good Employment Charter. STAR will review the approach to Social Value in Liverpool City Region to support Knowsley and St Helens Councils to progress towards any similar Charters within their region.
- Fourteen staff in STAR have received carbon literacy training, therefore are 'carbon literate' and STAR intends rolling this training out further to the newly recruited and TUPE staff who have joined STAR in recent months.
- Supplier market surveys have been undertaken by STAR to understand and gain intelligence as to the preparedness of markets, including SMEs, in a more rigorous approach to carbon reduction through procurement. Further analysis is planned in conjunction with a pilot with Stockport Council – 'Decarbonisation in the supply chain' across all relevant contracts. Evidence from the market surveys, so far, indicates nearly all suppliers are working towards net zero, have a plan in place to achieve net zero by 2050, with a lot of suppliers expecting to achieve this date earlier than 2050. Of these, only a small proportion of suppliers are publishing their plans annually. Stockport also surveyed circa. 50 suppliers and their findings evidenced a similar trend, but also demonstrated that there was no significant change or risk in result from different organisational types and sizes.
- STAR is supporting a pilot project with Stockport Council to drive 'Decarbonisation in the supply chain' has considered an approach to require a carbon action plan in the tender process, targeting bidders who should evidence their carbon emissions and commit to reduction over the life of the contract (See more detail below).
- STAR worked with Trafford and Rochdale to organise two smaller SME / VCFSE dedicated events, to promote the 'Twelve Steps to Social Value' approach, including collaboration with key partners and the third sector. Further events are planned.

- Mapped TOMs to the corporate priorities for all GM STAR partner organisations and the creation of Social Value working groups in place. We have also mapped TOMs against corporate priorities for Knowsley and St Helens.
- STAR has adopted a Risk Based Sourcing approach for procurement below the threshold, to drive simple approaches to lower value procurement which is risk based, with the aim to simplify our processes and aid smaller businesses bidding. This is under further review and being considered in the context of the new Regulations in October 2024.
- STAR has secured since April 2019 £238.5m worth of Social Value through the portal as at Q2 23/24, represents 37.9% at Q2 23/24 against contracted spend.
- STAR is now transitioning to report on 'delivered' Social Value and to support contract managers with a new development in the SVP for more robust reporting.
- Reported 78.9% spend is retained within GM for 2022/23 and this is on track to continue into 23/24.
- STAR has supported Stockport, Trafford and Tameside with the Social Value Maturity Index (SVMi) exercise and supported the Social Value steering groups to develop action plans. STAR will be undertaking a SVMi with Knowsley and St Helens.
- STAR is moving towards asking bidders to sign up to the GM Good Employment Charter as a 'supporter'. This is not a mandatory approach at present and we will need to assess any equivalent Charter in Liverpool City Region or the appropriateness of this when bidders are not in GM (LCR) etc.

3. Social Value and risk of non-delivery

- 3.1. Social Value delivery forms part of the contract Key Performance Indicators (KPI'S), STAR has supported the partners with improving contract managing the delivery of Social Value but there is work to do here. The SVP has launched a new reporting tool and STAR is supporting the roll out of this, including facilitating training to all relevant contract managers. We are also reviewing this tool to ensure it is robust in terms of its ability to serve STAR on the reporting of organisational delivered Social Value. STAR is participating in a GMCA/GM-wide Contract Management Group along with representatives from our four partner organisations.
- 3.2. We will be working with STAR Legal to review the risks and merits of introducing stricter penalties for failure to deliver on commitments, and seeking an understanding of how other councils are approaching this through the National Social Value Taskforce.

4. Social Value for New STAR (LCR) Partners

- 4.1. STAR has been commissioned into both Knowsley and St Helens to support their Social Value journey. This has involved:
- Implementing the SVP system so we can align across the 6 STAR Partners from April 2024. Reporting as 'one STAR' will go live from April with the ability to report for individual organisations.
 - Mapped TOMs against corporate priorities.
 - Linked SVP to the CHEST so there is now seamless integration between the two.
 - Started to roll out SVP system and contract management training.
 - Seek support and approval to transition from applying Social Value over £100K to £50K to align with the 4 GM STAR partners.
 -

5. Net Zero Progression

- 5.1. In June 2021, central government released a Procurement Policy Note, PPN06/21 recommending that for all contracts over £5m, suppliers must have a net zero plan in place and for this to be published annually. STAR Procurement added this question to the Supplier Suitability Questionnaire, but didn't mandate this as pass/fail, due to concerns of penalising smaller local suppliers.
- 5.2. 25th March 2022 a report was approved by the GMCA 'Social Value in Greater Manchester Public Procurement', stating that by 2023 GM will only contract with organisations who have a credible plan to become carbon neutral by 2038 in place at the date of contract or within 1 year of contracting. It also stated to adopt this policy for all procurements over the regulated threshold (unless evidenced as legally and commercially unviable). This includes all contracts for Supplies and Services over £213,477; and all Works contracts over £5,336,937.
- 5.3. To date across GM, some limited progress has taken place, for example GMCA/TFGM have mandated a net zero commitment to 2038 (GM)/2050 (UK) for all contracts over £5m; and Manchester Council have adopted a scored question weighted at 10% based on assessing the quality of a net zero plan being in place.
- 5.4. STAR has been working with Stockport Council on a pilot to 'Decarbonise the supply chain'; more accurately capturing and calculating scope three emissions; and to provide a more robust approach to ensure all suppliers capture, report

and commit to the reduction of emissions over the life of the contracts. STAR aspires to take this approach across all six STAR partners over time.

Options for Consideration:

Option 1 - Introducing a pass/fail question for all contracts over £5m to have a carbon action plan supporting a commitment to be net zero by 2050. Based on historical annual data this would only capture approximately 12 contracts in total across the STAR Partners (4). This is the central government approach and some councils have adopted this.

Benefits

- Low risk approach as it follows the PPN06/21 Central Government approach, with low risk of challenge from suppliers.
- Minimal impact on local SME suppliers.
- A clear pass/fail methodology further minimising challenge from suppliers.
- No technical skills required to assess in the procurement process.

Risk

- Only captures a very small number of contracts predominately Works procurement.
- Doesn't specifically capture key information on council specific scope three emissions.
- Assurance is needed via a robust contract management approach to ensure we monitor our suppliers in their commitment to meet net zero by 2050.
- This doesn't focus on our GM target of 2038 Net Zero.

5.5. Option 2 - Introducing a pass/fail question for all contracts over 'Find a tender' threshold (xx) to have a carbon action plan in place and a commitment to being net zero by 2038. Based on historical annual data this would capture approximately 104 contracts in total across the STAR partners (4).

Benefits

- Captures a much wider scope of council spend activity across multiple areas including Supplies, Services and Works.
- Low impact on SME providers as only over threshold contracts to be targeted.
- Clear methodology minimising challenge from suppliers in comparison to a scored question.
- No technical skills required to assess in the procurement process.

Risks

- Slightly higher risk methodology as the requirement goes beyond what is stipulated in PPN06/21, it is perceived as low risk of challenge.

- Doesn't specifically capture key information on council specific scope three emissions.
- Assurance is needed via a robust contract management approach to ensure we monitor our suppliers in their commitment to meet net zero by 2038.
- Only partially focuses on our GM target of 2038 Net Zero.
- Legal guidance is that we should be cautious with a 'blanket approach' to all contracts and monitor on a case by case basis if we feel this pass fail approach is significantly affecting the markets ability to bid.

5.6. Option 3 - Introducing a scored question weighted at 10% based on the quality of a net zero plan being in place with a target date of 2038. The scope of this would include all contract opportunities over £25k.

Benefits

- Captures nearly all councils spend across multiple areas including Supplies, Services and Works.
- Anticipate a higher quality carbon plan if the requirement is scored.

Risks

- Moves the focus on to mainly carbon reduction/Social Value where we need to focus on Economic, Social as well as environmental Social Value.
- Technical knowledge and skills needed to score the quality of a carbon reduction plan.
- Low technical ability increases risk of suppliers challenging scoring methodology of the carbon plan.
- Doesn't specifically capture key information on council specific scope three emissions.
- Assurance is needed via a robust contract management approach to ensure we monitor our suppliers in their commitment to meet net zero by 2038.
- Higher impact on SME suppliers as larger organisations with experienced bid teams will more likely produce a higher quality carbon reduction plan.

Recommendation to STAR Joint Committee:

5.7. STAR seeks permission to implement option two, on the basis that significant actions need to take place to achieve net carbon zero 2050 UK and GM targets of 2038. STAR will need to consider the approach for the two Liverpool City region partners. This option poses some risk of challenge from suppliers, this can be mitigated by being very open and transparent of our intentions from the outset in each procurement exercise. This will allow suppliers to raise objections against the process, and for STAR to consider, review and seek legal advice, before it escalates to a formal challenge.

5.8. As part of the pilot with Stockport we intend to ask all suppliers the following and therefore wish to seek permission to apply this to all bidders:

- **Does the supplier currently measure its greenhouse gas emissions?**
If yes, can the supplier calculate emissions that are attributable to its business with the Council? Can the supplier provide those emissions to us?
If no, does the supplier have plans to start measuring their greenhouse gas emissions?
- **Does the supplier currently have a carbon reduction plan?**
If yes, can the supplier provide a link?
If no, does the supplier have plans to introduce a carbon reduction plan?
- **What is the target date for their carbon reduction plan (if they have one)?**

Some GM organisations have started to engage with consultants to calculate scope three emissions. Our approach will negate the requirement to invest resources in external consultants but will require a more rigorous contract management commitment to ensure we deliver to Social Value/Net Zero moving forwards from our suppliers.

6. **Recommendations:**

- To acknowledge the STAR approach and plans to drive more delivery of the secured Social Value from procurement.
- Develop a STAR Social Value Policy 2024 across all 6 STAR partners and linking to 2 City Regions (GM/LCR) Social Value Priorities.
- Support STAR in applying an approach of seeking commitment from all bidders to provide a carbon action plan with a clear commitment to achieve Net Zero by 2038, for all over 'Find a Tender' threshold Contracts.
- Support STAR in securing from bidders on relevant contracts, their scope 3 emissions baseline and a commitment to a reduction plan.



Report to: STAR Joint Committee
Date: 15th April 2024
Report for: Information & discussion
Report from: Nichola Cooke, Assistant Director

Report Title

5-STAR Performance Management Q3

Summary

The purpose of this report is to:

- Inform STAR Joint Committee of the 2023/24 Quarter 3 key performance measures of STAR Procurement.

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 Q3 for 2023/24

Contact person for access to background papers and further information:

Name: Nichola Cooke
 Phone: 07711 454555

Background

| | |
|--------------------------|--|
| Financial Impact: | Risk of key performance measures not being met 2023/24 |
| Legal Impact: | None |
| Human Resources Impact: | None |
| Asset Management Impact: | None |
| E-Government Impact: | None |

| | |
|---------------------------|--|
| Risk Management Impact: | Risk of key performance measures not being met 2023/24 |
| Health and Safety Impact: | None |

Consultation

No public consultation required.

1. 5-STAR Quarter 3 Results

- 1.1. The Quarter 3 results are included in Appendix 1.
- 1.2. The results are for Rochdale, Stockport, Trafford, and Tameside Councils only. STAR is currently developing the baseline position for Knowsley and St Helens Councils with a view to including all 6 partners in the performance management reporting for STAR from 1st April 2024 onwards.
- 1.3. For clarity, the KPI definitions and targets are:

| Measure | Description | Target |
|----------------|---|---------------|
| Commercial | Revenue savings (Quarterly). Revenue savings are captured through In-tend. STAR verify the savings by PID process to ensure this is signed off by the service lead and finance. These savings are reported directly to finance on quarterly basis. | £1m |
| Communities | Social Value Social Value Secured Target as a percentage of Contract Value (Quarterly) Captured through the Social Value Portal and reported Quarterly. | 25% |
| | Local Spend Local Authority spend as percentage of total controllable spend (Annually) retained within the STAR Boroughs | 50% |

| | | |
|---------------|--|--|
| | Captured through spend data provided by each Authority and reported through Tableau. Postcode data used. Local is included where there is base in that Local Authority boundary. | |
| Collaboration | Number of collaborative contracts (Quarterly) Captured through In-tend. Due diligence undertaken by STAR. | TBC Baseline to established from 22/23 activity and reported activity quarterly without a target in 23/24 |
| Confidence | Non-Verified spend as percentage of total controllable spend (Quarterly) Captured through spend data provided by each Authority and reported through Tableau. | 5% - The target is to drive non-verified spend below this figure. |

2. 5 STAR Quarter 3 Trend Analysis

2.1. In order to allow comparison, the following results were achieved in 2021/22, 2022/23 and Quarter 2 of 2023/24

| KPI | 2021/22 | 2022/23 | 2023/24 Q2 |
|--|--------------|----------|------------|
| Revenue Savings | £1,704,655 | £618,098 | £186,979 |
| SV against contract value (accumulative since 19/20) | 35.4% | 38.5% | 37.9% |
| Local spend (Retained within the 4 STAR Boroughs) | 50.9% | 48.2% | 54.9% |
| Number of collaborative contracts | Not measured | 163 | 127 |
| Non-verified spend | 5.4% | 7.8% | 7.0% |

2.2 **Revenue Efficiencies** - An annual target has been set to capture revenue savings of £1m. In 21/22 the revenue savings delivered totalled £1.7M and in 22/23 the revenue savings totalled £631.6K. Revenue savings are variable year on year dependant on the procurement pipeline. In Q3 the revenue efficiencies (£224,929) have improved from Q2 (£186,979) but as this is only a slight

improvement, there is a significant risk that this target will not be achieved. Therefore, a more detailed report on 'Revenue Risk and opportunities analysis' has been provided.

- 2.2. **Social Value Target Against Contract Value** - The Q3 performance on the appendix shows an aggregation to date of 38.7% which is a slight improvement from Q2 which was 37.9%. The results are exceeding the annual target of 25%. A more detailed report on the current Social Value position has been provided.
- 2.3. **Local Spend** - The Q3 performance on local spend for STAR is 54.8% set against a target in 23/24 of 50%. Q2 performance was 54.9% so it has remained static this quarter but the Q1 performance was 49.3% so progress has been made overall. The trend is an upward trajectory and further work is being undertaken during Q4 including further data cleansing and reviewing local spend within larger contracts such as YPO and Amazon.
- 2.4. **Collaborative Contracts** – The collaborative contracts have remained relatively static with a reduction from 127 to 126 collaborative contracts in Q3. The STAR team are currently forecasting the collaborative opportunities to include St Helens and Knowsley contracts. 'Collaboration First' is a concept that STAR introduced in March 2023, to drive more collaboration across the partners. A more detailed report on Collaboration has been provided.
- 2.5. **Non-Verified Spend** - The new annual target has been set to drive non-verified spend below the 5% target. The Q3 report is showing 6.6% non-verified spend which is a reduction from Q2 of 7.0% and Q1 of 7.5%. This therefore shows an improving trajectory but STAR is continuing to work with service leads to drive down the non-verified spend by monthly reviewing non-verified spend with commissioners and sharing pipeline plans 18 months in advance to ensure re-procurement activity is planned in. Further data cleansing will also take place in Q4.

3. Proposed Measures for 2024/25

- 3.1. A comprehensive review of the key performance indicators (5 STAR measures) was undertaken 12 months ago. The new measures have now been in place for three quarters of the current financial year. To ensure consistency and to monitor progress longer term it is recommended the same measures are used in 2024/25. Additionally, the new STAR Business Plan/Strategy will be developed during 2024, and therefore new measures will be set for 2025/26 that link to the delivery of this strategy. Reviews are also proposed as part of the Efficiency

report in terms of what and how we measure and this will link to our reporting framework in future years.

- 3.2. More detailed discussions on the targets and methodology for calculating the measures to take place once the Q4 position has been confirmed.

4. Recommendations

- 4.1. It is recommended that STAR Joint Committee:
Note the content of the report and discuss the performance to the end of Q3 for 2023/24

Report Appendices

1. 5-STAR 2023/24 Quarter 3 Performance Management Results

Appendix 1: 5-STAR 2023/24 Quarter 3 Performance Management Results

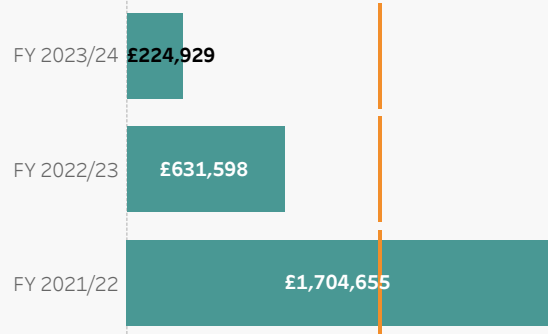
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Commercial

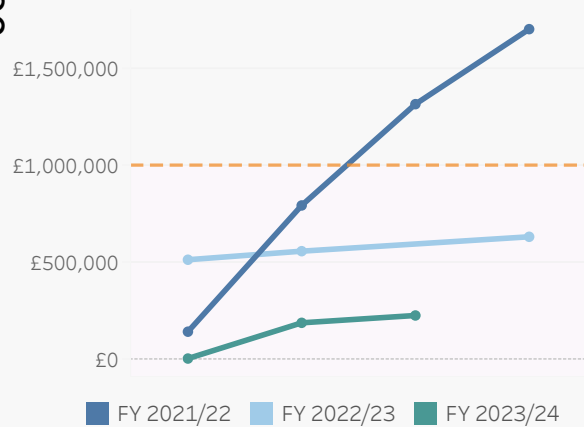
Revenue Efficiencies:

£224,929 generated in this FY.
Target for this FY is £1,000,000

Annual Totals



Accumulative



Collaboration

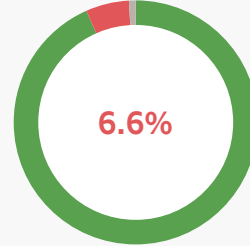
Collaborative Contracts:

- 126 Collaborative contracts live in Q3 2023/24.
- 127 Collaborative contracts live in Q2 2023/24.
- 125 Collaborative contracts live in Q1 2023/24.

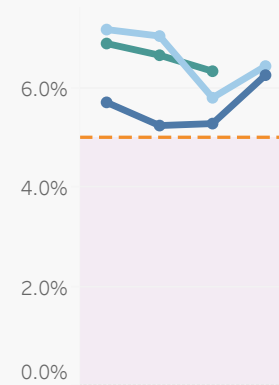
Confidence

Non-Verified Spend:

FY % to date



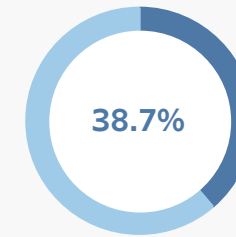
Quarterly %



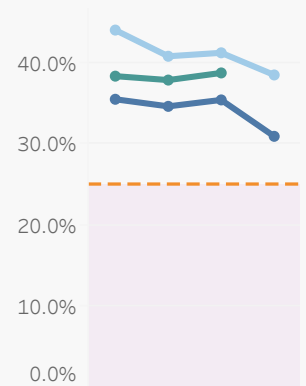
Communities

Social Value Target Against Contract Value:

% to date since launch April 2019

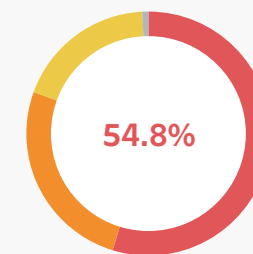


Accumulative %

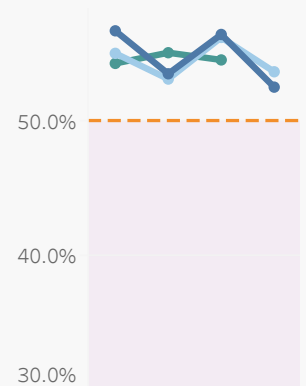


Local Spend:

FY % to date



Quarterly %



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Report to: STAR Joint Committee
Date: 15th April 2024
Report for: Decision
Report from: Assistant Director

Report Title

Efficiencies (savings/cost avoidance) Risks and Wider Efficiency opportunities for STAR

Summary

The purpose of this report is to:

- Inform Joint Committee of the risk of not achieving the efficiency target set for 23/24 of £1M.
- Detail other efficiencies that STAR have achieved or have contributed to.
- Set out options to improve efficiency planning and delivery in 24/25 for discussion and further exploration.

Recommendations

The recommendation of this report is that the Joint Committee:

- To acknowledge the risk of not achieving the revenue efficiency target set for 23/24.
- To support a review of the way revenue efficiencies are calculated and reported linked to the STAR Performance Management Framework.
- To approve the exploration of different efficiency opportunities and produce a business case for the next Joint Committee.

Contact person for access to background papers and further information:

Name: Elizabeth McKenna
Phone: 07811983687

Background

STAR reports to STAR Joint Committee quarterly on efficiencies and from 23/24 it was decided to change the reporting to 'revenue' only as it was deemed that the capital projects were not seen as real cost reduction or efficiencies as the efficiency captured was merely reported against a budget set for the project.

The challenge has been more obvious as STAR have moved through 23/24 from 22/23 where there are many global factors driving up costs thus impacting on STARs ability to capture savings from procurement when set against historic contractual values.

STAR also recognises that it must contribute not only to the efficiency targets set but also review all aspects of the operation to reduce costs and increase income to drive efficiency throughout its operation and approach. Options will be explored, outlined, and presented to Joint Committee.

| | |
|---------------------------|-----|
| Financial Impact: | Yes |
| Legal Impact: | Yes |
| Human Resources Impact: | Yes |
| Asset Management Impact: | No |
| E-Government Impact: | No |
| Risk Management Impact: | Yes |
| Health and Safety Impact: | No |

Consultation

No public consultation required.

1. Efficiencies

1.1 The efficiency target for 23/24 is £1Million revenue efficiencies. This new target was set as a stretch target based on the revenue efficiencies reported in the previous year, the history of revenue efficiencies from previous years is set out in the table below:

| Revenue | STAR |
|---------|------------|
| 17/18 | £1,241,031 |
| 18/19 | £1,990,456 |
| 19/20 | £710,067 |
| 20/21 | £1,495,996 |
| 21/22 | £1,704,655 |
| 22/23 | £618,098 |

- 1.2 The table above demonstrates the drop in revenue efficiency delivery in 22/23 as the unprecedented global challenges began to unfold.
- 1.3 The New Procurement Regulations recognise that procurement is moving away from Most Economically Advantageous Tender (MEAT) to Most Advantageous Tender (MAT), meaning an increasing importance on local suppliers, SME's etc. This signifies the increased importance on aspects other than price in determining value for money. STAR have increasingly been reflecting this in procurement with the inclusion of responsible procurement and responding to policy decisions by Partners in relation to Good Employment Charter, Living Wage etc. as well as driving Social Value in all procurement above the value of £25K.
- 1.4 The current process for calculating procurement efficiencies is:
 - Capital Projects – use the budget set for capital project being procured.
 - Revenue Projects – use the value of the previous contract.

The approach to calculating efficiencies for revenue projects is proving a challenge because:

- Prices from bidders are escalating mainly due to the global economic crisis and, in some cases, are far from the historic contract value.
 - Budgets are being reduced in Councils, so less money available to spend.
 - Inflation is not being built in so contracts are coming in over budget.
 - Risk is being built in by suppliers as there is no certainty around what lies ahead. This is leading to hidden price increases.
 - Some contracts are now on the 3rd or 4th time of re-procurement which all reduces the opportunity to deliver procurement efficiencies.
- 1.5 To futureproof the 5 STAR Performance Framework, it is important to set realistic albeit, stretch targets for efficiencies to ensure that efficiency consideration and rigor is applied throughout the procurement process. Therefore, it is recommended that a review of the calculation and methodology for revenue efficiencies is undertaken to ensure a more representative view of the efficiency challenge taking account of the above points.

2. Risks

- 2.1 There is a risk that STAR will not achieve the Revenue target set by Joint Committee in 23/24. The 5 STAR Performance Framework report for Q3

reported the total revenue efficiencies achieved of £224,928, the pipeline for Q4 has £44,480 forecast and is mainly cost avoidance.

- 2.2 There were 342 contracts awarded in Q1 to Q3 of which 63 of those contracts secured efficiencies, either capital projects or cost avoidance achieved and 8 of the 63 contracts delivered revenue efficiencies (£224,928).
- 2.3 Delivering Revenue efficiencies through procurement has been extremely difficult in 23/24 due to the current economic climate which has caused unprecedented inflationary increases that have impacted both commodities and the cost of staffing, in addition to Real Living Wage increases and market uncertainty suppliers are applying inflationary increases over multiple years of the contract.

3. **Other Efficiencies/Opportunities**

3.1 **Procurement Efficiencies (non-Revenue)**

The table below sets out the efficiencies achieved through procurement in 23/24 £6,028,918 capital and cost avoidance efficiencies which are not reported as part of 5-STAR Performance Management Framework for 23/24 as STAR only report the revenue target set by Joint Committee:

| Efficiency Type | Quarter of Date Ratified | | | Grand Total |
|-------------------------------|--------------------------|----------------------|----------------------|----------------------|
| | FY 2024 Q3 | FY 2024 Q2 | FY 2024 Q1 | |
| Capital - Contract Management | £0.00 | £735,221.00 | £18,987.00 | £754,208.00 |
| Capital - procurement | £1,034,281.00 | £1,481,805.00 | £2,607,773.00 | £5,123,859.00 |
| Cost Avoidance | £120,749.00 | £0.00 | £30,102.00 | £150,851.00 |
| Cost Avoidance - Revenue | £23,450.00 | £158,714.00 | £0.00 | £182,164.00 |
| Revenue - Contract Management | £14,499.00 | £24,248.00 | £2,200.00 | £40,947.00 |
| Revenue - procurement | £0.00 | £1,641.00 | £176.00 | £1,817.00 |
| Grand Total | £1,192,979.00 | £2,401,629.00 | £2,659,238.00 | £6,253,846.00 |

3.2 **STAR Reserves Rebate**

As set out in the Q2 Budget Report STAR has forecast a rebate of £57,713.75 as at 31.3.24 to Stockport, Trafford, Tameside, and Rochdale Partners which is linked to the reserves re-set undertaken from when St Helens and Knowsley joined the shared service in October 2023. This amounts to a forecast efficiency of £230,855 in 23/24.

3.3 **Oxygen - Opportunity**

STAR is working closely with Oxygen to identify opportunities for improvement of the Priority Account Service (PAS) through the procurement process. The finance teams for each of the partner authorities lead this programme and

undertake the bulk of the administration of PAS. The recent forecasted earnings for 23/24 are:

| Council | 23/24 Earnings (forecast) |
|----------------|----------------------------------|
| Knowsley | £50k |
| Rochdale | £93k |
| Stockport | £46k |
| Trafford | *to be confirmed |
| Tameside | £105k |

STAR is working with Oxygen to review each account to identify 'missed opportunities' which will need to be considered by each individual organisation. Stockport's review has been completed and will be issued in due course and we are now progressing with Trafford.

3.4 **Energy Example of Collaboration – opportunity for Tameside, Knowsley & St Helens**

STAR implemented a collaborative energy group to take advantage of the efficiencies provided by bulk purchasing energy, the collaboration became very successful recently due to the energy crisis. Traditionally partner authorities utilised Crown Commercial Services (CCS) and YPO to reduce and fix costs for energy (power and gas), under normal market conditions. To do this CCS and YPO buy energy in twelve- or six-month portions up front to guarantee prices, however undertaking this purchasing strategy when energy prices are at record high exposes the council to risks of overpaying.

Through the Trafford, Rochdale and Stockport collaboration STAR awarded the contract to eEnergy who managed one basket applying a fully flexible bespoke purchasing strategy allowing them to buy in smaller time periods to take advantage of reducing prices.

In the first six months of the contract with eEnergy, in comparison to fixing costs at the same point in time, STAR partners have achieved a reduction of £2.2m for Power and £629k for Gas.

More GM Councils are now engaging with eEnergy to take advantage of their bespoke energy framework and expertise. CCS and YPO are now also reviewing their purchasing strategy to purchase more in line with the eEnergy model.

There is an opportunity for Tameside, Knowsley and St Helens to opt into this collaboration when current contracts expire and take advantage of the reduced costs through this method of buying energy.

3.5 **Income**

There is an opportunity to increase income activity into STAR as there is a significant demand. STAR is currently reviewing the capacity of the resource available to explore options to consider how STAR could capitalise on the demand if supported by STAR Board and Joint Committee. The simple equation is that if STAR increase income and reduce costs STAR can potentially drive down the fee all partners pay to STAR, but this would need careful consideration and a clear commitment from a business case which will be drafted in due course.

STAR could consider charging for the access and use of frameworks for those authorities outside of the STAR shared service and following the model of other PBOs. Again, this will be explored and presented as an option in a business case.

Further opportunities include the exploration of different relationships and or partnerships with YPO or other PBOs to seek more significant rebates in return for increasing activity via their frameworks will be undertaken. There is a potential commercial opportunity here, but STAR would need explore the art of the possible with Procurement Buying Organisations (PBO's). STAR will seek guidance from Knowsley and St Helens first as they are founder members of YPO. STAR recommend that this potential opportunity is explored and presented in a business case.

3.6 **Spend Control**

Although outside of the STAR remit it is important to flag the importance of contract management and spend controls. Whilst efficiencies can be delivered through procurement, the actual delivery of this is dependent on contract managers ensuring that right spend controls are in place, ensure invoices reflect contract prices, the supplier is meeting the right standards and KPI's, delivery of social value, and the contract values are not exceeded.

4. **Recommendations**

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

- To acknowledge the risk of not achieving the revenue efficiency target set for 23/24.

- To support a review of the way revenue efficiencies are calculated and reported linked to the STAR Performance Management Framework.
- To approve the exploration of different efficiency opportunities and produce a business case for the next Joint Committee.

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P R O C U R E M E N T

Report to: STAR Joint Committee
Date: 15th April 2024
Report for: Discussion
Report from: Assistant Director Delivery

Report Title

'Collaboration First' Update

Summary

The purpose of this report is to:

- Update STAR Joint Committee on the progress made since the launch of 'Collaboration First' programme and next steps.

Recommendations

The recommendation of this report is that Joint Committee:

- Discuss the update information provided within the report and acknowledge the next steps in terms of 'Collaboration First'.

Contact person for access to background papers and further information:

Name: Elizabeth McKenna
Phone: 07811983687

1. Current position

1.1 Collaboration

Collaboration is the 'raison d'être' of STAR, and STAR is now a collaboration of 6 Local Authorities (LA's) and was set up to drive efficiency through working collaboratively. The STAR Core Offer states that STAR will consider collaborative contracts across our partner authorities and wider regional organisations within Greater Manchester (GM) and now Liverpool City Region (LCR).

Following the approval of support from Joint Committee in March 2023 STAR launched 'Collaboration First' as a programme with the STAR Team to vigorously drive an increase in collaborative contracting.

1.2 Progress to date

| Next Steps (March 2023) | Progress to Date (Jan 2024) |
|--|--|
| Develop the current cross partner engagement to be more frequent and planned to galvanise relationships providing a regular overview to STAR Board | STAR has and will continue to work with service leads in each partner authority to align requirements with the 5-year pipeline for all partners. |
| Develop training and education to support this drive for 'Collaboration First' across commissioners and key officers | STAR has delivered the 'Collaboration First' message through the internal operational team meeting as a regular agenda item and through 1-1s which has improved focus on collaboration |
| Standardise the governance structure for collaborative working to including IAA/MOU ready for approval | The collaboration clause for contracts has been developed with STAR Legal |
| Promote 'Collaboration First' across the STAR Partner's service leads and Management teams to ensure we have support from the top | STAR has and will continue to deliver 'Collaboration First' updates to senior colleagues across each of the STAR Partners |
| Monitor and report on procurement activity during 23/24 to assess resources | STAR has worked with Stockport BI team to create a report run each quarter highlighting all new collaborations which have been awarded to report via 5 STAR Performance Reporting to STAR Joint Committee. STAR has updated the way collaboration data is captured on the Contract Register to improve how 'true' collaboration contracts are identified ('true' collaboration are where specifications are aligned across all participating authorities) |

| | |
|--|--|
| Evidence success, impact, and outcomes as well as challenges to STAR Board | Regular updates in the Continuous Improvement Report |
| Business case to set up frameworks | Ongoing exploration |

1.3 Collaboration Activity 23/24

Up to Q3 23/24 STAR have awarded:

- **22 collaborative contracts** (See appendix 1)
 - 13 of those contracts were 'true' collaboration (joint specification).
 - 9 of those contracts were joint procurement collaboration.

Of which

- 8 were a GM collaboration.
- 3 were a North-West Collaboration.
- 11 were STAR Partner collaborations.

STAR have driven improvement of collaboration by enabling better forecasting of collaboration opportunities by using market intelligence and further improvement will come from working more closely with finance colleagues at pre-procurement stage to agree efficiency classification up front. Data is a challenge and STAR need to review how collaboration data is collated and efficiencies reported to ensure that tangible efficiencies are identified and reported.

1.4 Examples of Collaboration

a) **Supply & Delivery of Groceries/Chilled Foods and Frozen Foods to AGMA**

STAR on behalf of Greater Manchester has developed a framework, awarded to Dunsters Farms Ltd, a GM based SME, to deliver frozen foods and groceries, valued at approximately £40m over six years, included Trafford, Rochdale, Salford, Warrington and Oldham Councils; as well as Greater Manchester Police and Fire services:

| | Social Value Worth |
|---|---------------------------|
| £3.3m spent in local supply chain | £1,925,595.87 |
| 14 local people employed | £489,104.00 |
| 760 hours of training opportunities | £228,831.77 |
| 360 hours advising local young people | £38,808.80 |
| £48k in equipment or resources donated to VCSEs | £48,000.00 |
| £48k for innovative measure to safeguard | £48,000.00 |

Dunsters fed back that early market engagement and support provided from STAR and partners who attended the market engagement event, such as Greater Manchester Growth Hub, were key to their success with this contract opportunity. This has allowed them to grow their business by over 40%, including taking on extra local employees.

b) **The Chest eTendering Portal - Trafford, Tameside, Stockport, Rochdale**

STAR contributed to the collaboration to re-procure the eTendering Portal (The Chest), the incumbent supplier was successful, and the participating authorities benefited from the continuation of the portal, so no implementation costs and the supplier did not apply any inflationary increases, equating to a £2580 efficiency per LA.

c) **Gas and Electricity – Trafford, Stockport and Rochdale**

The energy collaborative contracts have been successful in terms of efficiencies because in the first 6 months of the contract (Apr23-Sep23) with eEnergy, in comparison to fixing costs at the same point in time, collectively Trafford, Stockport and Rochdale (Tameside opted out of the collaboration) have benefited from a reduction of £2.2m for electricity and £629k for gas. STAR and the service continuously track these benefits.

d) **Offsite Storage - Rochdale and Stockport**

STAR facilitated a collaborative contract for offsite storage through an ESPO Framework for Rochdale and Stockport, which benefitted both partner authorities with an £4k efficiency and a commitment to the following Social Value:

- Employment of local people (1 Employee worth £30,724)
- Spend in the local supply chain economy (1200 flat pack boxes from a local supplier worth £795.18)
- Practices that improve staff wellbeing (Wellbeing programme sessions x6 £781.74)
- Support to local community projects (10 volunteering hours worth £169.30)
- Reduction of CO2 emissions and increased recycling (reduction of passenger miles through 'bike to work' scheme x 5000 miles worth £280)
- Promoting Social Innovation (innovative practices in the destruction process to re-enter boxes/materials into the supply chain worth £1279.30)
- **Total Social Value £34,946.88**

e) **Supply and Service of Library Books (NWLC & YBC) - Rochdale, Stockport, Tameside, Trafford**

STAR procured this contract on behalf of the Northwest; with a joint specification the benefits were environmental because the successful supplier committed to investing in digital resources for magazines which reduces the purchase of physical documents which reduces paper usage and waste.

1.4 **STAR Team Approach to 'Collaboration First'**

The STAR team have used several resources to identify/scope and deliver collaboration including pipeline data and spend data to identify opportunities including GM and LCR LA's, collaborative meetings with service leads from each partner organisation to discuss pipeline and opportunities, in addition to driving from a senior level via regular updates to Assistant Director Groups, Senior Leadership Groups and Strategic Commissioning Groups. In October 2023 St Helens and Knowsley Councils joined the STAR Shared Service, discovery work is ongoing to include St Helens and Knowsley in the pipeline review and identifying collaborative opportunities across all 6 STAR Partners.

STAR have other examples of cross partner collaboration which include the Continuous Improvement Group, Contract Management Group, Priority Account Service (PAS) Steering Group. Again, these have been opened to St Helens and Knowsley colleagues where applicable.

STAR has implemented an escalation process to senior leads within each authority for any push back on collaboration, combined with collaboration opportunity sharing at a senior level this should result in more collaboration opportunities being taken up.

The barriers that the team have faced since launching 'Collaboration First' are:

- Timing of renewals do not align and often there is one authority ready to proceed ahead of the others.
- Lack of desire to seek competition when direct award options are compliant route where commissioners are familiar with available frameworks (G-Cloud).
- Reactiveness to volume and urgency of new requirements is sometimes a hinderance when trying to establish collaborative opportunities.
- Types of requirements can be a barrier for example the insurance main tender was not suitable for collaboration as all with different brokers.
- Resistance from service leads.
- Availability of internal expertise which can lead to delays on other authorities.
- Difficult in identifying a project lead for requirements which are needed across multiple departments for example PPE, Stationery, Office furniture.

- Lack of understanding of the governance/escalation procedure within GM/LCR for wider collaborations.
- Governance can be an issue, there has been push back due to the impact on the timescales this can have.
- Risk concerns regarding a single point of failure affecting numerous LA's rather than spreading the risk when different LA's contract in isolation with different providers.
- For some people-based contracts LA's set the rate they pay for the service for example Home Care the price per hour is set, this differs from LA to LA which therefore affects collaborative opportunities.

1.5 Forecasted Collaboration Activity

Appendix 2 provides the forecasted activity for collaboration Jan 24 to Dec 25 for Stockport, Trafford, Tameside and Rochdale, some St Helens and Knowsley opportunities have been added to the pipeline (discovery work still ongoing), the opportunities listed will be taken to senior leads in each LA and shared with service leads in the retrospective areas, any opportunities not taken forward will be escalated internally.

In the Collaborative Contract Opportunities Jan 24 to Dec 25:

- 89 collaboration opportunities - of which 50 contracts are currently non-collaborative, i.e., 50 new opportunities to collaborate.
- 231 non-collaborative opportunities have been identified in the Jan 24 to Dec 25 pipeline, these are non-collaborative at the moment due to:
 - Council specific requirement (44)
 - Timescales (9)
 - Option to extend being utilised (44)
 - Direct Award (9)
 - Local Services (29)
 - No requirement in other LA's (30)
 - One offs/Not being renewed (31)
 - To be allocated (32)
 - There are only 3 opportunities identified where the service lead has declined to collaborate.

We are consistently reviewing the non-collaborative opportunities with service leads to see if there are future opportunities to collaborate. For those opportunities that have an extension facility the STAR team are working with officers to agree co-termination strategies and so the expectation is that the opportunity numbers will

increase as the non-collaborative opportunities decrease. The STAR team are also working on identifying expected savings and other benefits for those opportunities.

2. Next Steps

The next steps for 'Collaboration First' are to:

1. Incorporate St Helens and Knowsley contracts into the pipeline.
2. Identify collaborative opportunities including St Helens and Knowsley.
3. Review how collaboration data is collated, and efficiencies reported.
4. Implement a new collaboration data capture process to ensure that tangible efficiencies are identified and reported.
5. Report to Joint Committee on how the New Procurement Regulations will affect 'Collaboration First'.
6. Share collaboration opportunities quarterly with senior leadership in each partner authority.

3. Recommendations

- 3.1 It is recommended that STAR Joint Committee:
- Discuss the update information provided within the report and acknowledge the next steps in terms of 'Collaboration First'

Report Appendices

1. Collaboration Activity April 23 to Dec 24
2. Collaborative Contract Opportunities Jan 24 to Dec 25

1. Collaboration Activity April 23 to Dec 24

| Name | Start Date | Expiry | Value | Supplier Name | Collaborative Group | Collaborative Type |
|---|------------|------------|-------------|--|---------------------------------------|----------------------------|
| Appropriate Adult Service (Stock/Traff/Tame/Roch) | 01/04/2023 | 31/03/2029 | £ 32,250 | Child Action North West | AGMA/GM Collaboration | GM - Joint Specification |
| Bereavement Related Goods Framework | | | £ 200,000 | Various | AGMA/GM Collaboration | |
| Bikeability Cycle Training (Rochdale & Stockport) | 01/09/2023 | 31/08/2026 | £ 318,840 | BikeRight! Ltd | STAR Collaboration | STAR - Joint Specification |
| DBS Checks | 26/06/2023 | 26/06/2025 | £ 328,000 | Complete Background Screening Ltd | AGMA/GM Collaboration | GM - Joint Specification |
| eBooks / eAudioBooks / eMagazines / eNewspapers | 01/06/2023 | 31/05/2027 | £ 130,948 | Bolinda UK Ltd | AGMA/GM Collaboration | GM - Joint Specification |
| Framework for Tree Related Services | 03/07/2023 | 02/07/2025 | £ 1,100,000 | Various Suppliers | STAR Collaboration | STAR - Joint Procurement |
| Generalist Social Welfare Advice, Debt, Welfare Benefits | 01/10/2023 | 31/03/2028 | £ 1,000,000 | Citizens Advice SORT Group | STAR (External Partner) Collaboration | STAR - Joint Specification |
| Insurance Broker | 01/11/2023 | 31/10/2027 | £ 7,500 | Arthur J Gallagher Insurance Brokers Limited | STAR (External Partner) Collaboration | GM - Joint Procurement |
| Offsite Storage - Rochdale and Stockport | 01/10/2023 | 30/09/2026 | £ 72,000 | Uniscope International Ltd | STAR Collaboration | STAR - Joint Procurement |
| Oldham and Rochdale Integrated Adult Substance Misuse Service | 01/04/2023 | 31/03/2033 | £23,504,540 | Turning Point Services Ltd | STAR (External Partner) Collaboration | GM - Joint Procurement |
| Provision of a One Amazing Day Festival | 08/03/2023 | 29/04/2023 | £ 85,000 | Walk the Plank | NW Libraries Consortium | |
| Provision of Support Services for Street (and Sauna) Sex Workers in Rochdale and Oldham | | | £ 58,822 | Manchester Action On Street Health (MASH) | STAR (External Partner) Collaboration | |
| Purchase Cards | 01/04/2023 | 31/03/2025 | £ 3,500,000 | Lloyds Bank Cardnet | AGMA/GM Collaboration | GM - Joint Specification |
| SEND Transport System (Rochdale and Trafford) | 01/06/2023 | 31/05/2027 | £ 100,800 | Pax Systems Ltd | STAR Collaboration | STAR - Joint Specification |
| Supply & Delivery of Groceries/Chilled Foods and Frozen | 01/09/2023 | 31/08/2029 | £12,000,000 | Dunsters Farm Limited | AGMA/GM Collaboration | STAR - Joint Procurement |

| | | | | | | |
|--|------------|------------|-------------|---|--|--------------------------|
| Supply and Service of Library Books (NWLC & YBC) - Rochdale, Stockport, Tameside, Trafford | | | £ - | Askews and Holts Library Services Ltd | NW Libraries Consortium | GM - Joint Specification |
| Supply and Servicing of Materials to Public Library Authorities | | | £ 8,749 | Askews and Holts Library Services Ltd | NW Libraries Consortium | |
| Supply of Gas 2023 Stockport/Trafford | 01/04/2023 | 31/03/2026 | £13,532,400 | Corona Energy Retail 4 Limited | STAR (External Partner) Collaboration | GM - Joint Specification |
| Supply of Half-Hourly (HH) & Street Lighting Electricity | 01/04/2023 | 31/03/2026 | £15,782,030 | Drax Power Limited | STAR (External Partner) Collaboration | GM - Joint Specification |
| Supply of Non Half-Hourly (NHH) Electricity 2023 | 01/04/2023 | 31/03/2026 | £11,989,640 | Drax Power Limited | STAR (External Partner) Collaboration | GM - Joint Specification |
| The Chest eTendering Portal - Trafford, Tameside, Stockport | 31/07/2023 | 31/07/2027 | £ 10,323 | TET Limited t/a Trans European Technology | AGMA/GM Collaboration | GM - Joint Specification |
| Treasury Management Services Tameside/Trafford | 17/04/2023 | 16/04/2026 | £ 60,000 | Arlingclose Limited | AGMA/GM Collaboration | GM - Joint Specification |

2. Collaborative Contract Opportunities Jan 24 to Dec 25

| Council | Name | Expiry | Value | Supplier Name | Collaborative Group | Collaborative Opportunity | Collaboration Justification |
|---------------------------------------|--|------------|-------------|---|-------------------------------|--|--|
| Knowsley Metropolitan Borough Council | Installation of LED's and communications upgrade to traffic signals | 13/02/2024 | £520,000 | YUNEX LIMITED (Trading as Yunex Traffic - A Siemens Business) | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | Potential to collab with Tameside council, more detail to follow on the requirements |
| Knowsley Metropolitan Borough Council | Purchase of Liquid fuels | 28/02/2024 | £1,800,000 | Certas Energy UK Ltd | Non-Collaborative Procurement | Yes (GM) - Joint Procurement | |
| Rochdale Borough Council | Coroner's Removal Services | 31/03/2024 | £480,000 | Bate & Holland | Non-Collaborative Procurement | Yes (GM) - Joint Procurement | Collaboration has been actioned |
| St Helens Borough Council | Highway Term Maintenance HM20 - Street Lighting Maintenance & Installation | 31/03/2024 | £30,000,000 | Various Suppliers | LCR Collaboration | Yes (Multi Region) - Joint Procurement | |
| Tameside Metropolitan Borough Council | Learning Management system and Continual Professional development | 31/03/2024 | £55,000 | Me Learning Ltd | Non-Collaborative Procurement | Yes (GM) - Joint Procurement | Oldham confirmed as lead authority. Tameside listed as a named participant. |

| | | | | | | | |
|--|--|------------|-------------|-----------------------------------|---------------------------------------|--|---------------------------------|
| Stockport Metropolitan Borough Council | Mediation and Disagreement Resolution Service 2021 | 31/03/2024 | £15,000 | KIDS | STAR (External Partner) Collaboration | Yes (STAR) - Joint Procurement | |
| Trafford Borough Council | Parking Enforcement and Associated Services | 31/03/2024 | £2,012,035 | NSL Ltd | AGMA/GM Collaboration | Yes (GM) - Joint Specification | Collaboration has been actioned |
| St Helens Borough Council | Road Surface Treatments Term Contract | 31/03/2024 | £13,000,000 | Road Maintenance Services Limited | Non-Collaborative Procurement | Yes (Multi Region) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Seized Dog Contract | 31/03/2024 | £10,000 | Animal Warden Ltd | Non-Collaborative Procurement | Yes (GM) - Joint Specification | |
| Totally Local Company | Specialist Vehicle and Plant Hire | 31/03/2024 | £1,684,188 | Arnold Plant Hire Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Tameside Metropolitan Borough Council | TRAVEL TRAINING PROGRAMMES FOR STUDENTS WITH SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITY | 31/03/2024 | £304,450 | Pure Innovations Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |

| | | | | | | | |
|--|---|------------|----------|--------------------------------|-------------------------------|----------------------------------|--|
| Trafford Borough Council | The Supply and Installation of Ceiling Track Hoists | 30/04/2024 | £256,000 | Hoist and Shower Chair Company | Non-Collaborative Procurement | Yes (STAR) - Joint Specification | Potential collaboration, each authority procures differently, need to establish resource to support procurement, contract alignment required |
| Knowsley Metropolitan Borough Council | Civil Parking Enforcement & Administration: Lot 1: Parking Enforcement Services | 10/05/2024 | £900,000 | APCOA Parking Ltd | Non-Collaborative Procurement | Yes (LCR) - Joint Specification | Extending while work on LCR collab can be done |
| Stockport Metropolitan Borough Council | Automatic Bollards in Stockport Town Centre | 09/06/2024 | £40,421 | ATG Access Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Trafford Borough Council | Interpretation and Translation Services - Trafford Council | 19/06/2024 | £67,500 | DA Languages | STAR Collaboration | Yes (STAR) - Joint Procurement | Potential collaboration opportunity |

| | | | | | | | |
|--|--|------------|------------|------------------|---------------------------------------|--------------------------------|---|
| Tameside Metropolitan Borough Council | Translation and Interpretation Services - Tameside Council | 19/06/2024 | £219,000 | DA Languages | STAR Collaboration | Yes (STAR) - Joint Procurement | Potential collaboration opportunity |
| Trafford Borough Council | PaSH GM (PARTNERSHIP) Contract - Trafford | 30/06/2024 | £165,628 | BHA for Equality | STAR (External Partner) Collaboration | Yes (GM) - Joint Procurement | GM wide sexual health |
| Stockport Metropolitan Borough Council | PaSH GM (SHIP) Contract | 30/06/2024 | £100,788 | BHA for Equality | AGMA/GM Collaboration | Yes (GM) - Joint Procurement | GM wide sexual health |
| Rochdale Borough Council | PaSH GM (SHIP) Contract - Rochdale | 30/06/2024 | £175,000 | BHA for Equality | STAR (External Partner) Collaboration | Yes (GM) - Joint Procurement | GM wide sexual health |
| Tameside Metropolitan Borough Council | PaSH GM (SHIP) Contract - Tameside | 30/06/2024 | £90,240 | BHA for Equality | STAR (External Partner) Collaboration | Yes (GM) - Joint Procurement | GM wide sexual health |
| Stockport Metropolitan Borough Council | Peer Mentoring Service for Adoptive Families | 30/06/2024 | £45,684 | Adoption Counts | Non-Collaborative Procurement | Yes (GM) - Joint Procurement | Tim has contacted Adoption Counts commissioners to check if this contract will be reprocured. |
| Stockport Metropolitan Borough Council | Supply of Water and Ancillary Services in Stockport | 30/06/2024 | £3,185,160 | Wave | AGMA/GM Collaboration | Yes (GM) - Joint Specification | Collab in progress. |

| | | | | | | | |
|--|---|------------|------------|-----------------------------|-------------------------------|--------------------------------|--|
| Rochdale Borough Council | Purchase of Wheeled Bins | 27/07/2024 | £1,629,666 | IPL Plastics Inc. | STAR Collaboration | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Purchase of Wheeled Bins - Stockport Council | 27/07/2024 | £293,380 | IPL Plastics Inc. | AGMA/GM Collaboration | Yes (STAR) - Joint Procurement | |
| Tameside Metropolitan Borough Council | Purchase of Wheeled Bins - Tameside Council | 27/07/2024 | £535,500 | IPL Plastics Inc. | STAR Collaboration | Yes (STAR) - Joint Procurement | |
| Tameside Metropolitan Borough Council | Carriageway Resurfacing Phase 2 | 31/07/2024 | £838,991 | J Hopkins (Contractors) Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Trafford Borough Council | Supply of Water and Ancillary Services for Trafford Council | 31/07/2024 | £2,382,000 | Wave | STAR Collaboration | Yes (GM) - Joint Specification | Collab in progress. |
| Tameside Metropolitan Borough Council | Supply of Water and Ancillary Services in Tameside | 31/07/2024 | £1,567,284 | Wave | AGMA/GM Collaboration | Yes (GM) - Joint Specification | Collab in progress. |
| Rochdale Borough Council | Cash Collection - Rochdale | 20/08/2024 | £105,000 | Security Plus | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | Potential collaboration opportunity with other STAR Councils |

| | | | | | | | |
|--|--|------------|-------------|----------------------|-------------------------------|----------------------------------|---|
| Tameside Metropolitan Borough Council | Dynamic Purchasing System for Home to School Transport including Special Educational Needs and Disabilities and Vulnerable Adults Transport | 31/08/2024 | £10,000,000 | Various Suppliers | AGMA/GM Collaboration | Yes (STAR) - Joint Specification | |
| Trafford Borough Council | Dynamic Purchasing System for Home to School Transport including Special Educational Needs and Disabilities and Vulnerable Adults Transport - Trafford Council | 31/08/2024 | £10,000,000 | Various Suppliers | AGMA/GM Collaboration | Yes (STAR) - Joint Specification | |
| Stockport Metropolitan Borough Council | Independent Travel Training 2021 - Stockport | 31/08/2024 | £399,800 | Pure Innovations Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | Stockport and Tameside will collaborate in the new tender |

| | | | | | | | |
|--|---|------------|--------------|--------------------------------|-------------------------------|--|--|
| Stockport Metropolitan Borough Council | School Swimming Transport (2020) | 31/08/2024 | £623,164 | Belle Vue (Mcr) Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Rochdale Borough Council | Supply of Water and Ancillary Services | 31/08/2024 | £1,677,540 | Wave | STAR Collaboration | Yes (GM) - Joint Specification | Collab in progress. |
| Rochdale Borough Council | Interpretation and Translation - Rochdale Council | 30/09/2024 | £396,666 | The Big Word | STAR Collaboration | Yes (STAR) - Joint Procurement | Potential collaboration opportunity |
| Stockport Metropolitan Borough Council | Stockport Treasury Management Services | 30/09/2024 | £20,550 | Link Treasury Services Limited | Non-Collaborative Procurement | Yes (GM) - Joint Procurement | Potential collaboration opportunity |
| Other | GM Temporary Staffing Supply | 15/10/2024 | £155,667,000 | reed talent solutions limited | AGMA/GM Collaboration | Yes (Multi Region) - Joint Specification | GM Collaboration - Reed Agency Staffing |
| Rochdale Borough Council | Jobs Website | 31/10/2024 | £20,417 | Wigan Council | Non-Collaborative Procurement | Yes (GM) - Joint Procurement | Wigan confirmed as lead authority. Rochdale listed as a named participant. |
| Stockport Metropolitan Borough Council | Purchase of Litter Bins | 28/11/2024 | £120,000 | Wybone Limited | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Trafford Borough Council | Alternative Provision Flexible Procurement System | 01/12/2024 | £1,936,129 | Various Suppliers | STAR Collaboration | Yes (STAR) - Joint Procurement | STAR authorities will be listed in tendering documents, should Trafford decide to reprocur the service |

| | | | | | | | |
|--|---|------------|------------|--------------------------------|-------------------------------|--------------------------------|---|
| Rochdale Borough Council | Alternative Provision Flexible Procurement System-Rochdale | 01/12/2024 | £1,936,129 | Various Suppliers | STAR Collaboration | Yes (STAR) - Joint Procurement | STAR authorities will be listed in tendering documents, should Trafford decide to reprocure the service |
| Stockport Metropolitan Borough Council | Alternative Provision Flexible Procurement System-Stockport | 01/12/2024 | £1,936,129 | Various Suppliers | STAR Collaboration | Yes (STAR) - Joint Procurement | STAR authorities will be listed in tendering documents, should Trafford decide to reprocure the service |
| Tameside Metropolitan Borough Council | Alternative Provision Flexible Procurement System-Tameside | 01/12/2024 | £1,936,129 | Various Suppliers | STAR Collaboration | Yes (STAR) - Joint Procurement | STAR authorities will be listed in tendering documents, should Trafford decide to reprocure the service |
| Stockport Metropolitan Borough Council | Anti-Skid/Coloured Surfacing | 31/12/2024 | £1,000,000 | WJ North Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Trafford Borough Council | Cash Collection - Trafford | 31/12/2024 | £12,000 | Security Plus | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | Potential collaboration opportunity with Rochdale Council |
| Stockport Metropolitan Borough Council | Cash Collection (Stockport) | 31/12/2024 | £100,000 | Security Plus | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | Potential collaboration opportunity with other STAR Councils |
| Stockport Metropolitan Borough Council | CCTV – Jetting/Inspection | 31/12/2024 | £1,000,000 | Sapphire Utility Solutions Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |

| | | | | | | | |
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| Stockport Metropolitan Borough Council | Civils | 31/12/2024 | £30,000,000 | George Cox and Sons Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| St Helens Borough Council | GMCA Street Lighting Electrical Connections Framework Agreement 2021 - 2022 (2024) | 31/12/2024 | £15,000,000 | Various Suppliers | Non-Collaborative Procurement | Yes (GM) - Joint Specification | Wigan council lead on this |
| Stockport Metropolitan Borough Council | Highway Coring | 31/12/2024 | £300,000 | Pavement Testing Services Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Highway Structures >500k | 31/12/2024 | £10,000,000 | Story Contracting Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Highway Structures >50k <500k | 31/12/2024 | £5,000,000 | Bethell Constructions Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Lining | 31/12/2024 | £1,000,000 | WJ North Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |

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| Stockport Metropolitan Borough Council | Planned Structural Maintenance | 31/12/2024 | £5,000,000 | J Hopkins (Contractors) Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Street Lighting and Signing | 31/12/2024 | £5,000,000 | Jones Lighting | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Surface Dressing/ Slurry/Micro Seal | 31/12/2024 | £15,000,000 | Eurovia Infrastructure Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Surfacing | 31/12/2024 | £30,000,000 | Tarmac Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | AGMA Electoral Printing Services - Stockport | 07/01/2025 | £73,654 | Various Suppliers | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| Trafford Borough Council | AGMA Electoral Printing Services - Trafford | 07/01/2025 | £201,000 | Various Suppliers | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| Trafford Borough Council | AGMA Electoral Printing Services* | 07/01/2025 | £2,773,500 | Various Suppliers | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |

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| Tameside Metropolitan Borough Council | AGMA Electoral Printing Services** | 07/01/2025 | £87,000 | Various Suppliers | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| Rochdale Borough Council | Call-off from AGMA: Electoral Management System - Rochdale | 07/01/2025 | £69,000 | Various Suppliers | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| Stockport Metropolitan Borough Council | Call-off from AGMA: Electoral Management System - Stockport | 07/01/2025 | £69,000 | XPRESS SOFTWARE SOLUTIONS | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| Trafford Borough Council | Call-off from AGMA: Electoral Management System - Trafford | 07/01/2025 | £69,958 | Various Suppliers | AGMA/GM Collaboration | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| Trafford Borough Council | Electoral Management System | 07/01/2025 | £862,500 | XPRESS SOFTWARE SOLUTIONS | Non-Collaborative Procurement | Yes (Multi Region) - Joint Procurement | Trafford on behalf of GM were the lead authority previously. |
| St Helens Borough Council | St Helens Council Pre Paid Cards Services | 28/02/2025 | £120,000 | Prepaid Financial Services | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | Potential collaboration opportunity with other STAR Councils |

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| Knowsley Metropolitan Borough Council | Framework Agreement for Installation of Disabled Adaptations, Ramped Access, Level Access Showers, Design & Construction of Ground Floor Bedroom and B | 09/03/2025 | £6,500,000 | Various | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | As above |
| Knowsley Metropolitan Borough Council | Procurement of Gas Due April 2025 | 31/03/2025 | £2,000,000 | Corona Energy Retail 4 Limited | Non-Collaborative Procurement | Yes (STAR) - Joint Specification | Potential to put another contract in place till March 2026 to align with 3 GM STAR councils for a collab to take place. |
| Rochdale Borough Council | Purchase Cards | 31/03/2025 | £21,000 | Lloyds Bank Cardnet | AGMA/GM Collaboration | Yes (GM) - Joint Procurement | Collaboration opportunity |
| Trafford Borough Council | Purchase Cards (Trafford) | 31/03/2025 | £3,500,000 | Lloyds Bank Cardnet | AGMA/GM Collaboration | Yes (GM) - Joint Procurement | Collaboration opportunity |
| Trafford Borough Council | SERVICE LEVEL AGREEMENT RELATING TO THE PROVISION OF STRAY DOG SERVICES | 31/03/2025 | £7,200 | Salford City Council | Non-Collaborative Procurement | Yes (STAR) - Joint Specification | |

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| St Helens Borough Council | St Helens Borough Council Contract for a St Helens Independent Regulation 44 Visiting Service | 31/03/2025 | £100,000 | NYAS | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | A few STAR Authorities use this provider for Reg 44 services. Tim to discuss with Wendy a possibility of a joint tender |
| Trafford Borough Council | Substance Misuse - Collaborative tender between Bolton, Salford and Trafford | 31/03/2025 | £10,600,410 | Greater Manchester Mental Health NHS FT | STAR (External Partner) Collaboration | Yes (GM) - Joint Procurement | Currently a Salford led collaboration with Trafford and Bolton |
| Rochdale Borough Council | Supply and Installation of Modular Build Ramps | 31/03/2025 | £100,000 | A&K Building Services Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | As above |
| Totally Local Company | Supply, Repair and Fitment of Tyre Services | 31/03/2025 | £- | Direct Tyre Management | STAR (External Partner) Collaboration | Yes (STAR) - Joint Procurement | |

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| Rochdale Borough Council | Supply, Repair and Fitment of Tyres | 31/03/2025 | £340,000 | The Lodge Tyre Company Limited | STAR (External Partner) Collaboration | Yes (STAR) - Joint Procurement | |
| Trafford Borough Council | Supported Employment | 31/03/2025 | £200,000 | United Response | Non-Collaborative Procurement | Yes (STAR) - Joint Specification | |
| Rochdale Borough Council | The Supply and Installation of through floor lifts and step lifts | 31/03/2025 | £500,000 | Pollock Lifts Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | As above |
| Knowsley Metropolitan Borough Council | ST. COLUMBA'S CATHOLIC PRIMARY SCHOOL - EYFS PLAYGROUND IMPROVEMENTS | 10/04/2025 | £91,423 | Dunkil Developments | Non-Collaborative Procurement | Yes (STAR) - Joint Specification | |
| Totally Local Company | Highways and Horticultural Tools | 31/05/2025 | £29,467 | CID PRODUCT LLP | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |

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| Tameside Metropolitan Borough Council | DBS Checks | 26/06/2025 | £328,000 | Complete Background Screening Ltd | AGMA/GM Collaboration | Yes (STAR) - Joint Procurement | Collaboration opportunity |
| St Helens Borough Council | Lift Servicing Contract 2022-2025 | 30/06/2025 | £35,000 | Knowsley Lift Services Ltd | Non-Collaborative Procurement | Yes (LCR) - Joint Specification | Might be potential with Knowsley as they have a Lift contract |
| Rochdale Borough Council | Framework for Tree Related Services | 02/07/2025 | £1,100,000 | Various Suppliers | STAR Collaboration | Yes (STAR) - Joint Procurement | |
| Stockport Metropolitan Borough Council | Winter Bureau Service and Maintenance | 31/08/2025 | £634,232 | Vaisala Limited | AGMA/GM Collaboration | Yes (GM) - Joint Specification | Stockport procured on behalf of AGMA |
| Trafford Borough Council | Cognisoft YETI System | 10/09/2025 | £14,400 | CogniSoft Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | There is an indication from Trafford to suggest that Stockport may also use this so there is potential for a joint procurement. Need to establish details. |

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| Rochdale Borough Council | Provision of Bathing, Toileting, Minor Adaptations and Ramps (Lot 1 from Manchester framework TC843) | 15/09/2025 | £7,200,000 | TF Jones Property Services LTD | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | As above |
| Knowsley Metropolitan Borough Council | Service to provide Lift Servicing, Call Outs and Repairs | 30/09/2025 | £9,912 | Concept Elevators (UK) Ltd | Non-Collaborative Procurement | Yes (LCR) - Joint Specification | Might be potential with St Helens as they have a Lift contract |
| Knowsley Metropolitan Borough Council | THE PROVISION OF TREE AND WOODLAND MAINTENANCE WORKS AND TREE RELATED EMERGENCY INCIDENT ATTENDANCE FOR KNOWSLEY METROPOLITAN BOROUGH COUNCIL | 09/10/2025 | £542,995 | Enviro Tree Services Ltd | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |

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| Knowsley Metropolitan Borough Council | Town Centre Festive Lighting 2021-2026 | 31/12/2025 | £24,184 | LITE LTD | Non-Collaborative Procurement | Yes (STAR) - Joint Procurement | |
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