



Report to: STAR Joint Committee
Date: 16th June 2021
Report for: Information/Discussion
Report of: Director of STAR

Report Title

STAR Procurement Continuous Improvement Update

Summary

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

Recommendations

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

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

Contact person for access to background papers and further information:

Name: Lorraine Cox
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Background

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

Consultation

No public consultation required

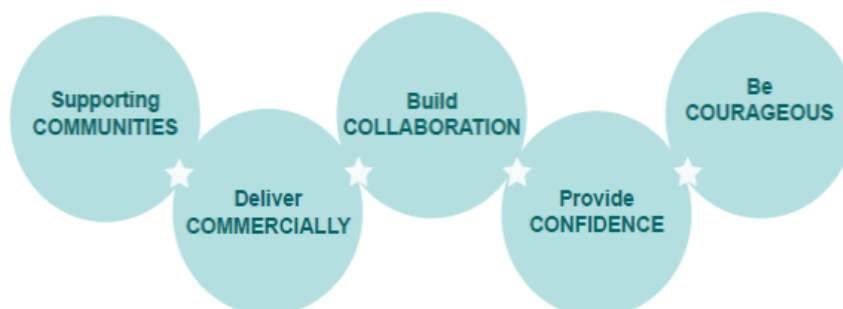
1. Background

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

Our Vision

Leading Transformation Through
Procurement and Co-Operation

Our Objectives



Our Enablers



- 1.2. As part of our Continuous Improvement (CI) ethos we regularly review the delivery and development sides of STAR Procurement and implement plans and strategies to provide a more effective and efficient service to the STAR partners.
- 1.3. STAR will be creating a CI working group to aid better communication between STAR, the four partners, two CCGs and also STAR Legal. This would ensure all learning is shared and further improvements are delivered. Terms of Reference would need to be established as well as membership and to agree how this feeds into Board.

Suggested themes:

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| Planning – feeding into Medium Term Financial Plans (MTFP) |
| Communication |
| In-Tend Contract Management system rollout |
| Themes from the client survey |

2. Supporting Communities

2.1. Social Value

- 2.1.1. STAR wider leadership team held a Social Value Workshop in April to discuss the STAR Social Value commitment and priorities for the next 12 months including the Social Value Strategy. The outcome of the workshop will be fed into the STAR Delivery Plan and delivered throughout the year.
- 2.1.2. There are a number of working groups both within STAR and within our partner organisations as well as a national requirement to establish a regional SV Taskforce, Lorraine Cox has been asked to Chair this. Therefore, we will create a strategic action plan to outline progress and to bring all of these efforts together.
- 2.1.3. STAR will establish some cross-Council working/sharing to strategically steer this agenda to increase pace and focus as well as to ensure all four partners are moving at pace together and to create a 'one way' approach particularly to the concept of a 'Social Value as an Organisation' and then how this plays out across GM. Terms of Reference would need to be established, a clear map of how this fits into other groups and to agree how this feeds into Board and beyond. This is an ever increasing priority and with a particular focus on carbon neutrality by 2038. There are numbers of national activities and focus groups and it would help if we mapped all of this to build our local STAR organisations approach and ensure we learn and lead regionally and nationally.

2.1.4. A summary of the breadth of this agenda and current/planned activity:

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|---|
| <p>Local/Individual – our four Councils</p> <ul style="list-style-type: none"> • Map individual position and action/approach planned (share) • Link to Corporate Priorities/GMCA? • Undertake an individual assessment using the tool - Social Value Maturity Index (SVMi)/to create an action plan • Consider being a pilot a new tool for impact reporting as an organisation? (working with the Social Value Portal team - SVP) |
| <p>STAR as a cohort</p> <ul style="list-style-type: none"> • 'SV Organisation' as a concept. Develop an approach following individual SVMi assessments • Establish governance to work as a collective cohort. Areas for consideration: <ul style="list-style-type: none"> - Appoint a sponsor (CLT?/Exec?/Board?) - TOR? - Membership? (including policy) - Communication plan linking regionally and nationally? - Joint action plan (collective priorities and approaches)? - Consider a resource to lead this? - Feed into STAR Board/Joint Committee/ and into CLTs? • Continue with the procurement approach focus on performance and local businesses/VCSE engagement etc. |
| <p>Regional – SV Taskforce (LC asked to Chair)</p> <ul style="list-style-type: none"> • Consider how this supports/showcases our collective work? • Develop links with wider institutions/GM Councils? • Links to GMCA and SV Framework? Linking to GM Priorities? E.g. Environment? • Establish regional governance and a 'sponsor' approach? • Develop links with business communities/VCSEs to improve local spend improvement/supply chain etc. |
| <p>National – SV Taskforce (LC attends)</p> <ul style="list-style-type: none"> • Sub groups: <ul style="list-style-type: none"> - Planning - Place Based pilots - Possibly a carbon neutral group to be formed? <p>Ensure we are represented on each group from STAR Councils (e.g. a planning lead to attend the planning group etc.)</p> |

2.2 **Staff Wellbeing/ Customer satisfaction**

The team continue to work productively from home and are safe and well. Discussions are taking place with all Partners about the arrangements for returning to the office. A staff survey and client survey are due to take place this quarter, and will include questions about well-being and customer satisfaction so we can manage and support staff and ensure we are meeting

partner requirements and the continuous improvement focus works across all partners and findings can feed into the CI group as themes for improvement.

2.3 Resources: Recruitment and Retention

Our vacancies within the team have now been filled and all new starters have been through the STAR induction process. We have also recruited to the vacant Office Manager position. Demand for STAR services from Partners is currently very high.

3. Deliver Commercially

3.1. Income Plan for 2021/22

A number of commissions have been secured and are being delivered, as well as a number of opportunities are currently being scoped/proposals drafted.

3.2 Commercial Contract Management

As approved by STAR Board, we have appointed a Senior Project Manager on a 12 month basis, funded from STAR reserves on an 'Invest to save' basis. The successful candidate was an internal promotion. This role commenced on 4th May 2021 and we are developing an action plan and initial savings forecasts which will be brought to Board and Joint Committee.

3.3 Savings Strategy

The STAR Savings Strategy and Savings Protocol are embedded within the STAR team, procurement savings pipelines are agreed/in the process of being agreed across our partners and savings meetings scheduled quarterly with each finance team. This may be a topic for the CI group. And will also be aided by the use of the In-Tend system as this rolls out. This will be shared with Board and Finance teams across the partners.

4. Build Collaboration

4.1. In-tend

4.1.1. The implementation of In-tend system for the STAR Contracts Register and work planning is now live. The STAR Contracts Register has been uploaded in to the system and the STAR team have been trained in using. There are a number of manual uploads for frameworks and dynamic purchasing systems (DPS) that are currently being undertaken and will be complete by mid-June. The reporting processes and user guides are also now being updated to reflect out new processes, procedures and reporting.

- 4.1.2. Discussions are taking place with Trafford, Tameside and Rochdale Councils as to their approach for the use of the Contract Management elements of the system. Discussion are also continuing to take place with Stockport to ensure minimal duplication with their existing ways of working with In-Tend.
- 4.1.3. This will only be successful if we ensure it is embedded into practice within the four organisations and develop some protocols and ways of working that are consistent.

5. Provide Confidence

5.1. New Procurement Regulations

The Queens Speech included the proposals for the new Procurement Bill to replace to the current Public Contract Regulations 2015. The Green Paper consultation closed in March 2021, and current timescales for the Bill is to be introduced from September 2021.

5.2 Web Forms & Website

STAR Procurement is continuing to develop online forms using a piece of software available through a Trafford Council supplier IEG4. The STAR website review has been completed and the resources and guidance updated to ensure compliance. The website has also been refreshed and new information and guidance available for both suppliers and commissioners.

5.3 E-Learning

The e-learning package has been updated to make this more user friendly. The e-learning is now mandatory for all budget holders and those that raise invoices. The package is being re-launched via each of the Council's HR team.

5.4 Back to Basics Training

The Back to Basics training has also been refreshed and updated. This continues to be delivered to client departments.

5.5 Cyclical Reporting

A cyclical reporting plan is in draft and is currently been reviewed to ensure a more effective and efficient process of data reporting.

5.6 Simplify

The STAR internal Simplify Group have been focusing on updating documents and processes as well as the QMS based on audit recommendations and suggestions from the team to improve procedures as well as updates regarding Oxygen and the Social Value Portal.

6. Be Courageous

6.1. National & Regional Events

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

- I-Network - Attracting a Talented and Diverse Workforce
- I-Network Showcase
- Social Value (Beever & Struthers SME Club webinar)
- 'BURN' (Black United Representation Network) Focus on VCSE Businesses – training and support

7. Recommendations

It is recommended that STAR Joint Committee:

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