



AGENDA PAPERS FOR STAR JOINT COMMITTEE MEETING

Date: Wednesday, 16 September 2020

Time: 2.00 pm

Place: Virtual meeting, please follow link below

<https://www.youtube.com/channel/UCjwblOW5x0NSe38sqFU8bKq>

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers and any apologies for absence.	
2.	MINUTES To receive and, if so determined, to approve as a correct record the minutes of the meeting held on 17 th June 2020	1 - 4
3.	DECLARATIONS OF INTEREST Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code(s) of Conduct.	
4.	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.	
5.	5-STAR 2020/21 QUARTER 1 PROGRESS REPORT For noting	5 - 8
6.	NEW STAR BUSINESS PLAN 2020-23 For decision	9 - 28
7.	DATE AND TIME OF NEXT MEETING	

To confirm the arrangements for the next meeting due to take place on Wednesday 16th December 2020 at 2:00 p.m. This is likely to be a virtual meeting.

8. 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 descriptive category three 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.

**9. STAR PROCUREMENT BUDGET POSITION
QUARTER 1 2020/21**

For noting

29 - 32

SARA TODD
Chief Executive

Membership of the Committee

Councillors Ali (Rochdale Council), T. Ross (Trafford Council), Ryan (Chair) (Tameside Council) and McGee (Vice-Chair) (Stockport Council)

Further Information

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

Fabiola Fuschi, Governance Officer,
Tel: 07813 397611
Email: fabiola.fuschi@trafford.gov.uk

This agenda was issued on **Tuesday, 8 September 2020** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

Any person wishing to photograph, film or audio-record a public meeting is requested to inform Democratic Services in order that necessary arrangements can be made for the meeting.

Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any queries.

STAR JOINT COMMITTEE

17 JUNE 2020

PRESENT

Councillor Ryan (Tameside Council) (in the Chair).
Councillors Ali (Rochdale Council), T. Ross (Trafford Council) and McGee (Stockport Council) (Vice-Chair)

In attendance

Lorraine Cox	Director STAR Procurement
Nichola Cooke	Assistant Director STAR Procurement
Nikki Bishop	Corporate Director of Finance and Systems, Trafford Council
Caroline Myers	Trainee Solicitor, Trafford Council
Tom Wilkinson	Assistant Director of Finance, Tameside Council
David Wilcock	Assistant Director Legal, Governance and Workforce, Rochdale Council
Fabiola Fuschi	Governance Officer, Trafford Council

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1. ATTENDANCES

There were no apologies for absence received.

The committee clerk opened the meeting and asked elected members to nominate a chair and a vice-chair for the new municipal year 2020/21.

RESOLVED that Councillor Ryan, representing Tameside Council, be nominated chair and Councillor McGee, representing Stockport Council, be nominated vice-chair for the municipal year 2020/21.

2. MINUTES

The meeting of the STAR Joint Committee that took place on 17th December 2019 was not quorate; consequently, those present agreed that the reports be resubmitted at its next meeting on 17th March 2019. However, due to the COVID-19 pandemic and the social distancing measures put in place by the Government, March meeting had to be cancelled. Therefore, today's meeting was the first formally constituted meeting since September 2019.

RESOLVED that the minutes of the STAR Joint Committee meetings held on 18th September 2019 and on 17th December 2019 be approved as a correct record.

3. DECLARATIONS OF INTEREST

There were no declarations of interest received.

4. 5-STAR 2019-20 Q2 PROGRESS REPORT

The joint committee gave consideration to a progress report of the Assistant Director which sought to inform of the quarter two STAR Procurement performance measures for 2019/20.

RESOLVED:

1. That the content of the report be noted;
2. That the reporting of progress against Partner targets be agreed.

5. COVID19 UPDATE

The joint committee gave consideration to a report of the Director of Procurement on STAR immediate response to Covid-19 crisis and the framework to support re-mobilisation.

The Director shared with members and officers examples of how local businesses had been supported to diversify their production to Covid-19 related requirements.

Members commended the development of STAR Ten Point Plan to support local business during and beyond Covid-19 pandemic.

RESOLVED that the content of the Covid-19 update be noted.

6. Q3 Q4 5-STAR AND NEW MEASURES

The joint committee considered a report of the Assistant Director which informed of STAR Procurement performance measures for quarter three and four for 2019/20. The report also sought approval for the five STAR Key Performance Measures for 2020/21 and outlined the definition of savings as agreed with senior finance officers.

The Assistant Director reported that targets for 2019/20 had been exceeded on key performance indicators (KPI) such as ratified savings, income secured and percentage of contracts let with a social value KPI.

Members also noted the number of service level agreements secured and fulfilled, some of which with Sandwell and Birmingham Councils and Greater Manchester Health and Social Care Partnership.

RESOLVED –

1. That quarter three and four STAR Procurement performance measures for 2019/20 be noted;
2. That the new five STAR Procurement measures for 2020/21 be agreed;
3. That the definitions of savings be noted;
4. That STAR Procurement performance measures for quarter three and four be circulated to all members of the four authorities and a press release be arranged to inform of the process to promote social value in procurement.

7. URGENT BUSINESS (IF ANY)

There were no items of urgent business received.

8. DATE AND TIME OF NEXT MEETING

RESOLVED that it be noted that next meeting take place on Wednesday 16th September 2020 at 2:00 p.m.

9. EXCLUSION RESOLUTION

RESOLVED 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 descriptive category three 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.

10. STAR PROCUREMENT BUDGET POSITION Q2 1920 INCLUDING SUSTAINABLE GROWTH

The joint committee gave consideration to a report of the Assistant Director on the STAR Procurement budget position at quarter two 2019/20 and sustainable growth.

RESOLVED -

1. That STAR Procurement budget position quarter two 2019/20 be noted;
2. That the ambition to secure sustainable growth which would allow STAR Procurement to review the fee to partners over coming years be supported.

11. STAR PROCUREMENT BUDGET OUTTURN 1920

The joint committee considered a progress report of the Assistant Director which sought to inform of the STAR Procurement budget outturn for 2019/20.

RESOLVED that the progress report be noted.

12. COLLABORATION ACCREDITATION REVIEW CAR

The joint committee considered a report of the Assistant Director which informed of the business case for a Collaboration Accreditation Review scheme.

RESOLVED that the contents of the business case for Collaboration Accreditation Review be noted.

The meeting commenced at 2.00 pm and finished at 2.55 pm

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Report to: STAR Joint Committee
Date: 16th September 2020
Report for: Information & discussion
Report from: Nichola Cooke, Assistant Director

Report Title

5-STAR 2020/21 Q1 Progress Report

Summary

The purpose of this report is to:

- Inform STAR Joint Committee the 2020/21 Quarter 1 performance measures of STAR Procurement

Recommendations

The recommendation of this report is that the STAR Board:

- Note the content of the report and discuss the performance to the end of Quarter 1 for 2020/21

Contact person for access to background papers and further information:

Name: Nichola Cooke
Phone: 07711 454555

Background

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

Consultation

No public consultation required

1. 5 STAR Measures for 2020/21

- 1.1. Each year, STAR Procurement review the 5 STAR Measures to ensure they remain fit for purpose and continue to drive continuous improvement through stretched targets that are relevant to Council priorities. The new measures were agreed at Joint Committee on 3rd June 2020.

2. 5-STAR Q1 Progress Report

- 2.1. The Quarter 1 results are included in Appendix 1

3. Recommendations

- 4.1 It is recommended that:

- Note the content of the report and discuss the performance to the end of Quarter 1 for 2020/21

Report Appendices

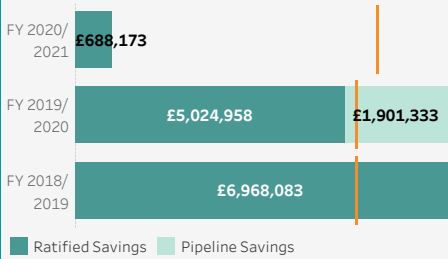
1. 5-STAR 2020/21 Q1 Performance Management Results

Commercial

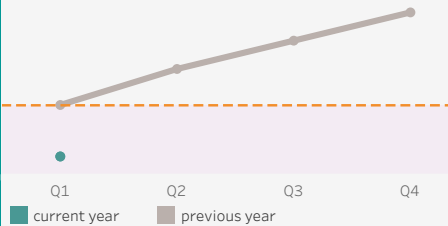
Ratified Savings: Tameside savings not included - TBA

£688,173 generated in this FY.
Target for this FY is **£5,600,000**

Annual Totals



Cumulative Quarterly figures



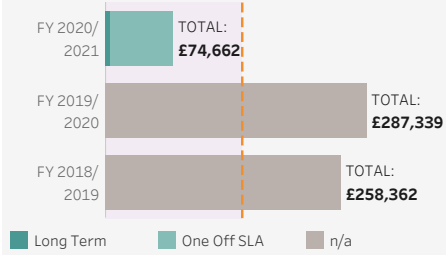
Return on Investment: ALL

Annual target is **£3,261,120** (2x Investment).
21.1% has been met by FY 2020/2021 (Q1).
0.4x the annual investment has been saved.

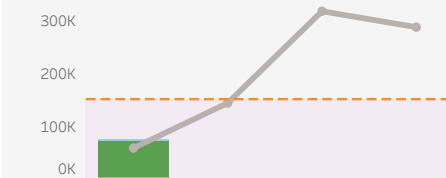
Income (STAR Total):

£74,662 of income has been secured this year.
Target for this year is **£150,000**

Annual Totals



Cumulative position by Quarter



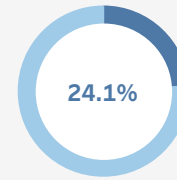
	Q1	Q2	Q3	Q4
Current	£74,662	£0	£0	£0
Prev. Yr	£59,800	£144,559	£317,300	£287,339

- Actual (One-off SLA)
- Actual (Long Term)
- Secured (One-off SLA)
- Secured (Long Term)
- Prev. Yr

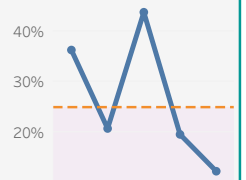
Communities

Social Value:

Accumulative %

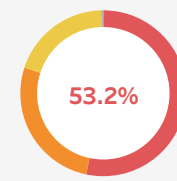


Quarterly %

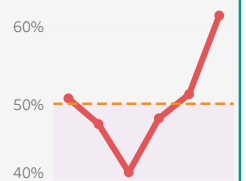


Local Spend:

FY % to date



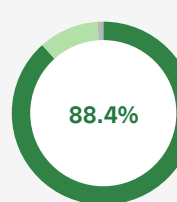
Quarterly %



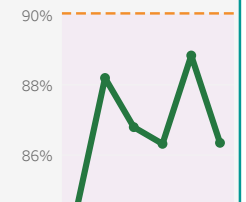
Compliance

Verified Spend:

FY % to date



Quarterly %



5STAR Performance Dashboard

Partner ALL

version 2.0
produced by Stockport BI



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Report to: STAR Joint Committee
Date: 16th September 2020
Report for: Information
Report from: Assistant Director (Development)

Report Title

New STAR Business Plan 2020-2023

Summary

The purpose of this report is to:

- Provide final draft of STAR Business Plan
- Agree next steps and launch

Recommendations

The recommendation of this report is that Joint Committee:

- Agree new STAR Business Plan 2020-23
- Delegate final editing, formatting and artwork to Director STAR Procurement

Contact person for access to background papers and further information:

Name: Nichola Cooke
 Phone: 07711 454555

Background

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

Consultation

No public consultation required

Reasons for Recommendation(s)

The current business plan is due to expire this year and be replaced with a new three year Business Plan. The STAR Business Plan is a requirement of the Inter Authority Agreement.

1. Background

1.1 STAR Procurement has in place a STAR Business Plan 2017-2020. This was developed when Lorraine Cox started as Director and was launched in June 2017.

<https://www.star-procurement.gov.uk/About-us/Docs/STAR-Business-Plan.pdf>

1.2 The current business plan is due to expire this year and be replaced with a new three year Business Plan. The STAR Business Plan is a requirement of the Inter Authority Agreement.

2. Current Business Plan 2017-2020

2.1. The current Business Plan was launched in June 2017. The Business Plan included the 5C's as our objectives:

- Commercial
- Communities
- Collaboration
- Compliance
- Champions

2.2. The Business Plan objectives have very much under-pinned all the work that STAR Procurement has taken forward over the last three years including:

- Annual Delivery Plan
- 5 STAR Performance Measures
- Growth Strategy
- Category Strategies
- Business cases for new activity/projects
- Staff appraisals

2.3 There have been a number of significant achievements since the last STAR Business Plan including:

- Securing and on-boarding Tameside Council as a new full partner
- Securing long term agreements with two CCG's
- Successfully bidding for new work
- LGA Shared Service Expert Programme
- Social Value is Everyone's Business, including launch of Social Value Portal
- New staffing structure
- Growth Strategy in place
- Local Investment project including launch of Risk-Based Sourcing
- Detailed spend analysis
- Project Simplify

3. **New Business Plan**

3.1. Engagement on a new Business Plan started in January 2020 with a series of workshops with all STAR staff, STAR Wider Leadership Team and the STAR Board. In addition to this feedback was received as part of the CAR review that was undertaken and a Trafford-wide staff survey. The results of this have helped to shape our thinking.

3.2. The new business plan is summarised below:

OUR VISION	LEADING TRANSFORMATION THROUGH INNOVATION AND CO-OPERATION
OUR OBJECTIVES	Supporting COMMUNITIES
	Deliver COMMERCIALITY
	Build COLLABORATION
	Provide CONFIDENCE
	Be COURAGEOUS

OUR ENABLERS	LEADERSHIP & GOVERNANCE	COMMUNICATIONS & ENAGAGEMENT	TECHNOLOGY & DATA	TALENT MANAGEMENT
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4. Next Steps

- 4.1. Further work on the Business Plan was halted in March due to the changing priorities in responding to the CODID-19 crisis. The Business Plan now reflects the new Partner priorities as we 'Build Back Better' and the 're-mobilisation' and 'recovery' phase of COVID-19.
- 4.2. The revised timescales for the launch of the new Business Plan are therefore:
 - STAR Joint Committee approve final draft – 16th September
 - Final editing, formatting and artwork developed – September/October
 - Launch – October

5. Recommendations

It is recommended that:

- Agree new STAR Business Plan 2020-23
- Delegate final editing, formatting and artwork to Director STAR Procurement

Report Appendices

1. Final Draft STAR Business Plan

2020-
2023

STAR Procurement Business Plan



Cox, Lorraine
STAR PROCUREMENT
2020-2023

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1. Foreword

Lorraine Cox, STAR Director

Writing our STAR Business Plan has once again been an inspiring and motivating experience as I reflect on our past three years and focus on how we take STAR from good to brilliant! As a highly performing shared service, it is important for us to take time to refresh, reform, and refocus ourselves to allow us to adapt to and maximise the opportunities ahead taking account of challenges and differing priorities within the public and 3rd sectors.

Our focus for 2020-2023 continues with building on some of our successes such as; delivering demonstrable, cashable savings for our partners and clients; growing STAR and sharing our approach and successes with wider public and 3rd sector partner organisations which have expanded from procurement expertise into shared services support and to delivering service support/reviews and securing income to make our business fit for the demands and pressures of the environments we operate within.

Our regional environment remains a priority as part of the Greater Manchester Devolution Agenda and as part of the Combined Authority. Our focus can be summarised into three areas:

- Securing Value for Money and sharing expertise
- Investing Locally to drive economic growth and delivering Social Value
- Delivering excellence to our communities (people and business)

STAR has an exceptional workforce which we value and support in order to continue to be the 'Employer of Choice'. Our work has diversified into wider sectors and beyond procurement and our team bring a raft of skills and experiences to enable us to work nationwide as well as act as advisors internationally.

Up to 2020 we have exceeded expectations and performance targets and we will endeavour to make the next three years a time to watch STAR grow even further.

Cllr Ryan, Chair STAR Joint Committee [To be approved/edited by Cllr Ryan]

I am thrilled to be the current Chair of STAR Procurement. Tameside Council joined STAR in September 2018, as did Tameside CCG last year, and from the outset I have been impressed with the way STAR operates and the achievements they have made. There are exciting plans for STAR in this new Business Plan and as the Chair I will be supporting them to achieve their ambitious vision and objectives.

STAR are working with their Partners to help us deliver our corporate objectives and help us the wider Greater Manchester community to Build Back Better. Whilst Social Value and Local Investment are well embedded into STAR, now more than ever these workstreams will be maximised through procurement and shared services to deliver even more for our local communities.

draft

2. Our Offer

Who are we?

STAR Procurement is a shared service based in Greater Manchester. We were established in 2014 with our founding Partners of Rochdale, Stockport and Trafford Councils. We have since secured three further Partners Tameside Council; Tameside CCG and Trafford CCG.

Our Partners



Our strategic approach means we can support our Partners with their wider Corporate Priorities, outcomes and objectives, which enables our delivery to reach and impact on the Greater Manchester Communities (people and businesses). This also means that we can grow and provide support and diversify into new sectors and industries.

We are proud of our achievements to date and excited about our future.

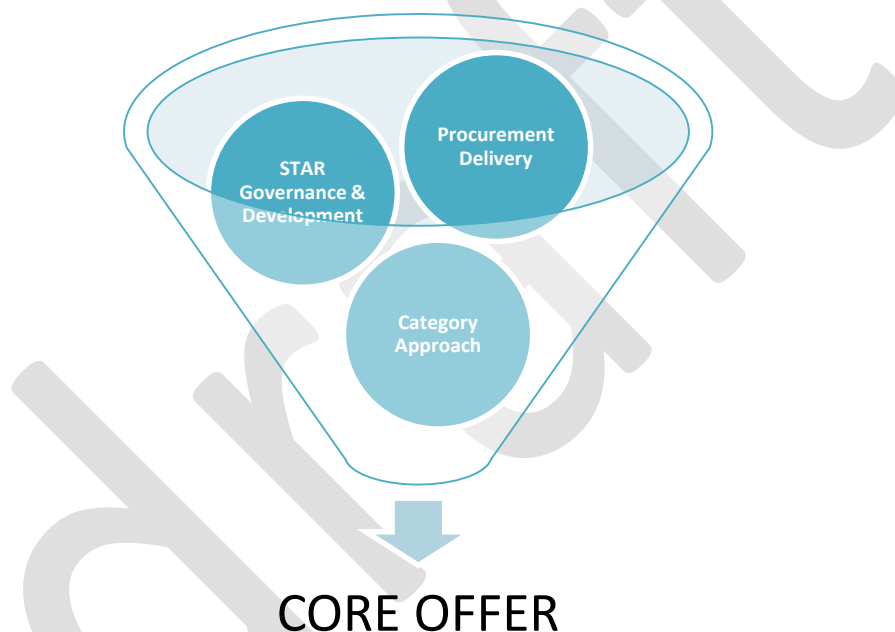
 £30.4m Ratified Savings to date	 25% Social Value return on contract value	 +30% increase in local spend over 2 years	 £1.2bn Influenced spend per annum
 1st Local Government Procurement Service to achieve CIPS Ethics Mark	 On average over 4x Return on Investment	 Quality Management System in operation	 Robust spend data driving compliance

Procurement Core Offer

The STAR Procurement Core Offer is delivered through our experienced and professional Delivery and Development Teams.

Our offer reflects the needs of our Partners and ensures consistency and parity in our approach and the service we provide. This enables us to have a clear understanding of the role we have, how we work and support our partners, focuses on areas where we can demonstrate and add value and where we can act as a strategic enabler.

STAR is involved in all aspects of the procurement cycle, and supports our Partners through the process and adding value at each stage. The level of support provided is tailored depending on experience, risk, and value of the Partner service.



Extended Services Offer

Through our team's experience, skills, and expertise we also deliver a range of other added value support activities for our Partners and other customers regionally, nationally and internationally.

A Selection of our Clients



Through the implementation of our Growth Strategy, we have diversified and expanded what we offer to public and 3rd sector external customers, focussing on our expertise in the following areas:

Extended Services Offer	Shared Service Support & Consultancy including CAR (Collaborative Assessment Review)
	Social Value through procurement and as an organisation
	Strategic service and governance reviews
	Strategy and policy development
	Complex procurement support
	Task & Finish procurement support

3. Our Business

Vision:
**LEADING TRANSFORMATION THROUGH
 PROCUREMENT AND CO-OPERATION**



Supporting Communities

Supporting our communities is at the core of the work we do. Our communities include our residents, and our businesses, as well as voluntary, community, and social enterprise (VCSEs) sectors as well as our STAR team, and our Partner organisations.

Social Value is the additional social, economic and environmental benefits that can be obtained from all aspects of activity within our organisations and particularly from suppliers when Councils are spending their money to buy supplies, services and, works from third party organisations. Social Value is a 'golden thread' used Globally, from the UN through to our STAR Business Plan.

Global	UN Sustainable Development Goals	SMART Outcomes
National	Social Value Act TOMs	
Regional	Greater Manchester Social Value Framework	
Local	Organisational Corporate Priorities	
STAR	STAR Business Plan	

Social Value is well embedded into our work and we have been recognised nationally and internally for our achievements to date. We embrace Social Value to ensure that all of our businesses we contract with are supporting our local communities and adding value throughout the supply chain.

We will continue to identify and strengthen our local and SME spend. We will deliver a strategic approach to ensure we give our local businesses and VCSEs the best possible opportunity to supply and provide services to our partners.

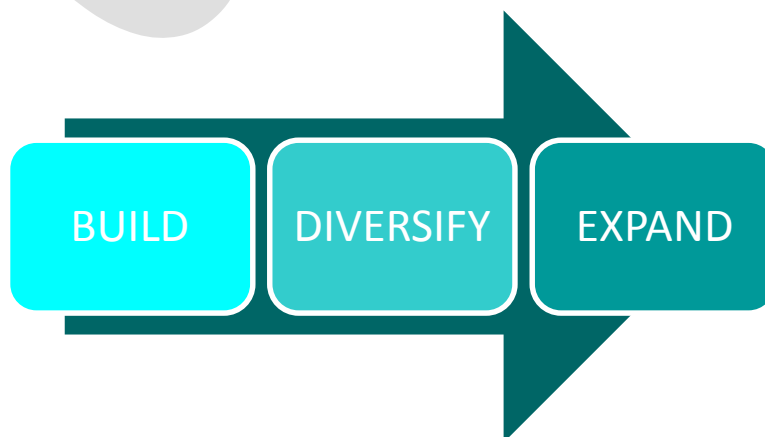
Social Value relates to more than procurement. We examine the Social Value that we deliver as an organisation to maximise the benefits to our communities and demonstrate that all organisations can deliver Social Value, no matter what their sector or market. This shows the wider added value that STAR delivers and our commitment to Social Value to our Partners and our supply chains.

Deliver Commerciality

We recognise that it is more important than ever for us to deliver savings, efficiencies and a return on investment. Through our commercial expertise we will continue to deliver value for money and ensure we maximise the delivery of outcomes for our Partners. There is no one way to deliver savings or reduce costs; we will deploy a wide range of approaches to ensure we get the maximum possible results for our Partners. Savings will be delivered through a robust category management approach and working collaboratively across all of our partners, driving economies of scale and increasing efficiencies.

We will have careful cost control and manage our own budget robustly and transparently with our Partners.

The growth principles within our Growth Strategy provide us with options to continue to deliver a sustainable business model and growth for STAR:



We will take a considered and measured approach to growth, ensuring that it is beneficial to STAR and our Partners, and optimises the opportunities available. This will follow the principles of our Growth Strategy i.e.

- Consider multi-growth options
- Expanding our commercial approach
- Seek long term sustainability as well as short term gains
- Explore new markets and deliver new products
- Stay ahead of the competition
- Capitalise on the 'coalition of the willing'
- Growth will not be at the expense of the current service to our Partners

Build Collaboration

As a shared service, collaboration remains a key priority. We have the skills and expertise to help drive this agenda and secure measurable outcomes.

We already collaborate across our Partners and the wider public sector, and we will continue to embrace this and maximise the collaborations to deliver economies of scale, share best practice and drive efficiencies.

In addition we will also further develop our partnerships and co-creation with our supply chain and stakeholders. We deliver more engagement, relationship management to secure further collaboration and ensure the benefits are optimised from existing arrangements.

We will share our expertise as a successful shared service and further develop our position as market leaders. We will share our expertise to other sectors, with a focus on the third sector.

Provide Confidence

We will continue to provide confidence and assurance that all our activity is robust, compliant and continuously improved. We will ensure consistency through quality assurance and deliver the best possible service, with appropriate risk management and controls in place.

We will use our data to drive performance, to understand our markets and identify areas for improvement and collaboration.

We will continue to update our quality assurance processes and have systems. We will use these to deliver further efficiencies and transparency, thereby providing confidence to our Partners that we are robust and providing appropriate challenge and scrutiny.

Be Courageous

We will continue to champion strategic procurement and the shared services concept as a successful way to gain greater efficiency and effectiveness. We will lead by example and promote our successes as we continue to be recognised as market leaders locally, regionally, nationally and internationally.

We will share our success with others to ensure the wider benefits are realised and retain our position as market leaders. This will help drive our growth strategy but also promote the achievements of our Partners.

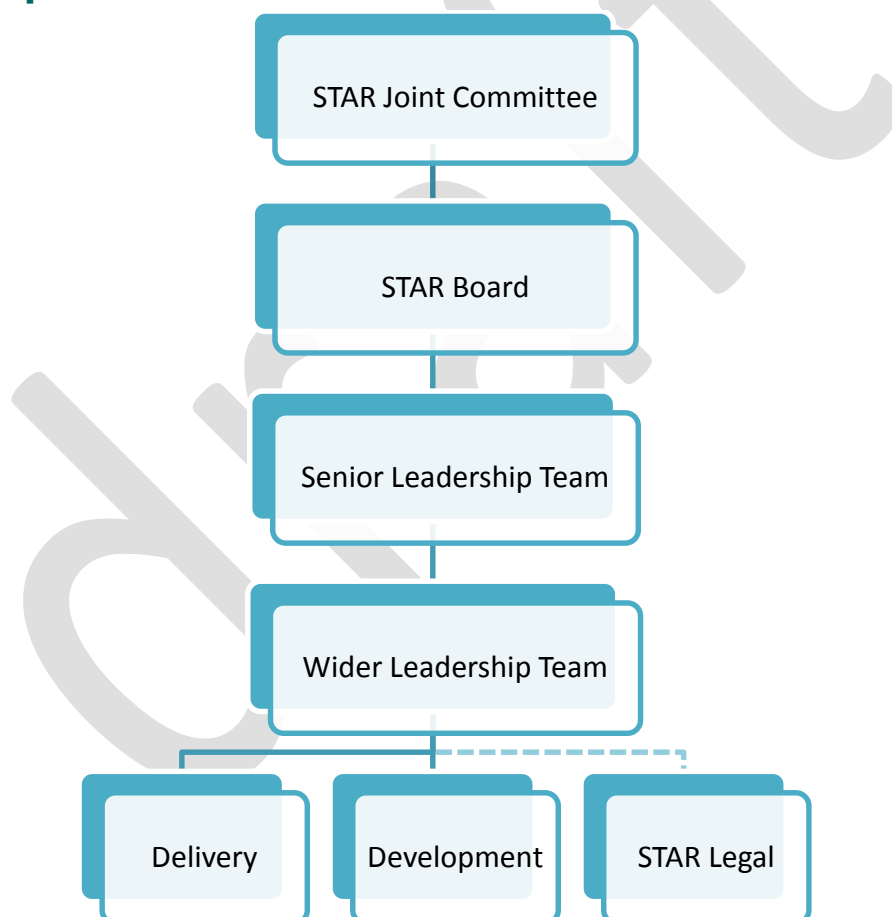
We will have the confidence and courage to continue to diversify and innovate by developing new approaches, new markets, products and techniques, to deliver more and better outcomes for our Partners and beyond. We will manage the risks that come with innovation and ensure that continue to learn and adapt to ensure the best possible results.

4. Our Enablers

Our STAR Business Plan provides us the structure and plan to deliver our Partner requirements and beyond. It helps us to set our milestones and measure our success. It is fully embedded into all we do from strategic planning to delivery, category strategies and individual performance reviews. All our team contribute to the development of the Business Plan and are the team are responsible for success.

Our enablers are what we have in place to support us to deliver the ambitious vision and objectives that we have set ourselves. They also form part of our USP and provide us with resilience and confidence to innovate, grow and diversify.

Leadership & Governance



Through our STAR Board and STAR Joint Committee we have robust governance and strategic decision makers embedded within the delivery and development of STAR. This helps to ensure their needs are met and that we utilise their leadership, vision and strategic support to further develop and improve. This sponsorship from the top and strong governance provides transparency and confidence in our delivery and development.

We have invested into establishing strong leadership within STAR, and it is now not only part of the structure but also part of our ethos and success. Strong leadership is essential for a successful shared service, and we therefore ensure we empower and develop our team to be future leaders.

This strong leadership has also enabled growth and further development of STAR. We now deliver a quality extended offer and have diversified into new sectors and industries.

Communications & Engagement

We value the importance of celebrating our successes and promoting our achievements. Through a planned and structured approach we promote the work that we do, share good practice and ensure that the success of STAR as an entity is celebrated, as well as our successful projects, commissions and experiences of our people.

Through our effective communications and appropriate engagement we will ensure that we are communicating the right message, to the the right audience, at the right time, and in the right way.

STAR is growing as a brand and we are working to strengthen this growth, ensuring that the STAR brand becomes even more widely recognised and trusted.

Technology and Data

Robust and transparent data is a key enabler for us. Through effective use of data we are able to drive our performance, benchmark, identify collaboration, ensure compliance, and identify areas for continuous improvement.

It is important for us to be able to demonstrate the added value that we are delivering through robust performance management. We develop and agree a set of measures that we will monitor and report on, ensuring we deliver to our partners and wider stakeholders, and to demonstrate and account for our overall added value. These are reviewed annually to ensure they remain fit for purpose and reflect the priorities of our Partners.

Effective use of ICT and systems ensure that we can automate our processes and focus our expertise and skills on providing added value activity that delivers better outcomes for our Partners and their communities.

Talent Management

All our successes to date have been made possible thanks to their passion, confidence and flexibility of our entire team. We are proud to be the 'Employer of Choice' and have successfully recruited and retained a diverse, skilled and trusted team.

We develop our team and continue to 'Grow Our Own' through training, mentoring, support and coaching. We also provide opportunities and confidence for them to be innovative, to try new approaches and look at new ways of delivering and developing STAR. We celebrate their successes and champion their achievements.

We have fully embedded and champion the Trafford EPIC Values of:

- We **Empower**
- We are **People centred**
- We are **Inclusive**
- We **Collaborate**



5. Overview

Summary of our Business Plan

OUR VISION	LEADING TRANSFORMATION THROUGH INNOVATION AND CO-OPERATION			
OUR OBJECTIVES	Supporting COMMUNITIES			
	Deliver COMMERCIALITY			
	Build COLLABORATION			
	Provide CONFIDENCE			
	Be COURAGEOUS			
OUR ENABLERS	LEADERSHIP & GOVERNANCE	COMMUNICATIONS & ENAGEMENT	TECHNOLOGY & DATA	TALENT MANAGEMENT

Further Information

For further information please visit our website, follow our social media accounts or contact us directly.

Website: www.star-procurement.gov.uk

Twitter: <https://twitter.com/STARProcurement>

LinkedIn: <https://www.linkedin.com/company/star-procurement>

Phone: 0161 912 1616

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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