



## **AGENDA PAPERS FOR STAR JOINT COMMITTEE MEETING**

**Date:** Wednesday, 16 December 2020

**Time:** 10.00 am

**Place:** virtual meeting

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<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers and any apologies for absence.	
2.	<b>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 16 <sup>th</sup> September 2020.	1 - 4
3.	<b>DECLARATIONS OF INTEREST</b>  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.	<b>5-STAR 2020/21 QUARTER 2 PROGRESS REPORT</b>  For noting.	5 - 8
5.	<b>STAR PROCUREMENT STRATEGIC RISK REGISTER</b>  For noting.	9 - 14
6.	<b>STAR PROCUREMENT CONTINUOUS IMPROVEMENT UPDATE</b>  For noting.	15 - 20
7.	<b>URGENT BUSINESS (IF ANY)</b>	

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.

**8. DATE AND TIME OF NEXT MEETING**

The next meeting will take place on 24<sup>th</sup> March 2021 at 10:00 a.m.

**9. 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.

**10. STAR PROCUREMENT BUDGET POSITION  
QUARTER 2 2021 INCLUDING FUNDING  
REQUIREMENTS FOR 21/22, 22/23 AND PROPOSED  
RESERVES COMMITMENTS**

For decision.

Para. 3

21 - 26

**SARA TODD**  
Chief Executive

Membership of the Committee

Councillors Ali (Rochdale Council), T. Ross (Trafford Council), Ryan (Tameside Council) and McGee (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](mailto:fabiola.fuschi@trafford.gov.uk)

This agenda was issued on **Tuesday, 8 December 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.

## **STAR Joint Committee - Wednesday, 16 December 2020**

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## **STAR JOINT COMMITTEE – VIRTUAL MEETING**

**16 SEPTEMBER 2020**

### **PARTICIPATING**

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

#### In Attendance:

Lorraine Cox (Director, STAR Procurement)  
Nichola Cooke (Assistant Director, STAR Procurement)  
Elizabeth McKenna (Assistant Director, STAR Procurement)  
David Wilcock (Rochdale)  
Michael Cullen (Stockport)  
Stephen Tonge (Trafford)  
Fabiola Fuschi (Trafford)  
Joseph Maloney (Trafford)

### **13. MINUTES**

RESOLVED – That the Minutes of the Meeting held on 17<sup>th</sup> June 2020 be approved as a correct record.

### **14. DECLARATIONS OF INTEREST**

No declarations were made by Members of the Joint Committee.

### **15. 5-STAR 2020/21 QUARTER 1 PROGRESS REPORT**

The STAR Assistant Director introduced a report which provided information for the Committee on the 2020/21 Quarter 1 performance measures of STAR Procurement. These focussed in particular on the areas of ratified savings, income, return on investment, social value and verified spend. Whilst the savings achieved were lower than hoped, it was noted that none had yet been included from Tameside, and the officers were confident of reaching the target. On income, further increases were expected from a range of local and more widespread activity. Members noted that, as was to be expected, the impact of the Covid-19 pandemic had had a significant impact during Quarter 1 across the range on indicators; but that an improvement in the position was already expected for Quarter 2.

RESOLVED – That the content of the report, and the observations now made by Members on the performance to the end of Quarter 1 for 2020/21, be noted.

**16. NEW STAR BUSINESS PLAN 2020-23**

The STAR Assistant Director (Development) introduced a report which presented to the Committee the final draft of STAR Business Plan and sought agreement for the next steps and the plan's launch. Members were reminded that it had been refreshed and updated in liaison with Members, the STAR Board and Team, and that it was intended to be a living document, embedded in STAR's operations. Attention was drawn to the guiding principles underpinning the plan – Communities, Commerciality, Collaboration, Confidence and Courageous, and the four "enablers" – Leadership & Governance, Communications & Engagement, Technology & Data and Talent Management. In discussion, Members endorsed the plan's content and proposals for its finalisation.

RESOLVED –

- (1) That the new STAR Business Plan 2020-23 be agreed.
- (2) That authority for the final editing, formatting and artwork be delegated to the Director of STAR Procurement.

**17. DATE AND TIME OF NEXT MEETING**

It was noted that the next meeting was scheduled to be held, virtually, on Wednesday, 16<sup>th</sup> December 2020.

**18. URGENT BUSINESS (IF ANY)**

It was noted that there was no urgent business to be transacted at the current meeting.

**19. 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 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 (16.9.20)*

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

The Assistant Director submitted a confidential report which provided for the Joint Committee an update on the STAR Procurement budget position as at Quarter 1 2020/21. In discussion, Members noted that the financial position had been difficult during the quarter, for reasons discussed elsewhere on the agenda; and were advised that measures were in place to mitigate the current shortfall, including expanding business with customers and partners, and an impetus to modify ways of working.

RESOLVED – That the content of the report be noted.

The meeting commenced at 2.00 p.m. and finished at 2.32 p.m.

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**Report to:** STAR Joint Committee  
**Date:** 16<sup>th</sup> December 2020  
**Report for:** Information  
**Report from:** Assistant Director (Development), STAR Procurement

## **Report Title**

**5-STAR 2020/21 Q2 Progress Report**

## **Summary**

The purpose of this report is to:

- Inform STAR Joint Committee the 2020/21 Quarter 2 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 Quarter 2 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 3<sup>rd</sup> June 2020.

### **2. 5-STAR Q2 Progress Report**

2.1. The Quarter 2 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 2 for 2020/21

## **Report Appendices**

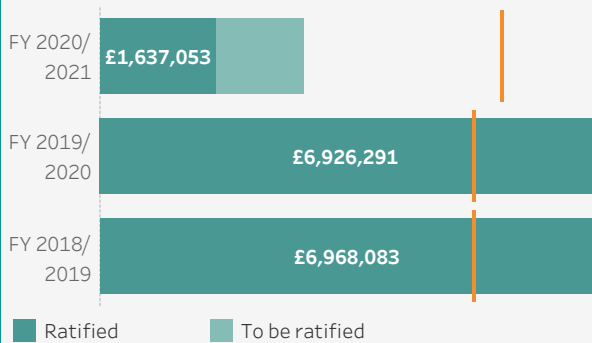
1. 5-STAR 2020/21 Q2 Performance Management Results

## Commercial

### Ratified Savings:

**£2,843,527** generated in this FY.  
Target for this FY is **£5,600,000**

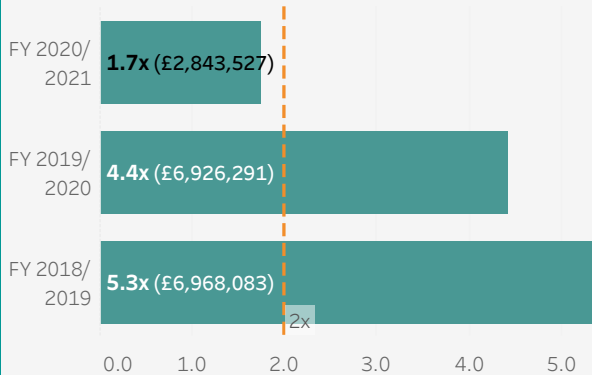
Annual Totals



### Return on Investment:

ALL

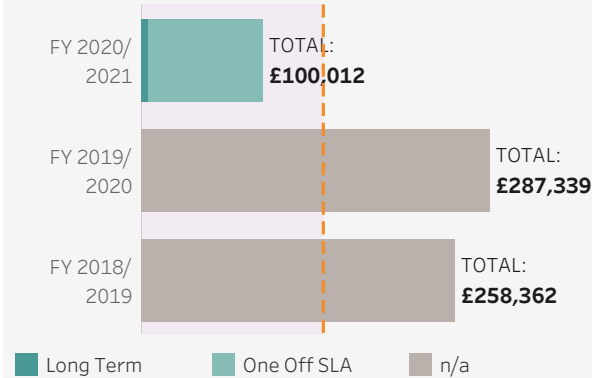
Annual target is **£3,261,120** (2x Investment).  
**1.7x** the annual investment has been saved this year.



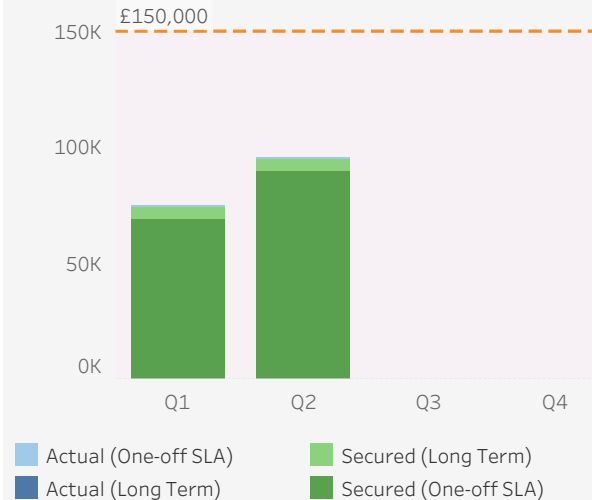
### Income (STAR Total):

**£100,012** of income has been secured this year.  
Target for this year is **£150,000**

Annual Totals



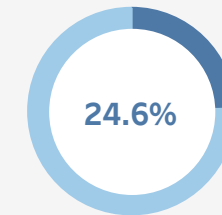
Cumulative position by Quarter



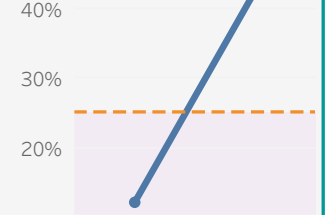
## Communities

### Social Value Target Against Contract Value:

% to date since launch April 2019

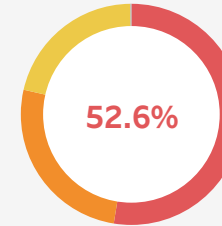


Quarterly %

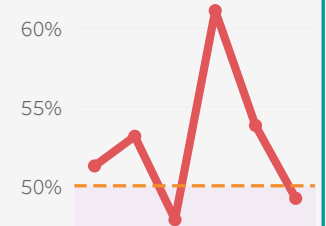


### Local Spend:

FY % to date



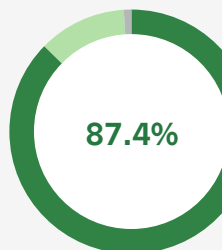
Monthly %



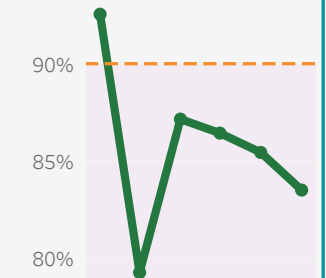
## Compliance

### Verified Spend:

FY % to date



Monthly %



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**Report to:** STAR Joint Committee  
**Date:** 16<sup>th</sup> December 2020  
**Report for:** Information  
**Report from:** Assistant Director (Development), STAR Procurement

## **Report Title**

**STAR Procurement Strategic Risk Register**

## **Summary**

The purpose of this report is to:

- Share the updated STAR Risk Register.

## **Recommendations**

The recommendation of this report is that the Joint Committee

- Notes the contents of this report

## **Contact person for access to background papers and further information:**

Name: Nichola Cooke  
Phone: 07711 454555

## **Background**

Financial Impact:	Financial impact of income and savings included in risk register
Legal Impact:	Legal risks included in risk register
Human Resources Impact:	HR risks included in risk register

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

## **Consultation**

No public consultation required

## **Reasons for Recommendation(s)**

The report is issued for information only.

### **1. Introduction**

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

### **2. Updates to Risk Register**

- 2.1. The STAR Risk Register has been reviewed by STAR WLT as part of the annual refresh and to reflect the position as a result of COVID-19.
- 2.2. The risks can be summarised in the following heat maps:

2019 Heat Map (Total 20)

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

2020 Heat Map (Total 21)

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

- 2.3. The new risks added are:

- 021 - Reductions in income from Partners and Customers impacts on STAR budget and future sustainability
- 022 - New working from home arrangements impact of staff morale, and mental and physical health
- 023 - New legislation changes impact on Core Offer, compliance and workloads

2.4. The risks removed are:

- 006 - Failure to deliver March 2020 restructure impacts on staff morale and service delivery
- 003 - Regional/GM strategies and growth of competition from external agencies impacts on STAR's ability to be sustainable

2.5. The risks that have increased are:

- 015 - Failure to meet agreed in-year 5-STAR KPI targets
- 001 - Increases in running costs impacts on STAR budget and future sustainability
- 005 - Recruitment and retention of suitably qualified and/or experienced procurement staff impacts on ability to deliver services to Partners

2.6. No risks have decreased in scoring.

### **3. Summary**

3.1. As a result of COVID we have seen an increase in the number of high graded risks and a slight increase in overall number of risks. Mitigation action are in place and will continue to be monitored and managed by STAR WLT.

### **4. Recommendations**

4.1. It is recommended that the Board:

- Notes the contents of this report.

### **Report Appendices**

1. STAR Procurement Risk Register v3.0

**Appendix 1: STAR Procurement Strategic Risk Register v3.0**



Corporate Risk Register

Version: 3.0

Issue Date: 19th November 2020

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Summary			Risk Description & Impact				Preventative Actions	
ID	Date Raised	Type	Description of risk / impact	Prob (1-4)	Impact (1-4)	Score (P x I)	Mitigating actions / Countermeasures	Risk Owner
014	15 Apr 19	SLAs	Underperformance by internal SLA providers to STAR (Legal, HR, ICT and Finance services by Trafford Council and Tableau by Stockport Council) impacts on STAR's ability to deliver effective services to its Partners and Customers	3	3	9	<ul style="list-style-type: none"> <li>- Wider Leadership team liaises regularly with client leads from each of the services that support STAR</li> <li>- Resource and quality issues are identified at an early stage and mitigation is implemented</li> <li>- Leadership Team will escalate any concerns with the STAR Board</li> </ul>	Nichola Cooke
015	15 Apr 19	KPIs	Failure to meet agreed in-year 5-STAR KPI targets	3	3	9	<ul style="list-style-type: none"> <li>- Leadership Team regularly reviews KPI reports and metrics to identify any risks which can be addressed</li> <li>- Quarterly reporting to Board and Joint Committee</li> </ul>	Nichola Cooke
019	15 Apr 19	Governance	Changes in Joint Committee & Board membership impact on STAR Procurement service delivery	4	2	8	<ul style="list-style-type: none"> <li>- Briefings are held with new members to brief them on STAR and their roles and responsibilities</li> <li>- Leadership Team to continually review and assess the impact of the instability of governance arrangements for STAR – reporting to the STAR Board</li> </ul>	Lorraine Cox
021 - NEW	19 Nov 20	Finance	Reductions in income from Partners and Customers impacts on STAR budget and future sustainability	2	4	8	<ul style="list-style-type: none"> <li>- Income target reviewed annually</li> <li>- Implemented a charging policy to ensure full cost recovery</li> <li>- Procurement Business Partners are developing links with new and existing Clients to secure new income</li> <li>- Report to Board and JC Quarterly</li> </ul>	Nichola Cooke
023 - NEW	19 Nov 20	Legal	New legislation changes impact on Core Offer, compliance and workloads	4	2	8	<ul style="list-style-type: none"> <li>- Monitor legislation progress and timelines</li> <li>- Influence policy changes through national contacts</li> <li>- Update QMS with any new requirements</li> <li>- Implement staff and stakeholder training on new requirements</li> <li>- Seek STAR Legal advice, where required</li> </ul>	Elizabeth McKenna
001	15 Apr 19	Finance	Increases in running costs impacts on STAR budget and future sustainability	2	3	6	<ul style="list-style-type: none"> <li>- Regular budget monitoring; including cost forecasting</li> <li>- Spending freeze implemented, when required</li> <li>- Reported to Board</li> </ul>	Nichola Cooke
004	15 Apr 19	Staff	Growth in Partners and Customers leads to fragmentation of STAR and loss of identity as staff work across an increasing number of bases	2	3	6	<ul style="list-style-type: none"> <li>- Continuous Improvement plans in place to continue to improve the offer</li> <li>- Weekly staff bulletins</li> <li>- Regular whole-team meetings</li> <li>- Category team meetings and 1-2-1s</li> <li>- Wider Leadership and Leadership meetings</li> <li>- Policy documents (e.g. Responsible Procurement Strategy, Business Plan, Delivery Plan and QMS create a STAR identity</li> <li>- Annual staff survey undertaken</li> </ul>	Lorraine Cox



005	15 Apr 19	Staff	Recruitment and retention of suitably qualified and/or experienced procurement staff impacts on ability to deliver services to Partners	2	3	6	- 'Grow Your Own' training and development policy continues to meet succession requirements - Further training and development opportunities are being identified - Talent management is being developed from apprenticeship-level and upwards and forms part of New Business Plan	Elizabeth McKenna
008	15 Apr 19	Service Quality	Volume of procurement activity impacts on quality of service delivered	2	3	6	- HoSPs work with Category Managers and Procurement Officers to identify capacity issues - Implementation of In-tend to allow automation of workplans - Annual 'Know Your Business' analysis undertaken on procurement activity - Cyclical reporting, forward planning and strategic savings planning work embedded	Elizabeth McKenna
010	15 Apr 19	Service Quality	Partners' outsourcing of services to private companies or in-sourcing back into the Council impacts on procurement activity and strategic influence in those areas	2	3	6	- STAR continues to analyse volume and type of activity to identify any new opportunities and/or risks - Wider Leadership Team further developing strategic relationships with key Clients	Elizabeth McKenna
018	15 Apr 19	PR	Failure of STAR to identify Modern Slavery in its Partners' supply chains	2	3	6	- STAR has produced guidance for suppliers which is available on the STAR website - Analysis is conducted on a project by project basis for higher risk contracts - STAR continues to hold CIPS Corporate Ethics Mark which includes a commitment to regular training for staff - STAR supports its Partners with their annual reporting on Modern Slavery - STAR has developed a methodology to implement a risk-based review for lower risk contracts	Elizabeth McKenna
020	15 Apr 19	National Agenda	EU withdrawal ("Brexit") arrangements impact on supplier sourcing of supplies and impacts on STAR Partners' savings objectives	2	3	6	- Regular briefings at given at STAR team meetings - Awaiting national guidance - The Chest is enabled to publish new Contract Notices from January 2021	Elizabeth McKenna
022 - NEW	19 Nov 20	Staff	New working from home arrangements impact of staff morale, and mental and physical health	2	3	6	- DSE assessment undertaken and IT equipment issues e.g. laptop risers, screen, chair etc - Promoted staff well-being services provided by Trafford Council - Regular staff survey undertaken - Regular staff engagement, celebrating success and promoting well-being initiatives - Continue to review working from home arrangements in line with Trafford Council policy/approach	Lorraine Cox
002	15 Apr 19	Growth	Withdrawal of one or more Partners leads to workforce and funding instability and inability to deliver remaining Partners' requirements	1	4	4	- STAR holds cyclical Board and Joint Committee meetings - Leadership Team holds cyclical Board Member 1-2-1s - HoSPs are leading on stakeholder management - STAR will develop a contingency plan and will review the IAA exit strategy if the risk increases	Lorraine Cox
011	15 Apr 19	ICT & Data	STAR staff are unable to access the Trafford systems	1	4	4	- STAR colleagues are provided with mobile connectivity which enables Wi-Fi hotspot creation - Business Continuity Plan is in place and reviewed annually, or more frequently if required - Laptop refresh has been undertaken to upgrade existing IT equipment - Implementation of TEAMS to all members of the team to help facilitate home working	Nichola Cooke

016	15 Apr 19	Legal	Receipt of legal challenge to STAR contract award impacts on STAR and its Partners' and Customers' reputation with suppliers	1	4	4	- A structured Quality Management System is in place which provides guidance and templates - Whole-team meetings are used to share best practice and training - Annual reporting through PI Insurance renewal to ensure monitoring - Professional and qualified legal support is provided through a Legal SLA with Trafford Council - Continuous Improvement plan in place	Elizabeth McKenna
006	15 Apr 19	Staff	Failure to deliver March 2020 restructure impacts on staff morale and service delivery	1	3	3	- Leadership team is working with HR to ensure delivery by March 2020 - Regular communication is being maintained with the wider team - Liaison with both STAR Board & Joint Committee will continue (for approvals)	Lorraine Cox
007	15 Apr 19	Service Quality	Non-delivery of key work streams in the STAR Business Plan	1	3	3	- Delivery via Task & Finish Squads with regular reporting to STAR Wider Leadership Team - Forms part of the new Business Plan	Lorraine Cox
012	15 Apr 19	ICT & Data	Unavailability of key third party systems, e.g. The Chest, Social Value Portal, In-tend, Sharpspring etc, impact on service delivery and supplier interaction	1	3	3	- STAR ensures that business continuity clauses are embedded into contracts to minimise any downtime of third party systems - Each systems has a nominated Contract Manager within STAR	Nichola Cooke
003	15 Apr 19	Growth	Regional/GM strategies and growth of competition from external agencies impacts on STAR's ability to be sustainable	1	2	2	- Regular horizon scanning to identify threats and opportunities - Regular liaison with wider GM stakeholders	Elizabeth McKenna
009	15 Apr 19	Service Quality	Conflict between Partners' requirements and those of Customers leads to an inability to deliver effectively to both Partners and Customers	1	2	2	- SLAs managed by the Development Team - HoSPs monitor workload with their teams - A new charging policy ensures that resources can be made available to service Customer requirements at full cost recovery - Leadership team ensures that Customer agreements (SLAs) include realistic requirements - All STAR staff are used for Customers to ensure equality of opportunity and minimise poaching of staff - Annual 'Know Your Business' analysis undertaken on procurement activity	Nichola Cooke
013	15 Apr 19	ICT & Data	Reliance on spend and other data from Partners with inability to influence data quality impacts on category management	1	2	2	- Tableau has been implemented for spend analysis ensuring consistency, accuracy and regular monthly reporting - Roles and responsibilities and standard templates developed to ensure quality of data from Partners - Cyclical Reporting Plan and Data Protocol in place	Nichola Cooke
017	15 Apr 19	PR	Poor PR impacts on STAR and its Partners' and Customers' reputations	1	2	2	- Relationship management with all stakeholders - STAR complaints procedure in place to ensure any issues are resolved consistency and promptly - STAR social media fields are monitored - Utilise Council Communications teams when required	Nichola Cooke



**Report to:** STAR Joint Committee  
**Date:** 16<sup>th</sup> December 2020  
**Report for:** Information  
**Report of:** Assistant Directors (Delivery and Development)

## **Report Title**

**STAR Procurement Continuous Improvement Update**

## **Summary**

The purpose of this report is to update STAR Joint Committee on the STAR Procurement improvements to date and future plans for both delivery and development sides of the organisation.

## **Recommendations**

The recommendation of this report is that Joint Committee:

- Consider the STAR Procurement improvements to date 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**

STAR Leadership Team are constantly reviewing the delivery and development sides of STAR Procurement and implementing continuous improvement to provide a more effective and efficient service to the STAR partners.

### **2. Continuous Improvements to date:**

#### **2.1 Tableau (Financial Data Management and Performance Management)**

STAR Procurement have an SLA with Stockport Council to provide spend data and 5 STAR reports at a touch of a button through Tableau and enable data analysis. This new way of working is now fully embedded and implemented across STAR. Minor revisions have been made to the performance management dashboard to give greater clarity to the measures included.

##### **Benefits:**

- Much improved 5 STAR Reporting
- Monthly partner reports generated
- Monthly review of spend (previously annual)
- Monthly work plans
- Opportunities for collaboration and savings identified quickly
- Informs service leads meetings
- Much improved forward planning
- Trust and confidence in the data across the team

#### **2.2 Virtual Meet the Buyer Event**

Due to COVID-19 the planned 'Meet the Buyer' event to be hosted by Trafford Council at Old Trafford Cricket Club, was postponed from June to November, and then moved to a virtual/online format. This was a new approach for us, and we used the opportunity to change the format of the entire event. Instead of a one-day event, it took place over the course of a week to co-include with

World Procurement Week. There were 25 sessions including 'top tips for tendering', Social Value, Ethical Procurement, and overview of sub-contract opportunities e.g. Wates, and category specific updates. Nearly 600 bookings were made and the sessions were very well attended with positive feedback received.

We are undertaking a formal feedback analysis and will review lessons learnt to inform future events.

**Benefits Gained:**

- Greater flexibility offered to suppliers
- Reduced costs as usually pay for refreshments, publicity material etc.
- High levels of engagement with GM and SME businesses
- Variety of sessions to appeal to inexperienced and experienced bidders
- Able to share our forward work plan
- Supported our local businesses and SME's to be better able to respond to tenders
- Sessions were interactive and suppliers were engaged
- Positive press and publicity

**2.3 Data Protocol**

STAR Procurement has access to a wealth of information and data on our supply chain, markets, spend and outcomes. In order to ensure consistency and confidence in our data, a set of Data Protocols have been developed and agreed.

**Benefits:**

- Consistency in reporting
- Confidence in data
- Resource management in Development Team
- Trust and assurance that reports will be delivered on time and to the best standards

**2.5 Business Plan**

The STAR Business Plan has been finalised and is currently being formatted and designed by Trafford Council Comms & Marketing team. This will be launched in January 2021.

**2.6 In-tend**

The implementation of In-tend Contract Management system is well underway. The implementation will be divided into two stages, as we cannot rollout the contract management aspects until the contracts register is uploaded and we have undertaken all QA checks to ensure it is as accurate as possible to make the second phase run smoothly.

Plan of Action:

1. STAR implementation and upload of the contract register
2. Council implementation of contract management

So far we have:

- Final contract negotiations
- Contract drafting and finalisation
- Had a lessons learnt session with Stockport who already use In-Tend
- Identified Council leads and established terms of reference for second phase implementation
- IG leads informed and consulted
- STAR operational group established to do QA on data quality in the Contracts Register

## **2.7 Social Value**

STAR have undertaken a Themes Outcomes Measures (TOM's) assessment of our activity as an organisation and this evidenced that STAR Procurement delivered £1.1M of Social Value through their employees during a 12 month period. STAR have also completed the Social Value Maturity Index assessment and this resulted in us being graded as 'Innovator' in terms of Social Value Maturity. This being the highest rating. Reporting improvement from the Social Value Portal has been improved to include BAME, SME and split by local and regional spend and this will be produced from Q3 onwards.

## **2.8 Oxygen**

Oxygen is progressing well, the scheme has been re-launched following the conclusion of the Supplier Relief scheme, and agreements have been made with Oxygen across the active councils for supplier relief payments and contract extensions. A further steering group meeting will be set up in December to agree the evaluation model.

## **3. Continuous Improvements Future Plans:**

### **3.1 Web Forms & Website**

STAR Procurement has started to develop online forms using a piece of software available through a Trafford Council supplier IEG4. This will digitise the forms, allow them to be tracked and logged, and also facilitate the online authorisation process. This is also being done to help enable us to comply with new accessibility requirements.

As well as reviewing our web content to ensure compliance with accessibility requirements, STAR are also developing a new website with Trafford Council IT department. The initial design work has been completed and the new website is being populated.

### **3.2 Social Value**

STAR are working on a Social Value Strategy and mapping the GM Social Value Framework across the 4 partner Council priorities to target specific outcomes linked to priorities through STAR procurement activity. STAR are working with Trafford Council to support them in becoming a 'Social Value Organisation' as a pilot, which includes the Council undertaking a TOM's assessment and completing a Social Value Maturity Index assessment as outlined previously for STAR as an organisation. This will be rolled out to the other STAR partners. This will lead to Trafford understanding their Maturity and also to develop an action plan to drive Social Value through all parts of the business. This could also lead to an annual Social Value Statement where an organisation can publish its progress and success.

A review of the Social Value Portal reporting is underway to identify where reporting can be improved to include all spend including under £50k and awards through frameworks as this currently sits outside of the activity on the SVP. This improvement will contribute to the updated 5 STAR reporting for 21/22.

### **3.3 Commercial Contract Management**

Commercial Contract Management (CCM) is being progressed; STAR are working with HR to recruit a resource on a temporary basis, the successful candidate will scope the action plan remit and define the potential savings and timescales, which will be shared with STAR Board. The CCM role will work closely with each finance team and relevant service officers to deliver the action plan in a targeted and strategic manner. STAR envisage a 12 month role to deliver cashable savings in 2021/22, savings will be ratified and reported through the STAR standard processes and procedures.

### **3.4 Ethics, Modern Slavery and Responsible Procurement**

STAR are undertaking the annual training of Corporate Ethics in Supply Chains to ensure we maintain our Corporate Ethics Mark. This also allows us to help deliver the requirements under the Co-op Charter against modern slavery, which all Partners have signed up to.

A review of our Responsible Procurement Strategy is underway to ensure it remains relevant and reflects any new updates from our Partners.

## **4. Recommendations**

### **4.1** It is recommended that:

- STAR Joint Committee consider the STAR Procurement improvements to date and future plans

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