



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

**Date: Wednesday, 15 September 2021**

**Time: 10.00 am**

**Place: Rochdale Number One Riverside Smith Street, Rochdale, Lancashire,  
OL16 1XU**

**Meeting reconvened following the adjournment on 15<sup>th</sup> Sep 2021**

**Date: Wednesday, 22<sup>nd</sup> September 2021**

**Time: 9.00 a.m.**

**Place: Rochdale Number One Riverside Smith Street, Rochdale, Lancashire,  
OL16 1XU**

	<b>Pages</b>
<b>A G E N D A</b>	
<b>1. ATTENDANCES</b>	
To note attendances, including Officers and any apologies for absence.	
<b>2. 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.	
<b>3. MINUTES</b>	<b>1 - 4</b>
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 16 <sup>TH</sup> June 2021	
<b>4. QUARTER ONE 5-STAR PERFORMANCE 2021/22</b>	<b>5 - 8</b>
For noting	
<b>5. STAR PROCUREMENT CONTINUOUS IMPROVEMENT UPDATE</b>	<b>9 - 14</b>

For noting

6. **STAR STAFF SURVEY RESULTS 2021** 15 - 30

For noting

7. **STAR PROCUREMENT AND SOCIAL VALUE** 31 - 40

For decision

8. **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.

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

To note that the next meeting will take place on Wednesday 15<sup>th</sup> December 2021 at 10:00 a.m. at the Stockport Town Hall

10. **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.

11. **STAR PROCUREMENT BUDGET POSITION  
QUARTER 1 21/22**

For noting

Para. 3

41 - 44

**SARA TODD**

Chief Executive

Membership of the Committee

Councillors McGee (in the Chair) (Stockport Council), Ross (Trafford Council), Ryan (Tameside Council) and Smith (Rochdale Council)

Further Information

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

## STAR Joint Committee - Wednesday, 15 September 2021

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Tel: 07813 397611

Email: [fabiola.fuschi@trafford.gov.uk](mailto:fabiola.fuschi@trafford.gov.uk)

This agenda was issued on **Tuesday, 7 September 2021** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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

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## STAR JOINT COMMITTEE

16 JUNE 2021

### PRESENT

Councillors McGee (Stockport Council) (in the Chair), Ross (Trafford Council), Ryan (Tameside Council) and Smith (Rochdale Council)

In attendance:

Caroline Barlow	Assistant Director of Finance, Tameside Council
Lorraine Cox	Director, STAR Procurement
Asif Ibrahim	Assistant Director Legal, Governance and Workforce, Rochdale Council
Dominique Sykes	Head of Governance, Trafford Council
Lisa Grimshaw	Legal Assistant, Trafford Council
Fabiola Fuschi	Governance Officer, Trafford Council

### 1. ATTENDANCES

There were no apologies for absence received

### 2. MEMBERSHIP OF THE COMMITTEE 2021/22 INCLUDING CHAIRMAN AND VICE-CHAIRMAN

The Governance Officer opened the meeting and asked Members to nominate a Chairman and a Vice-Chairman for the Municipal Year 2021/22.

Members reached their decision unanimously.

#### RESOLVED:-

1. That the Membership of the Joint Committee be noted;
2. That Councillor McGee be nominated Chairman of the Joint Committee for Municipal Year 2021/22;
3. That Councillor Ross be nominated Vice-Chairman of the Joint Committee for Municipal Year 2021/22.

The Chairman welcomed those present.

### 3. DECLARATIONS OF INTEREST

There were no declarations of interest received.

### 4. MINUTES

**RESOLVED** that the minutes of the meeting held on 24<sup>th</sup> Mar 2021 be approved as a correct record.

### 5. QUARTER 4 5-STAR PERFORMANCE 2020/21

**STAR Joint Committee**  
**16 June 2021**

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The Joint Committee gave consideration to a report of the STAR Director which sought to inform of the 2020/21 Quarter 4 key performance measures of STAR Procurement.

The author of the report was in attendance to present the information and answer the questions of the Joint Committee.

Members were reminded that, although there was a small amount that awaited to be ratified, Total Savings had exceeded target. The Return on Investment, which looked at value of investment against deliverable savings, had seen a dip compared to the previous year, nevertheless, it had exceeded target. Income remained significantly above target. Members were reminded that STAR Procurement had started promoting its Collaboration Accreditation Review (CAR) services, offering its assessment and review programme for collaborations and shared services to positively support the income target.

With regard to Social Value Target against Contract Value, in 2020/21, STAR Procurement delivered 28% added value per £1 spend and it had reached 53.9% of Local Spend.

Members commented that this had been a very challenging year and congratulated STAR Procurement for their excellent effort, considering the difficult circumstances. Members asked how it would be possible to procure more efficiently, to increase savings and how the recovery of the economy would impact on the activity of STAR Procurement.

The STAR Director reminded Members that STAR Procurement was already seeing a significant rise in activities and demand for its commissioned services, from external organisations which was positive for 2021/22 income targets. In addition to this, Item 6 of today's agenda, the report on Continuous Improvement, outlined the initiatives that STAR Procurement intended to take forward in the next 12 months.

**RESOLVED** that the content of the report be noted.

## **6. STAR PROCUREMENT CONTINUOUS IMPROVEMENT UPDATE**

The Joint Committee considered a report of the Director of STAR on the continuous improvements made against STAR Business Plan 2021/24.

The report author informed Members of the recent changes to the objectives of the business plan and proceeded to list them. All activities undertaken were themed against four main headings: Leadership and Governance, Communications and Engagement, Technology and Data and Talent Management. The STAR Director noted that the Business Plan worked effectively because the STAR management team referred to it regularly and embedded it in all that they did.

As part of the business planning, a Continuous Improvement Group had been established whose work would feed into the STAR Board. The Group would aim to

**STAR Joint Committee**  
**16 June 2021**

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enhance communication between STAR's partners and officers, to share learning and deliver further improvements.

The Director of STAR continued to inform Members of the significant progress on Social Value which had reached 28% of added value on contractual spend. The next challenge was to ensure that every decision reflected the social value agenda and Members were invited to contribute with their ideas and views on how this goal could be reached.

With regards to Staff Wellbeing, Members learned that STAR team would return to Sale Waterside office next week, in an agile/hybrid working style.

The Joint Committee noted that, in relation to the Income Plan 2021/22, a number of commissions had been secured and were being delivered. A new post had been created to lead a pilot on improving commercial contract management, to ensure that contracts had delivered effective outcomes and further negotiations of opportunities for the four Councils to use the same supplier were explored. A paper on Commercial Contract Management would be brought to the Joint Committee to outline the benefits of this activity and provide an overview of impact and outcomes.

Officers noted that contract management varied across departments in quality and rigour and they looked forward to a set of rules to adopt to show some consistency and to learn from good practice. This was considered common across the whole of the public sector and was an area for significant improvement nationally.

New Procurement Regulations would be introduced possibly in September 2021, the STAR web-site had been refreshed and the E-Learning module package had been updated and re-launched via each of the Council's HR Teams to make it mandatory for all budget holders and those who raised invoices.

The STAR management team continued to speak at national events to raise STAR's profile and share success.

Members asked whether there were opportunities linked to the implementation of the Integrated Care Systems. Members also noted that it would be useful to have a plan on how the four Councils could move forward the Social Value agenda in the next 12 months. Members also agreed that it would be important to consider how the concept of Social Value was communicated within their own organisations.

Members and Officers requested to receive further training on Social Value in particular for Member groups in the four organisations.

**RESOLVED:-**

1. That the content of the report be noted;
2. That a paper be brought to a future Joint Committee to update on commercial contract management pilot to evidence the impact and outcomes secured;

**STAR Joint Committee**  
**16 June 2021**

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3. That a paper on how to move forward the Social Value agenda in near future and the longer period and possibly creating some inter-authority principles to adhere to, be brought to the Joint Committee in September 2021;
4. That a training course / briefing on Social Value be delivered to Members for the four organisations;
5. That the Joint Committee explore a collective approach particularly to carbon neutrality through procurement and Social Value at the next meeting.

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

There were no items of urgent business received.

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

The Joint Committee noted date and time of next meeting: Rochdale Council, Number One Riverside 15th Sep 2021 at 10:00 a.m.

**9. 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.

**10. STAR PROCUREMENT BUDGET POSITION YEAR END QUARTER 4 2020/21**

The Joint Committee gave consideration to a report of the STAR Director which sought to update on the STAR Procurement budget position at quarter four year end 2020/21 and income target for 2021/22.

**RESOLVED:-**

1. That STAR Procurement budget position at year end quarter four 2020/21 be noted;
2. That the income target for 2021/22 be approved.

The meeting commenced at 10.00 am and finished at 10.57 am





**Report to:** STAR Joint Committee  
**Date:** 15<sup>th</sup> September 2021  
**Report for:** Information & discussion  
**Report from:** Nichola Cooke, Assistant Director

**Report Title**

**Quarter 1 5-STAR Performance 2021/22**

**Summary**

The purpose of this report is to:

- Inform STAR Joint Committee of the 2021/22 Quarter 1 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 Quarter 1 for 2021/22

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

Name: Nichola Cooke  
 Phone: 07711 454555

**Background**

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

**Consultation**

No public consultation required

1. **5-STAR Quarter 1 Progress Report**

1.1. The Quarter 1 results are included in Appendix 1

2. **Recommendations**

2.1. It is recommended that STAR Joint Committee:

- Note the content of the report and discuss the performance to the end of Quarter 1 for 2021/22

**Report Appendices**

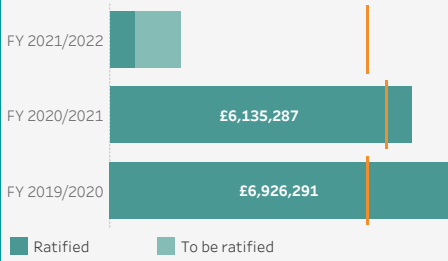
1. 5-STAR 2021/22 Quarter 1 Performance Management Results

## Commercial

### Ratified Savings:

**£1,460,105** generated in this FY.  
Target for this FY is **£5,200,000**

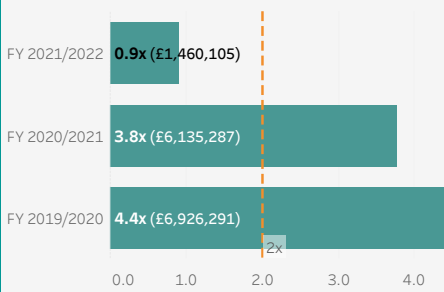
Annual Totals



### Return on Investment:

ALL

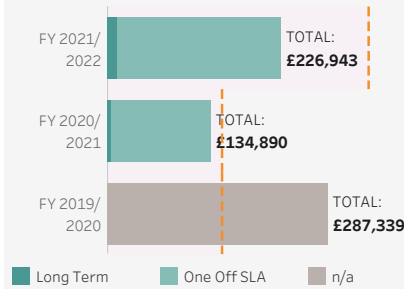
Annual target is **£3,236,378** (2x Investment).  
**0.9x** the annual investment has been saved this year.



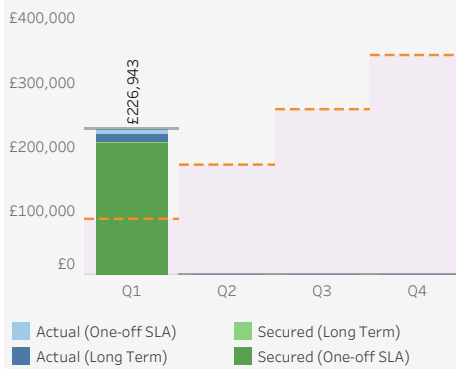
### Income (STAR Total):

**£226,943** of income has been secured this year.  
Target for this year is **£341,611**

Annual Totals



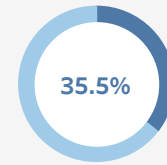
Cumulative position by Quarter



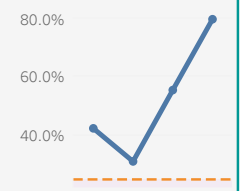
## Communities

### Social Value Target Against Contract Value:

% to date since launch April 2019

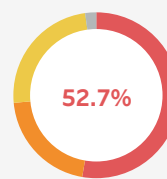


Quarterly %

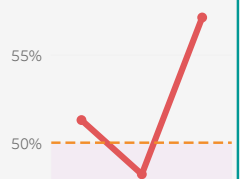


### Local Spend:

FY % to date



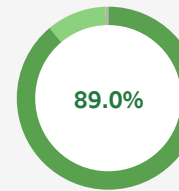
Monthly %



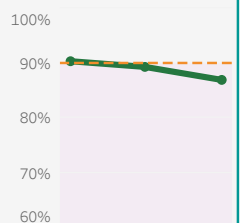
## Compliance

### Verified Spend:

FY % to date



Monthly %



# 5STAR Performance Dashboard

Partner ALL

version 2.0  
produced by Stockport BI



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**Report to:** STAR Joint Committee  
**Date:** 15<sup>th</sup> September 2021  
**Report for:** Information/Discussion  
**Report of:** Assistant Director's STAR

## **Report Title**

**STAR Procurement Continuous Improvement Update**

## **Summary**

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

## **Recommendations**

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

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

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

Name: Elizabeth Mckenna and Nichola Cooke  
Phone: 07811983687 07711 454555

## **Background**

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

## **Consultation**

No public consultation required

### **1. Background**

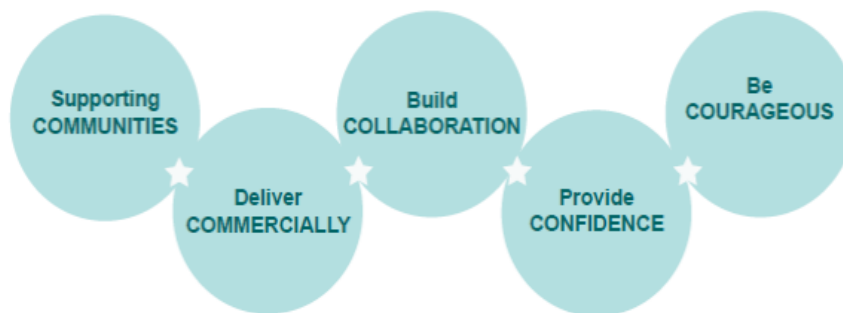
- 1.1. The STAR Business Plan 2021-24 was launched in January 2021. This sets the strategic direction for STAR over the next three years, including our vision, objectives and enablers.

#### **Our Vision**

Leading Transformation Through  
Procurement and Co-Operation

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#### **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. Following on from the June paper STAR have created the CI working group to aid better communication between STAR, the four partners, two CCGs and also STAR Legal. An introductory meeting has taken place and Terms of Reference

discussed, the meetings have been scheduled quarterly to coincide with STAR Board. Next steps are to finalise the TOR and agree focus subjects.

### Members

STAR	Elizabeth McKenna (Chair)
STAR Legal	Dominique Sykes
Stockport	Geraldine Gerrard
Rochdale	Tracey Harrison
Trafford	Nikki Rylands
Tameside	Emily Drake

## **2. Supporting Communities**

### **2.1. Social Value**

See paper on Social Value

### **2.2 Carbon/Sustainability**

3 further members of the STAR team have completed the Carbon Literacy Programme, with 4 staff booked on for this Autumn. This will then mean that 12 staff will have completed the Carbon Literacy Programme. The GM Green Summit is due to take place in October 2021 and STAR have secured places to attend. STAR is also on the National SV Taskforce Carbon Crisis Group.

### **2.3 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 STAR staff survey has been undertaken and the results will be reported separately to Board.

A client customer satisfaction survey is also underway, so we can ensure we are meeting partner requirements and the findings/feedback will be fed into the CI group as themes for improvement.

### **2.3 Resources: Recruitment and Retention**

We have a Category Manager leaving STAR in September through her successful VR request, and a procurement officer leaving to take up a GMCA position, we will therefore be recruiting accordingly.

The vacant Office Manager post has now been successfully recruited to, resulting in an internal promotion. The BIO vacancy this created has also been successfully recruited to.

We have secured agency staff to help us to deliver the income generation work, thereby mitigating any impact on service delivery to our Partners.

### **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. Income has included CAR reviews, procurement task and finish activity and a longer term SLA for procurement support.

The STAR charging policy has been updated to ensure full cost recovery and benchmarked to ensure our rates remain competitive.

#### **3.2 Commercial Contract Management**

The roll out of this programme has begun, we have had intense and successful engagement with each partner's officers throughout July and August. The illustration of potential savings are between £680k and £1.3M, next steps are to finalise the contracts for re-negotiation with finance and service leads and begin negotiations September/October 2021.

### **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 it. There are a number of manual uploads for frameworks and dynamic purchasing systems (DPS) that are currently being undertaken and will be complete by late Summer. The reporting processes and user guides are also now being updated to reflect our new processes, procedures and reporting.

4.1.2. The process for uploading contracts has taken significantly longer than anticipated. A decision was also been taken to align more fully with the existing Stockport system, thereby ensuring a more streamlined system with no duplication. This has brought additional complexities in implementation phase.

4.1.3. 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. This will only be successful if contract management is embedded into practice within the four organisations and through consistency in protocols and ways of working.

### **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 are currently unclear. We are also monitoring progress of the Integrated Care System White Paper and the pending changes.

In response to the newly released National Procurement Policy Statement (NPPS) a review has been undertaken to RAG rate our current activity and the results of this feed into our Continuous Improvement plan.

## 5.2 **Liverpool Best Value Inspection Report**

STAR Procurement have reviewed the contents of this report and undertaken an assessment of the key findings against our own processes and procedures. Overall, the results highlighted minimal risk to STAR Partners, with a small number of minor continuous improvement actions to implement. The analysis has been shared with each Partner Audit team.

## 5.3 **E-Learning**

The e-learning package has been updated to make this more user friendly and relevant. The e-learning is now mandatory for all budget holders and those that raise invoices on an annual basis. The package is being re-launched via each of the Council's HR team and has been further amended to reflect feedback from our Partners.

## 5.4 **Back to Basics Training**

The Back to Basics training continues to be delivered to client departments. Work is underway to further manage expectations regarding procurement timescales and roles and responsibilities.

## 5.5 **Cyclical Reporting**

Our cyclical reporting plan has been reviewed and refreshed to ensure a more consistent and robust process for 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:

- Procurement & Collaborative Working at the Greater Manchester Commissioning Academy
- I-Network Innovation Awards Showcase
- YPO Net Carbon Week
- Worked as part of LGA Corporate Peer Review Panel (Procurement)

**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.



**Report to:** STAR Joint Committee  
**Date:** 15<sup>th</sup> September 2021  
**Report for:** Information  
**Report from:** Assistant Director

## **Report Title**

**STAR Staff Survey Results 2021**

## **Summary**

The purpose of this report is to:

- Provide an overview of the 2021 STAR staff survey

## **Recommendations**

The recommendation of this report is that the Joint Committee:

- Note the results of the 2021 STAR staff survey

## **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:	Results are positive, therefore impact minimal
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 An annual staff survey is usually carried out by STAR, typically in February each year. A staff survey was not undertaken in February 2020 due to a comprehensive workplace survey undertaken by Trafford Council, and a specific wellbeing and COVID response survey was undertaken instead in 2020.
- 1.2 The staff survey for 2021 has been undertaken slightly late in August 2021 due to the re-prioritisation of resources and to reflect greater stability in our COVID-19 response and working arrangements.
- 1.3 The survey was undertaken via Citizen Space and staff had the option to respond anonymously or to provide their details for follow up discussions.

### **2. Overview**

- 2.1 The response rates to the survey were high with 33 responses from a 38 members of staff providing a response (87%). There have been a number of new starters and they may not have felt they had been here long enough to respond to the survey.
- 2.2 87.4% of responses were positive compared to 88.8% in 2019 so very little change in levels of satisfaction. There was a slight increase in the number of responses that were disagreeing with the statements (3.5% compared to 1.9% in 2019)

			
Feb-18	468 (96.9%)	15 (3.1%)	1(0.2%)
Feb-19	568 (88.8%)	60 (9.4%)	12 (1.9%)
Aug-21	568 (87.4%)	59 (9.1%)	23 (3.5%)

- 2.3 There were very positive responses (Over 90% strongly agree/agree) for:
- I fully understand the mission, aims and objectives of the STAR Procurement Service
  - I fully understand the aims, work plans and targets of my team
  - I fully understand my job role, objectives and targets and I contribute to the STAR Procurement service
  - I am encouraged to identify my own training and development needs
  - The job makes good use of my skills and abilities
  - I am proud to work for STAR
  - Working here makes me want to do the best work I can
  - I care about STAR's future
- 2.4 This year we included a specific question about wellbeing due to the move to working from home for the team.
- 'I believe STAR cares about my physical and mental wellbeing'
  - 85% agreed or strongly agreed with this statement
- 2.5 Staff wellbeing has been a strong focus over the last 18 months and the results demonstrate the positive impact this has had on the team. This question will continue to be included in the Staff Survey to monitor the effects of moving to a more hybrid work model and the team are having more face to face contact with colleagues. 85% also responded with morale being generally high, which positive considering the last 18 months of upheaval and increased workloads.
- 2.6 The comments received in response to 'What is the best thing about working for STAR?' included:
- 'The flexibility with working patterns. I feel STAR take into consideration home life and how important a work/life balance is'
  - 'Support provided by leadership team and staff wellbeing given high importance'
  - 'The variety of work which can stretch your knowledge when working across 4 Authorities and the associated relationships with each Council's partners'
- 2.7 The comments received in response to, 'If you could change one thing about STAR what would it be?' included:
- 'More employees to lessen the load of projects at times'
  - 'To be bigger with more partners and more opportunities'
  - 'Working from home on a permanent basis'
  - 'Fairer pay which falls in line with the extra responsibilities, pressures and also additional skills we must demonstrate working for several local authorities'

- 'Pace of change is sometimes too quick'

### **3. Next Steps**

- 3.1 Where responses have been more negative and the staff member has provided their details, follow up conversations have been offered to discuss their concerns in more detail.
- 3.2 The survey results will be reviewed in detail by STAR Wider Leadership Team and inform our Continues Improvement workplans.

### **4. Recommendations**

- 4.1 It is recommended that:
  - 4.1.1 Note the results of the 2021 STAR staff survey

### **Report Appendices**

1. STAR Staff Survey 2021 Detailed Results

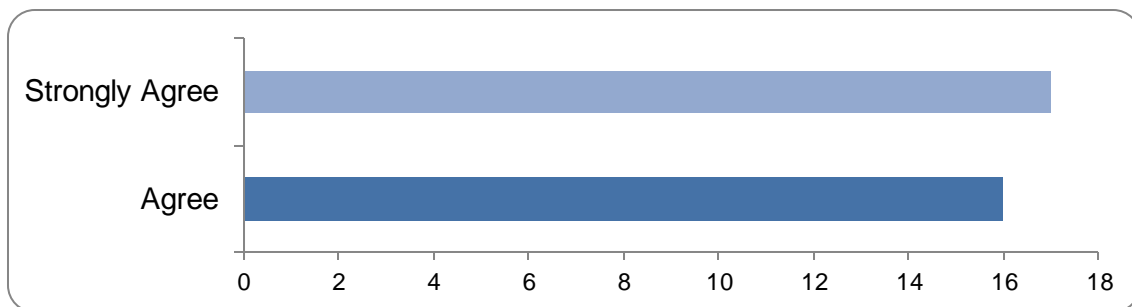
## Appendix 1: STAR Staff Survey 2021 Detailed Results

The consultation ran from 14/07/2021 to 12/08/2021

Responses to this survey: **33 out of 38 team members responded**

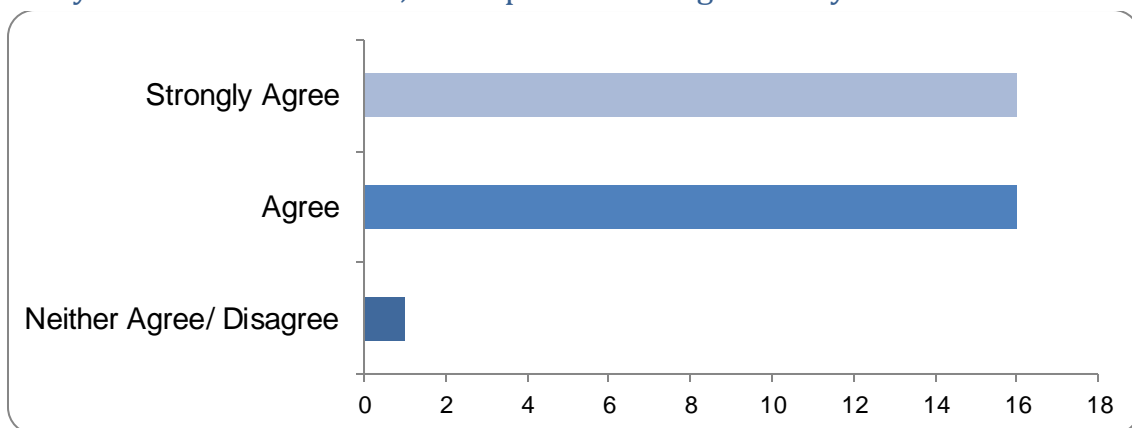
25 team members provided their name and email address.

I fully understand the mission, aims and objectives of the STAR Procurement Service



Option	Total	Percent
Strongly Agree	17	51.52%
Agree	16	48.48%
Neither Agree/Disagree	0	0.00%
Disagree	0	0.00%
Strongly Disagree	0	0.00%
Not Answered	0	0.00%

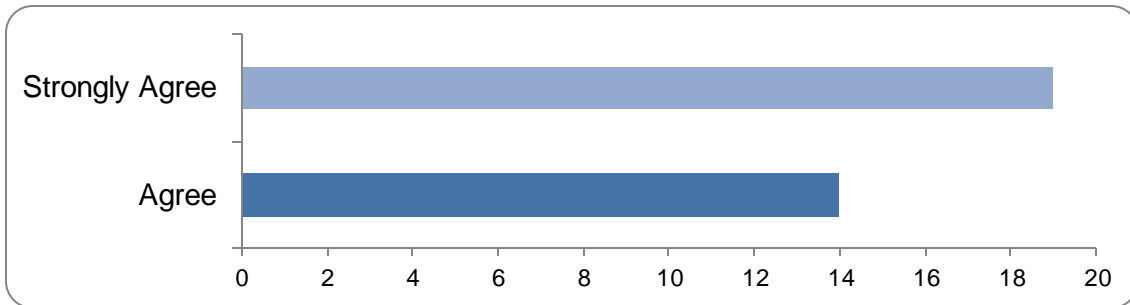
I fully understand the aims, work plans and targets of my team



Option	Total	Percent
Strongly Agree	16	48.48%
Agree	16	48.48%
Neither Agree/ Disagree	1	3.03%
Disagree	0	0.00%

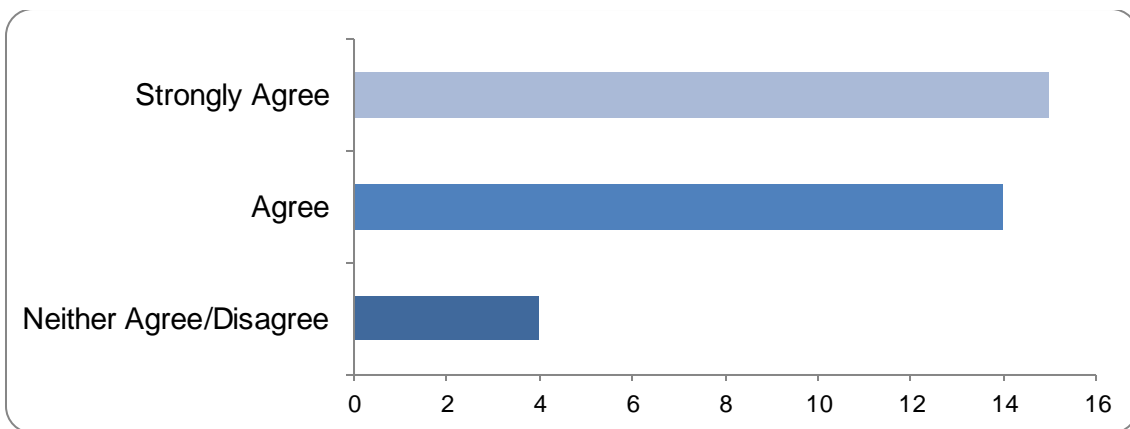
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

I fully understand my job role, objectives and targets and I contribute to the STAR Procurement service



Option	Total	Percent
<b>Strongly Agree</b>	19	57.58%
<b>Agree</b>	14	42.42%
<b>Neither Agree/Disagree</b>	0	0.00%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

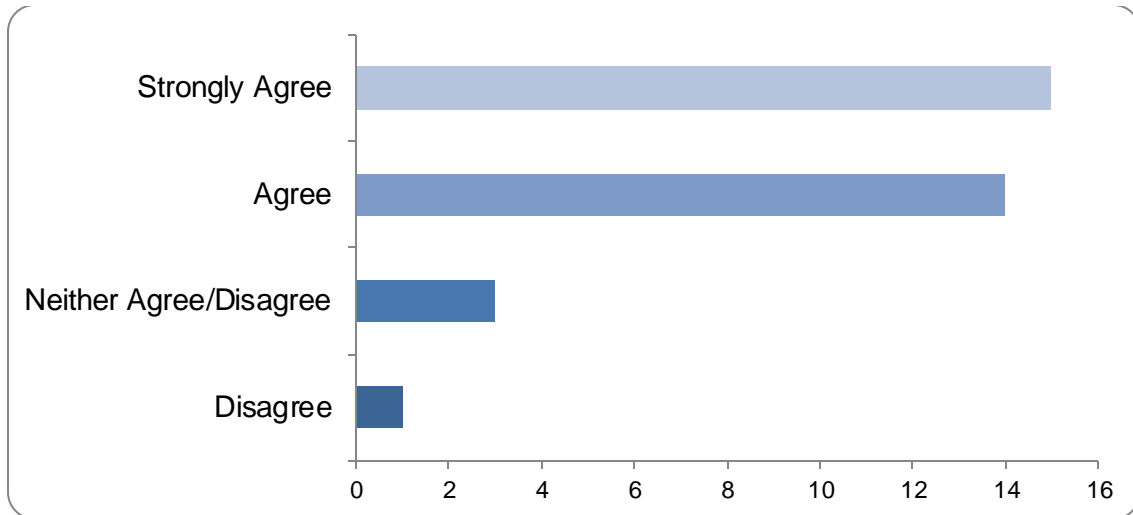
I feel fully informed and engaged in the general development of the STAR Procurement service



Option	Total	Percent
<b>Strongly Agree</b>	15	45.45%
<b>Agree</b>	14	42.42%
<b>Neither Agree/Disagree</b>	4	12.12%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

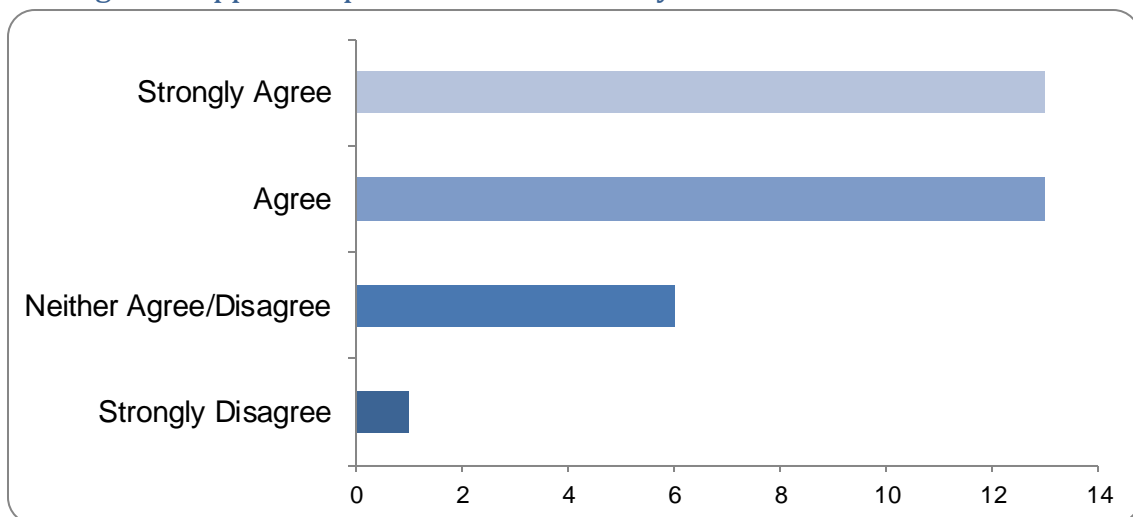


I receive regular feedback (positive and negative) on my performance from my manager



Option	Total	Percent
Strongly Agree	15	45.45%
Agree	14	42.42%
Neither Agree/Disagree	3	9.09%
Disagree	1	3.03%
Strongly Disagree	0	0.00%
Not Answered	0	0.00%

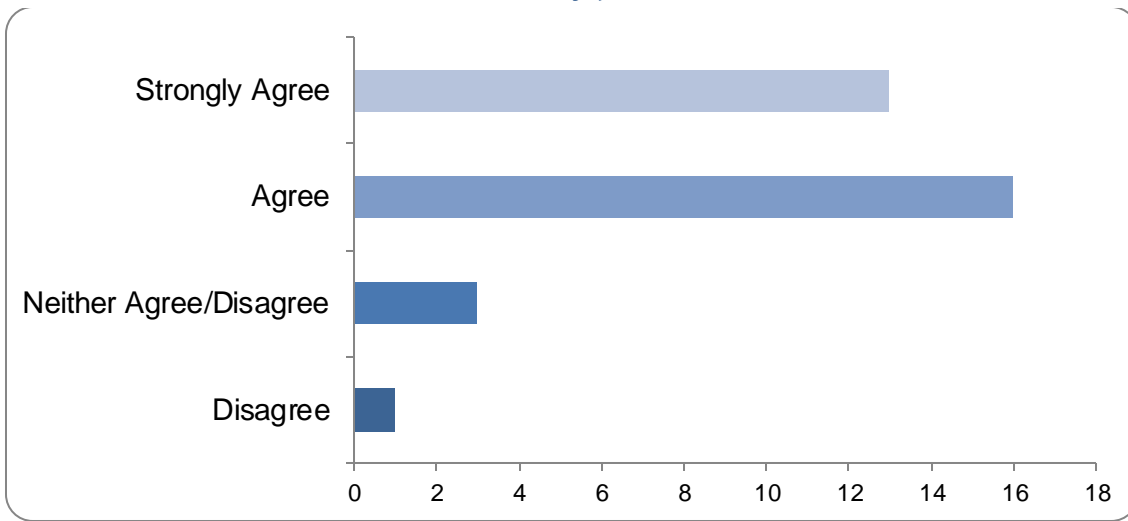
Through the appraisal processes I believe my work is valued



Option	Total	Percent
Strongly Agree	13	39.39%
Agree	13	39.39%
Neither Agree/Disagree	6	18.18%
Strongly Disagree	1	3.03%
Not Answered	0	0.00%

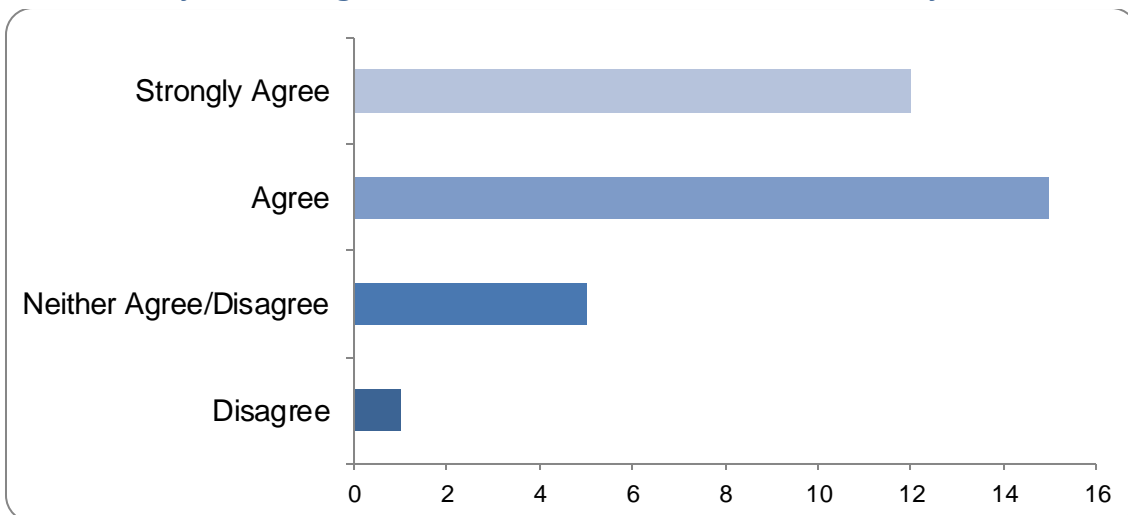
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	1	3.03%
<b>Not Answered</b>	0	0.00%

I have the tools and resources to do my job well



Option	Total	Percent
<b>Strongly Agree</b>	13	39.39%
<b>Agree</b>	16	48.48%
<b>Neither Agree/Disagree</b>	3	9.09%
<b>Disagree</b>	1	3.03%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

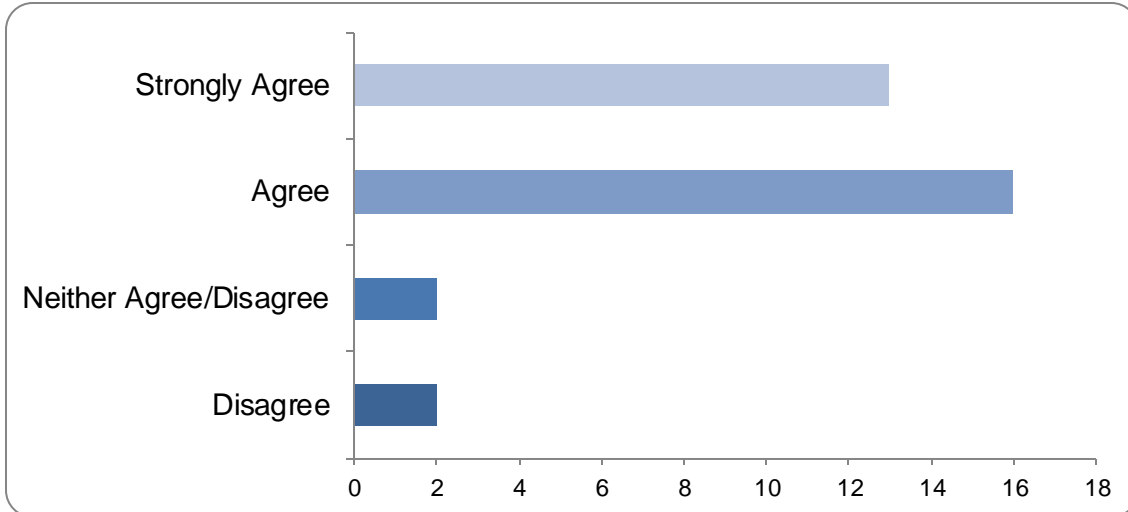
11: Generally, there is good and clear communication across my team



Option	Total	Percent
<b>Strongly Agree</b>	12	36.36%
<b>Agree</b>	15	45.45%
<b>Neither Agree/Disagree</b>	5	15.15%

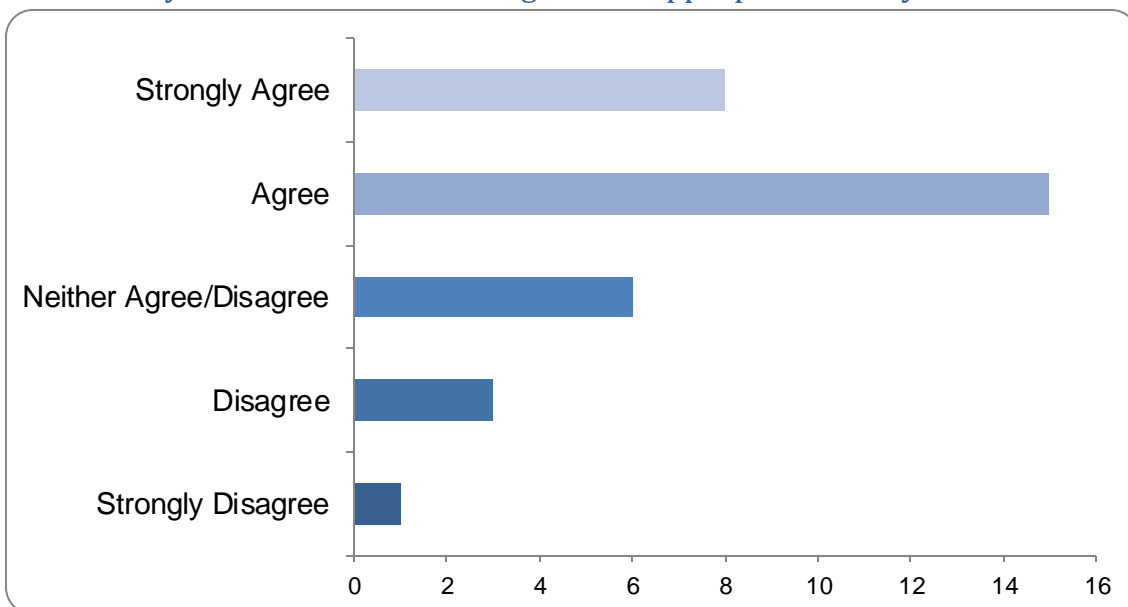
<b>Disagree</b>	1	3.03%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

I feel that the level of support and supervision I receive is appropriate to my role



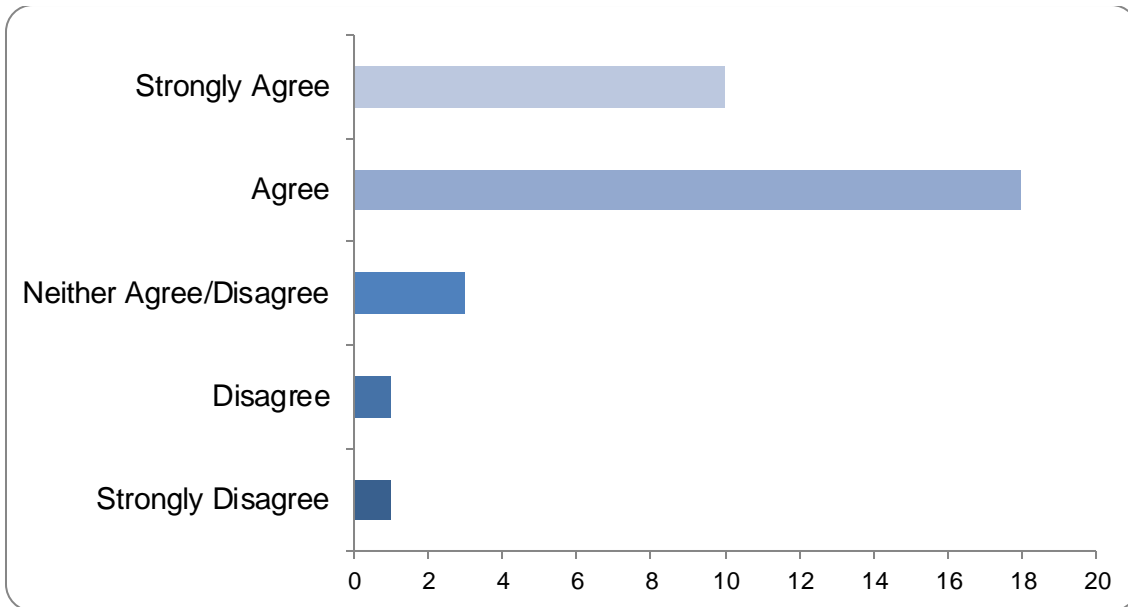
<b>Option</b>	<b>Total</b>	<b>Percent</b>
<b>Strongly Agree</b>	13	39.39%
<b>Agree</b>	16	48.48%
<b>Neither Agree/Disagree</b>	2	6.06%
<b>Disagree</b>	2	6.06%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

I believe my workload is well managed and appropriate to my role



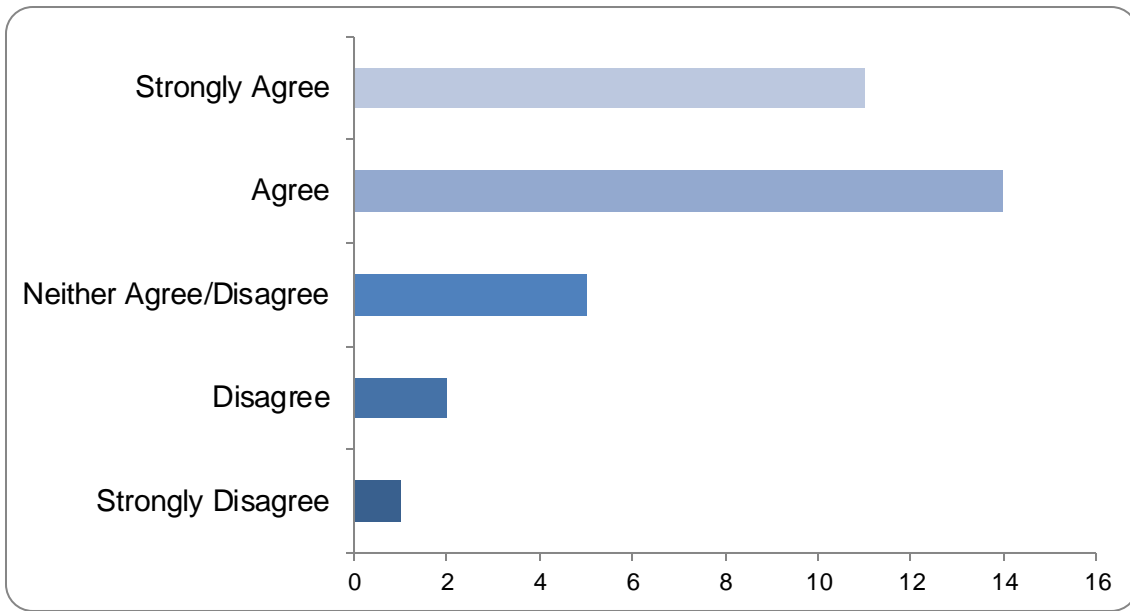
Option	Total	Percent
Strongly Agree	8	24.24%
Agree	15	45.45%
Neither Agree/Disagree	6	18.18%
Disagree	3	9.09%
Strongly Disagree	1	3.03%
Not Answered	0	0.00%

I believe that my morale when at work, is generally high



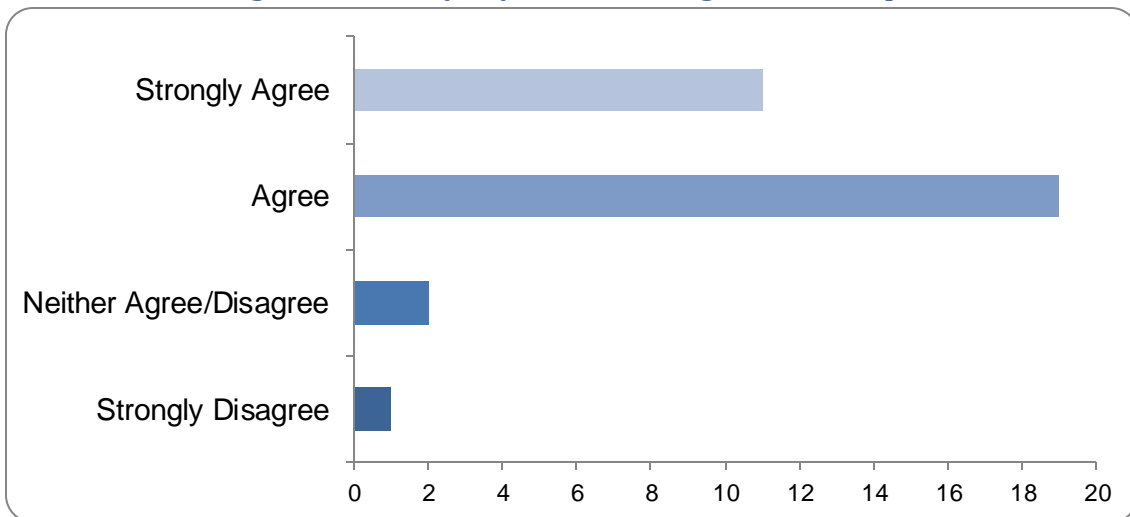
Option	Total	Percent
Strongly Agree	10	30.30%
Agree	18	54.55%
Neither Agree/Disagree	3	9.09%
Disagree	1	3.03%
Strongly Disagree	1	3.03%
Not Answered	0	0.00%

I have received the appropriate training and development I need to do my work



Option	Total	Percent
Strongly Agree	11	33.33%
Agree	14	42.42%
Neither Agree/Disagree	5	15.15%
Disagree	2	6.06%
Strongly Disagree	1	3.03%
Not Answered	0	0.00%

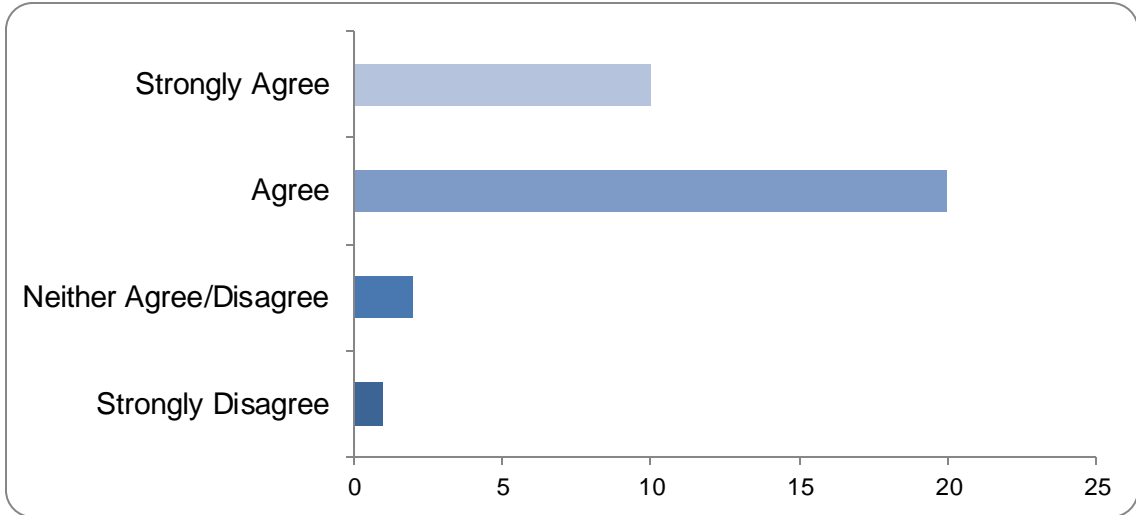
16: I am encouraged to identify my own training and development needs



Option	Total	Percent
Strongly Agree	11	33.33%
Agree	19	57.58%
Neither Agree/Disagree	2	6.06%
Disagree	0	0.00%

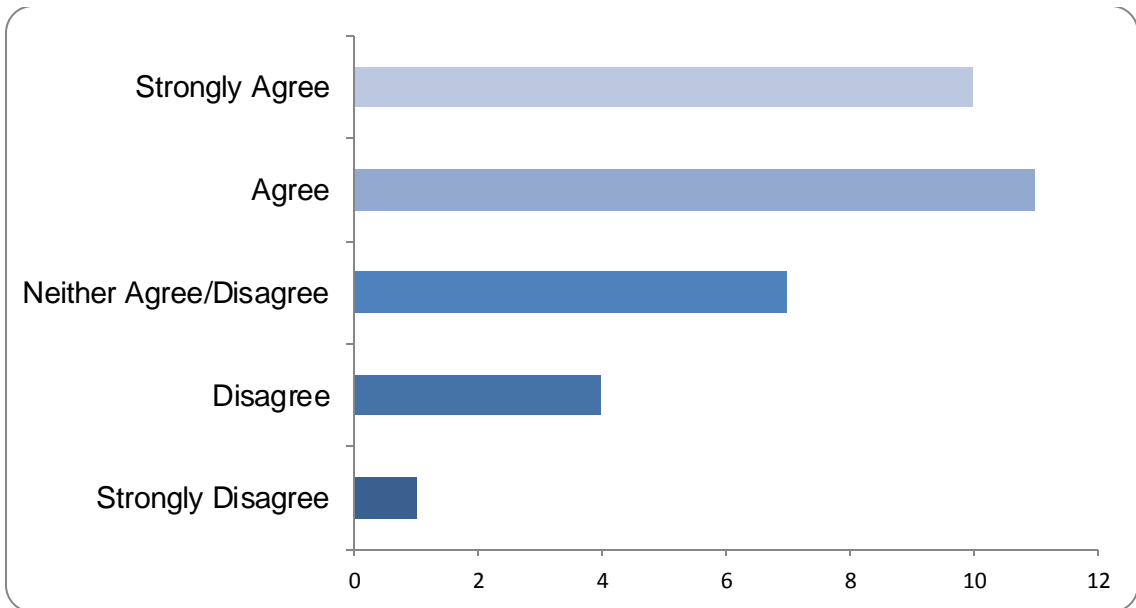
<b>Strongly Disagree</b>	1	3.03%
<b>Not Answered</b>	0	0.00%

The job makes good use of my skills and abilities



Option	Total	Percent
<b>Strongly Agree</b>	10	30.30%
<b>Agree</b>	20	60.61%
<b>Neither Agree/Disagree</b>	2	6.06%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	1	3.03%
<b>Not Answered</b>	0	0.00%

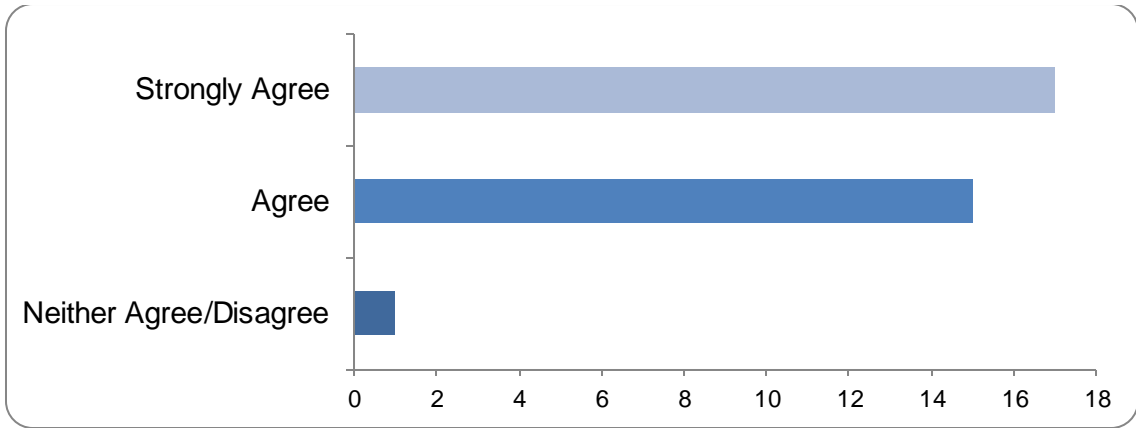
I am satisfied with the levels of involvement in decisions that affect my work



Option	Total	Percent
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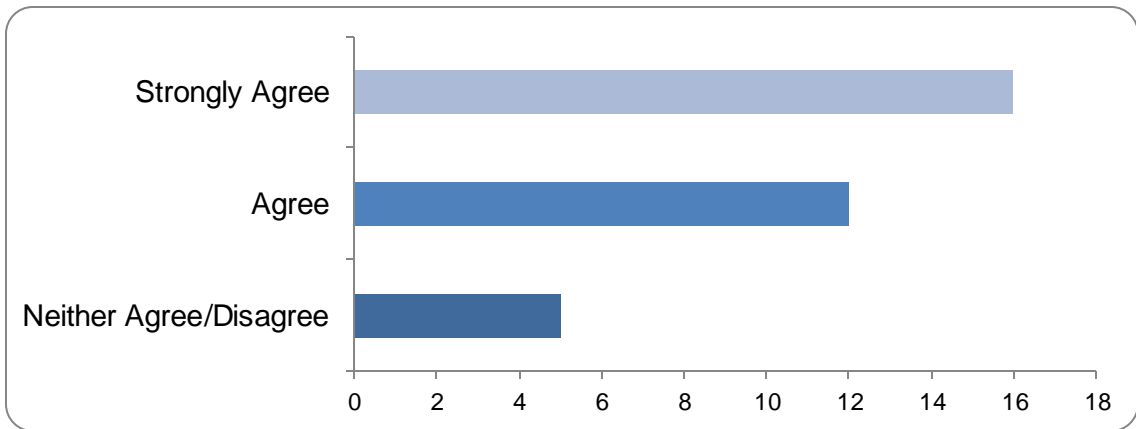
<b>Strongly Agree</b>	10	30.30%
<b>Agree</b>	11	33.33%
<b>Neither Agree/Disagree</b>	7	21.21%
<b>Disagree</b>	4	12.12%
<b>Strongly Disagree</b>	1	3.03%
<b>Not Answered</b>	0	0.00%

I am proud to work for STAR



Option	Total	Percent
<b>Strongly Agree</b>	17	51.52%
<b>Agree</b>	15	45.45%
<b>Neither Agree/Disagree</b>	1	3.03%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

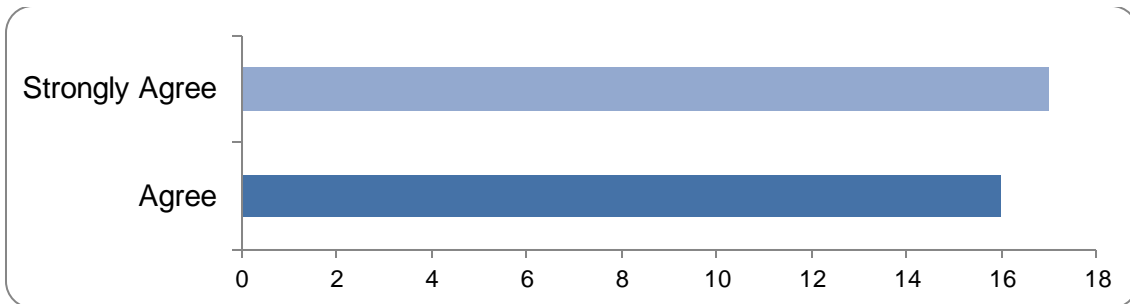
20: I would like to have a long term career with STAR



Option	Total	Percent
<b>Strongly Agree</b>	16	48.48%

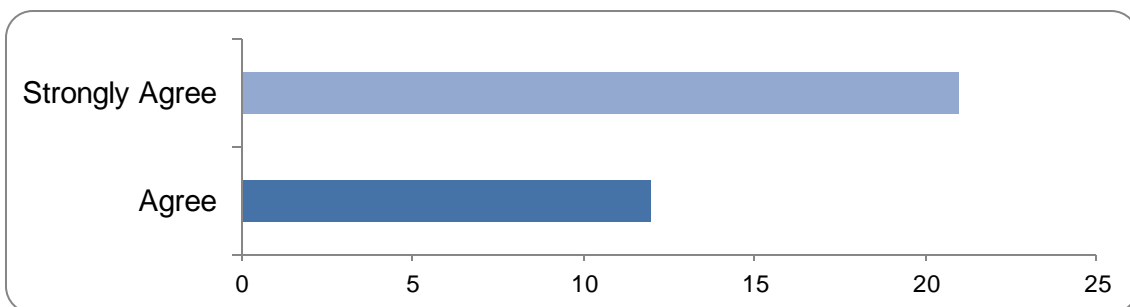
<b>Agree</b>	12	36.36%
<b>Neither Agree/Disagree</b>	5	15.15%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

21: Working here makes me want to do the best work I can



Option	Total	Percent
<b>Strongly Agree</b>	17	51.52%
<b>Agree</b>	16	48.48%
<b>Neither Agree/Disagree</b>	0	0.00%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%

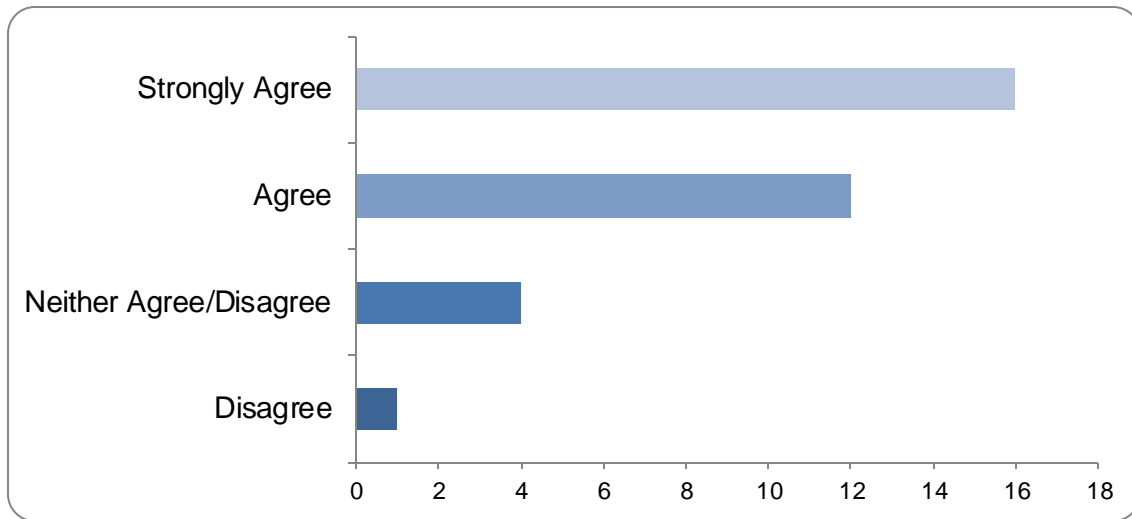
22: I care about STAR's future



Option	Total	Percent
<b>Strongly Agree</b>	21	63.64%
<b>Agree</b>	12	36.36%
<b>Neither Agree/Disagree</b>	0	0.00%
<b>Disagree</b>	0	0.00%
<b>Strongly Disagree</b>	0	0.00%
<b>Not Answered</b>	0	0.00%



23: I believe STAR cares about my physical and mental wellbeing



Option	Total	Percent
Strongly Agree	16	48.48%
Agree	12	36.36%
Neither Agree/Disagree	4	12.12%
Disagree	1	3.03%
Strongly Disagree	0	0.00%
Not Answered	0	0.00%

24: What is the best thing about working for STAR?

There were 28 responses to this part of the question.

25: If you could change one thing about STAR what would it be?

There were 27 responses to this part of the question.

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**Report to:** STAR Joint Committee  
**Date:** 15<sup>th</sup> September 2021  
**Report for:** Decision  
**Report of:** Director of STAR

## **Report Title**

**STAR Procurement and Social Value**

## **Summary**

The purpose of this report is to update STAR Joint Committee on progress to date on Social Value through procurement and next steps for STAR, its partner organisations, and within the Greater Manchester Region.

## **Recommendations**

The recommendation of this report is that the Joint Committee:

- Recognise the progress to date.
- Approve the Twelve Next Steps for Social Value.
- Consider how we approach Social Value across the Twelve Next Steps within STAR, our partner organisations, and across Greater Manchester.

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

Name: Lorraine Cox  
Phone: 07817 882169

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
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## **Consultation**

No public consultation required.

### **1. Background**

#### 1.1 Legislation and Policy Drivers around Procurement and Social Value:

1.1.1 We are currently specifically subject to Public Contract Regulations (PCRs) 2015, Public Services (Social Value) Act 2012 and there is a National Procurement Strategy which was produced by the Local Government Association (LGA) in 2018.

1.1.2 The Government issued a Green Paper earlier this year for consultation in relation to the PCRs 2015. We consulted and responded collectively with procurement colleagues across Greater Manchester (GM). We expect to see some guidance later into 2021 but don't have clarity yet as to when the current regulations will be replaced. The Government has issued a Procurement Policy Notice (PPN) 5/21 which contained a new National Procurement Policy Statement (NPPS) as a 'prelude' to the new regulations. The NPPS has some key messages:

- 'Have regard to' the NPPS. We have RAG rated this to create an action plan ahead of any legislation changes
- Links to the Green Paper and the need for Government to bring forward new legislation for procurement. We are not sure this will actually happen as it has been said it may be as far away as 2023, but we are using the NPPS to progress further improvement in STAR
- Some key focus on: Creating New Businesses, Supplier Diversity, and Climate Change etc.
- Social Value importance and not just focussing on the 'lowest price'. We are extremely developed with our approach to this.
- More shared and joint working, which we are an exemplar nationally.

1.1.3 The LGA are also reviewing the National Procurement Strategy 2018 for Local Government and plan to refresh/relaunch in 2022. The three key themes within this current document are:

- Showing leadership
- Behaving commercially
- Achieving community benefits

STAR will be participating in a National Procurement Strategy diagnostic/benchmarking process that will be launched by the LGA early September.

## 1.2 Social Value Definitions:

1.2.1 Social Value can be described as, 'Social, Environmental, and Economic benefits'. Other descriptors used are; inclusive economy, community benefits, and community wealth building. For our purposes we intend describing Social Value as:

- Social, Environmental, and Economic (SEE) Community Benefits.  
This will be referred to in the context of added value through procurement and engaging and supporting the social economy to ensure we contract with organisations that represent our values and ambitions individually and across GM.

## 1.3 STAR Approach

1.3.1 Within the STAR Business Plan 2021-24 we have five key objectives; two of these are directly relevant to the focus of Social Value through procurement which are: Supporting Communities and Building Collaboration.

1.3.2 STAR has a track record of delivering demonstrable Social Value through procurement and the wider improvement of local spend and SME/VCSE engagement.

## 2. **STAR Performance to Date**

Local spend (GM) % (£25K spend upwards):

Increased from 42% in 18/19 to 53.9% in 20/21 within the STAR Partners Boroughs

77% of the total spend was retained within GM.

Social Value as a % in Evaluation (Contracts above £25K):

20% average delivered in 19/20 & 20/21

Social Value Secured (As a % of contract value for above £50K contracts):

£60M+ secured across two years 19/20 & 20/21.

In 20/21 this increased (from 25%) to represent 28% of the contract value

STAR recorded engagement from SMEs and VCSEs in 20/21:

11.5% VCSEs and 20% SMEs bidding for contracts.

STAR recorded winning contracts from SMEs and VCSEs in 20/21:

VCSEs 9% and SMEs 4.9%

The STAR approach to date included:

- Social Value applied to all procurement over £25K
- Social Value to form part of the evaluation model with quality and price and to ensure, on average, a minimum weighting of 20%
- Use of National TOMs (Themes Outcomes and Measures)
- Secure a minimum return of 25% of the contract value as Social Value
- Use of the Social Value Portal (SVP) for above £50K activity to capture, secure, contract manage, and report on Social Value from winning contractors.
- COVID response “plug-in” to secure Social Value through COVID crisis (10 point plan)
- Targeted market engagement protocol and Meet the Buyer
- ‘Match Fit’ training and more
- Simplified processes and use of Risk Based Sourcing

### 3. **Next Steps for STAR:**

3.1. STAR has been recognised nationally as leaders in embedding Social Value in procurement. But as part of our continuous improvement method, we have now reviewed where we can take this next.

3.2. The following 12 steps have been identified as the key themes needed to further embed Social Value and to support our partners organisations to achieve their corporate objectives and contribute to the GM Priorities:

Support ‘Better Bidders’ to be ‘Match fit’ to Tender	Use the Policies and Law (NPPS and New Regulations) to direct change	Grow the engagement of Social Economy Organisations, and Remove Barriers	STAR Partners to Become Social Value Organisations
Increase Local Spending within STAR Boroughs and GM	Refresh STAR Social Value Strategy/ Responsible Procurement Strategy	Target Social Value to GM Key Priorities e.g. Sustainability/Carbon Neutral 2038 etc.	STAR Partners to Produce an Annual Social Value Statement
Challenge Social Value through the Supply Chain	Target Social Value TOMs to our desired Outcomes within STAR Boroughs and GM	Review our approach to Measuring, Reporting and Delivery of Social Value Outcomes across GM	Develop a ‘Place-based’ approach within STAR Boroughs and GM (Influence Anchor Institutions)

- **Support ‘Better Bidders’:**

Better bidders bring better contractors, and in particular we need to support and educate our local supply chain to understand public sector

procurement, to respond to Social Value in procurement, and to demonstrate how they are working towards being a social organisation e.g. address sustainability and responding to our values and ambitions within our organisations and across GM.

- **Increase Local Spending:**

STAR have made a significant impact over recent years and we want to build on this by targeting and ring-fencing bidders from GM, using PCRs compliantly but opening up local markets. A deep dive into our spend data will help to focus priorities. We will also work with other organisations to support under-represented groups, as well as social organisations. STAR also intends considering the spend activity below £50K to identify further opportunities for capturing Social Value through procurement.

- **Challenge Social Value through the Supply Chain:**

This will focus on the local supply chains beyond Tier 1 suppliers to deliver more Social Value. Through proactive contract management, we can also ensure Social Value is secured and delivered through existing contracts. STAR is undertaking a commercial contract management pilot to challenge and negotiate on existing contracts which may secure further savings but also additional Social Value. STAR also wants to influence the supply chains and broker relationships locally.

- **Use Policies and the Law to direct change:**

The recent Green Paper outlined the proposed changes to the PCRs and was supported by the release of the National Procurement Policy Statement (NPPS). STAR have reviewed and RAG rated the elements of the NPPS in order to prepare ahead of the new regulations being released. The new regulations provide a number of opportunities including:

- Delivery of a Social Value Statement;
- Net carbon initiatives and carbon reductions in contracts;
- National Priority Outcomes incorporated into procurement processes and;
- Creating a clear link and governance from the development of strategies and business cases for programmes and projects through to procurement specifications.

- **STAR Social Value Strategy and Responsible Procurement Strategy:**

Both to be refreshed and finalised to reflect recent changes and plan for potential changes in law. These two strategies need to also reflect GM refreshed strategies and frameworks as well as link any local or regional

ambitions e.g. Good Employment Charter, Care Leavers Covenant, Climate Emergency declarations etc.

- **Targeted Social Value TOMs to Deliver our Desired Outcomes:**  
What sits at the heart of all we do is to give the very best to our communities in a targeted way. Real benefits to real people. STAR will work with our partner organisations to ensure we drive our Social Value through procurement that is meaningful and impacts locally delivering social, economic and environmental (SEE) Community Benefits.
- **Grow the Engagement of Social Economy Organisations and Remove Barriers:**  
Through the work we have done to date, we have already seen increasing bids from these local and social organisation cohorts. Linking in with local supply chains we want to drive this further to ensure we simplify all that we do and demonstrate an increase from these sectors in winning contracts and or as sub-contractors/part of the supply chain. We will focus on GM organisations and those that reflect the diversity of our region and represent our values and ambition.
- **Targeted Social Value to our GM Key Priorities e.g. Sustainability/Carbon Neutral 2038:**  
In order to deliver to individual organisational and regional strategies and commitments we need to review how this can be embedded into our procurement practices legally, transparently and fairly but ensure this doesn't not create further inequality to our local social economy (SME/VCSE sector etc.).
- **Review our Approach to Measuring, Reporting, and Delivering Social Value across GM:**  
We have contracted with the Social Value Portal (SVP) for three years which is expiring in 2022. We are reviewing the contract terms and performance as well as conducting due diligence and options appraisal on alternative solutions. STAR wants to work with wider GM partners to explore the 'art of the possible' and to review the wider requirement of a portal with respect to brokering sectors to work together to deliver better contracts and boosting the local and social economy. STAR want to work with GM partners to drive a cohesive approach to Social Value through procurement, as public organisations and to engage with organisations/contractors that truly represent our values and ambitions.



- **STAR Partners to become Social Value Organisations:**

Social Value is 'Everyone's Business' and to further embed Social Value in our partner organisations, each organisation needs to consider how they can take Social Value through the core of all business activity. STAR will support its partners to develop this concept and link in with national developments, work groups and pilots. STAR is progressing the support across STAR partners to undertake a review using the Social Value Maturity Index (SVMi) which creates an action plan. This SVMi is also under review by the National SV Taskforce to make it 'less procurement focussed' so it can be used to create a whole organisational action plan to enable all to become SV Organisations.

- **STAR Partners to consider creating an Annual Social Value Statement:**

This idea has been developed within the National Social Value Taskforce. A template has been created and there are a few pilots underway. This is considered as a 'public declaration' by organisations to share its progress and to be accountable for driving improvement in Social Value.

- **Develop a Place-Based Approach:**

In order to create a 'ground swell' it is key to encourage other local anchor institutions to commit to Social Value through procurement and through their organisations and who they contract with. STAR is already sharing its approach through procurement regionally and nationally to other organisations and wants to focus more so within our four Boroughs and GM. In terms of the four Boroughs, we need to work with our four partners to engage with the wider anchor institutions to share experiences and approaches to procurement. This will drive a collective approach and will benefit local supply chains and our communities.

#### **4. A Wider GM Approach:**

4.1. STAR leads procurement for its six partners, four Councils and two clinical commissioning groups (CCGs); it has a reach across GM as it leads approximately 75% of the GM collaborative procurement. STAR also undertakes commissions regionally for neighbour organisations such as GMCA as well as delivering national commissions. Therefore STAR is in a strong position to share and influence others to work more effectively in delivering Social Value through Procurement and beyond.

4.2. The result of a vigorous approach over the past two years has exceeded our own expectations as well as what was expected by the National Social Value

Taskforce. What STAR needs to do is to find ways to increase pace and widen the impact by engaging strategically with the wider GM Councils and GMCA and its partners to develop a strategic commitment to this agenda. We are developing relationships already with GMCA and NHS colleagues. If STAR can secure £60M of Social Value within two years, what could we achieve across GM organisations?

- 4.3. We need to focus on some key themes ensuring our Leaders across STAR partners promote the need for 'Sponsorship' from Leaders/CEOs across GM and GMCA in order to:
- Encourage the consideration of a GM approach to targeting Social Value (e.g. Create GM TOMs) links to GM SV Framework
  - Drive the importance of a GM 'Place-Based' Approach (all anchor institutions)
  - Consider establishing a GM Strategic Regional Social Value Task Force
  - Challenge and simplify ALL that we do to tackle bidder inequality from our social economy to ensure we contract with organisations that represent our ambitions and values
  - Review of our collective GM approach to Social Value contract management, measurement and reporting
- 4.4. A GM-wide approach will help to ensure maximum possible benefits are secured for our residents and business communities. Partner spend is not limited to each Borough as the lack of business diversity may not enable this plus we have to recognise that people and businesses function across Local Authority boundaries in many different ways. Therefore a GM-wide approach would to ensure maximum possible outcomes are delivered for all within GM.
- 4.5. Additional benefits for STAR of engaging on a wider GM footprint includes:
- Become a true regional leader and GM being recognised nationally as a 'success story'
  - Share our expertise for the benefit of all GM residents and business communities
  - Provide a consistent approach that drives change to benefit our supply chains
  - Deliver real outcomes for all of GM
  - Create opportunities to secure investment into our region and to develop our social economy
  - Potential growth opportunities for STAR

## **5. Recommendations**

It is recommended that STAR Joint Committee:

- Recognise the progress to date.
- Approve the Twelve Next Steps for Social Value.
- Consider how we approach Social Value across the Twelve Next Steps within STAR, our partner organisations, and across Greater Manchester.

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