



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

**Date: Monday, 10 July 2023**

**Time: 11.00 a.m.**

**Place: Committee Room 2 and 3, Trafford Town Hall, Talbot Road, Stretford,  
M32 0TH.**

<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>2023/24 STAR JOINT COMMITTEE MEMBERSHIP</b>  To receive and note changes to the membership.	
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>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 15 <sup>th</sup> March 2023.	1 - 4
5.	<b>STAR Q4 5 STAR PERFORMANCE MANAGEMENT</b>  To consider the attached report.	5 - 8
6.	<b>CONTINUOUS IMPROVEMENT UPDATE</b>  To consider the attached report.	9 - 20
7.	<b>RISK REGISTER</b>  To consider the attached report.	21 - 28

**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 the dates and times of the meetings for the remainder of the municipal year:

11:00 a.m. Thursday 21st Sep 2023, Stockport Council

11:00 a.m. Thursday 14<sup>th</sup> Dec 2023, Rochdale Council

11:00 a.m. Thursday 21<sup>st</sup> Mar 2024, Tameside Council

**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.

**PART II**

**11. STAR BUDGET OUTFUN 2022/23 AND BUDGET FOR 2023/24  
- 2025/26**

To consider the attached report. Para. 3      29 - 34

**12. GROWTH UPDATE**

To consider a verbal update from the Director of Procurement. Para. 3      Verbal Report

**SARA TODD**  
Chief Executive

Membership of the Committee

Councillors E. Patel, J. Julian, D. Ali (Chair), and J. North (Vice-Chair)

Further Information

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

Stephanie Ferraioli, Governance Officer,  
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Email: [stephanie.ferraioli@trafford.gov.uk](mailto:stephanie.ferraioli@trafford.gov.uk)

## **STAR Joint Committee - Monday, 10 July 2023**

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This agenda was issued on **Monday, 3 July 2023** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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## **STAR JOINT COMMITTEE**

**15 MARCH 2023**

### **PRESENT**

Councillors: Patel, Ali, Allan, North

#### In Attendance

Caroline Barlow	Tameside Council
Jonathon Davies	Stockport Council
Sara Saleh	Trafford Council
Lorraine Cox	STAR
Nichola Cooke	STAR
Daniel Knowles	Trafford Council
Stephanie Ferraioli	Trafford Council
Zulficar Ali	Rochdale Council

### **1 ATTENDANCES**

An apology for absence was received from Michael Cullen, Elizabeth McKenna, Dominique Sykes and Susan Hedges.

### **2. DECLARATION OF INTEREST**

There was no declaration of interests from members relating to today's agenda.

### **3. APPOINTMENT OF NEW CHAIR**

RESOLVED - That Councillor Patel be the new Chair following the appointment of Councillor Ross to Leader of Trafford Council.

### **4. MINUTES**

RESOLVED - That the minutes of the meeting held on 21<sup>st</sup> December 2022 be noted as a true and correct record.

### **5. PROPOSED MEETING DATES FOR 2023/24**

RESOLVED - That the dates for the new municipal year 2023 be noted as follows: -

Thursday 22<sup>nd</sup> June 2023 at 11 am - Trafford  
Thursday 21<sup>st</sup> September 2023 at 11 am – Stockport  
Thursday 14<sup>th</sup> December 2023 at 11 am – Rochdale  
Thursday 21<sup>st</sup> March 2024 at 11 am – Tameside

## **6. Q3 5 STAR PERFORMANCE MANAGEMENT AND NEW PROPOSED MEASURES FOR 2023/24**

Members were informed that STAR local spend is at 47.3% just below its target of 50% at Q3. New Measures were proposed for 23/24 with the main changes being the savings efficiency target which will now only report on revenue efficiencies and the compliance target will report on non-compliance rather than compliance.

Councillor North welcomed the change.

Councillor Allan queried about the difference between ratified and non-verified spending and was informed that ratified spending is verified by the in-house finance teams and the non-verified spend is what has not yet been signed off to become verified. Global pressures will make savings efficiencies even harder to secure at present. But going forward perhaps we should be more ambitious.

RESOLVED – That the report be noted.

## **7. CONTINUOUS IMPROVEMENT**

STAR held a *Meet the Buyer* event in November 2022 hosted by Tameside Council which was very successful and will hold another series of smaller events in 2023 in the four Boroughs. This will be specifically aimed at SMEs and local organisations focusing on supporting better bidders to become 'match fit' and focussing on removing barriers to grow our local economy.

STAR continues to support its partners to achieve Real Living Wage Accreditation. Trafford Council have already submitted their application whereas Stockport Council will do shortly.

STAR are ensuring all its staff where possible members will work towards a full MCIPs qualification going forward using apprenticeships which will help to reduce training budget costs.

Members were informed that the new Procurement Bill was issued in May 2022 and is now going through the House of Commons and it is expected to receive Royal Assent by May 2023. STAR will be issuing more information when known.

RESOLVED – That the update be noted.

## **8. COLLABORATION**

STAR will drive a new focus to further improve working in collaboration on as many contracts as possible and will report to the Board quarterly going forward.

The Chair stated that it was helpful to have a distinction between procurement and collaboration. Councillor Allan, was also in agreement that a full presentation from STAR on collaboration would prove beneficial for members.

RESOLVED – That STAR Joint Committee supports the focus on improved collaboration and would welcome further detail and a presentation overview.

## **9. FSB REPORT – PUBLIC SECTOR PROCUREMENT IN GREATER MANCHESTER**

The report was created and initially circulated by the Federation for Small Businesses. Their findings in 2022 highlight 7 key recommendations and STAR reviewed these and provided a position statement for STAR.

STAR are working to support better bidders and increase local spending and to this end they have the following measures in place:

Pre-engagement protocol, risk based sourcing (RBS), an audit to review the RBS and a record of the type of business bidding and winning contracts to assess supplier diversity.

STAR has commenced adding questions into the Supplier Questionnaire to establish if bidders have a carbon action plan in place, if they are a Real Living Wage employer and whether they are willing to be part of the GM Good Employment Charter. Further information will be provided at the next meeting.

RESOLVED:

- 2) That the report be noted.

## **10. URGENT BUSINESS (IF ANY)**

There was no urgent business to be discussed.

## **11. 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.

## **12. Q3 BUDGET UPDATE**

The Director of STAR updated members on the Q3 budget.

RESOLVED: That the update be noted.

## **13. STAR GROWTH UPDATE**

The Director of STAR provided a verbal update for members.

RESOLVED: That the update be noted.





**Report to:** STAR Joint Committee  
**Date:** 22<sup>nd</sup> June 2023  
**Report for:** Information & discussion  
**Report from:** Nichola Cooke, Assistant Director

## **Report Title**

**Quarter 4 5-STAR Performance 2022/23 and New Measures for 2023/24**

## **Summary**

The purpose of this report is to:

- Inform STAR Joint Committee of the 2022/23 Quarter 4 key performance measures of STAR Procurement and to note the change to the new KPI measures for 2023/24

## **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 4 for 2022/23
- Note the agreed key performance measures for 2023/24

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

Name: Nichola Cooke  
Phone: 07711 454555

## **Background**

Financial Impact:	Risk of key performance measures not being met 2023/24
Legal Impact:	None
Human Resources Impact:	None

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

## **Consultation**

No public consultation required

### **1. 5-STAR Quarter 4 Progress Report**

- 1.1. The Quarter 4 results are included in Appendix 1.
- 1.2. In order to allow comparison, the following results were achieved in 2021/22 and 2022/23.

<b>KPI</b>	<b>2021/22</b>	<b>2022/23</b>
Efficiencies	£5,923,657	£5,973,293
Return on Investment	3.7x	3.7x
Income	£429,930	£426,965
SV against contract value (accumulative since 19/20)	35.4%	38.5%
Local spend (Retained within the 4 STAR Boroughs)	50.9%	48.2%
Verified spend	94.1%	92.2%

- 1.3. A more detailed breakdown of efficiencies is:

<b>Efficiency Type</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Efficiencies	£6,109,680	£5,923,657	£5,973,293
• Revenue	£1,495,996	£1,704,655	£618,098
• Capital	£4,538,076	£2,914,643	£1,872,155
• Cost avoidance/other	£4,080	£815,181	£1,929,306
• Capital contract management	0	0	£1,540,234

- 1.4. Please also note that this data represents a fixed moment in time i.e. 1<sup>st</sup> April 2023, and the figures may be subject to change/slight variation due to further cleansing or updates.

### **2. 5 STAR Performance Measures for 2023/24**

- 2.1. 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 measures for 2023/24 were agreed at STAR Joint Committee on 15<sup>th</sup> March 2023, and the new

dashboards are currently under development in preparation for reporting at Q1. Details of the revenue efficiencies will be provided quarterly to finance teams – as it was clarified that the figures are already ratified by finance through the Project Initiation Document (PID) process, and the need for a duplicate ratification process is not required.

2.2. The new agreed measures for 2023/24 are:

Measure	Description	Target
Commercial	Revenue savings (Quarterly)	£1m
Communities	Social Value - Social Value Secured Target as a percentage of Contract Value (Quarterly)	25%
	Local Spend: - Local Authority spend as percentage of total controllable spend (Annually) retained within the STAR Boroughs	50%
Collaboration	Number of collaborative contracts (Quarterly)	TBC Baseline to established from 22/23 activity and reported activity quarterly without a target in 23/24
Confidence	Non-Verified spend as percentage of total controllable spend (Quarterly)	5%

### **3. Recommendations**

3.1. It is recommended that STAR Joint Committee:

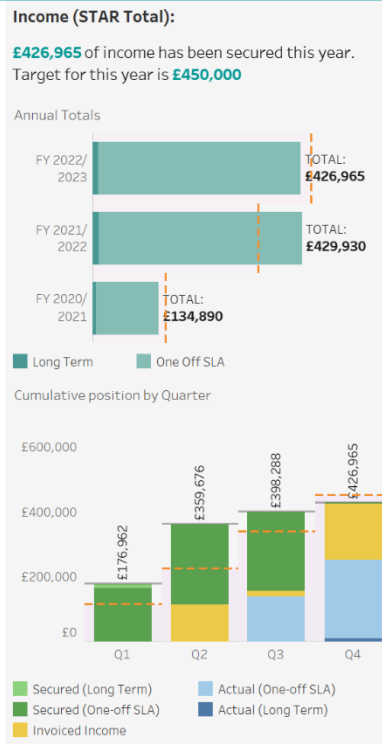
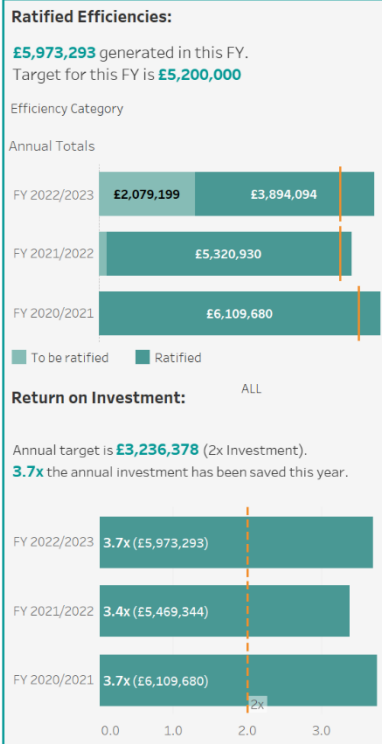
- Note the content of the report and discuss the performance to the end of Quarter 4 for 2022/23
- Note the agreed key performance measures for 2023/24

### **Report Appendices**

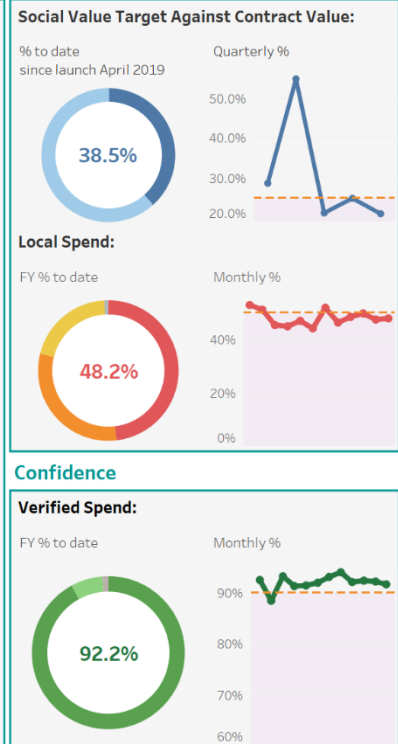
1. 5-STAR 2022/23 Quarter 4 Performance Management Results

# Appendix 1: 5-STAR 2022/23 Quarter 4 Performance Management Results

## Commercial



## Communities





**Report to:** STAR Joint Committee  
**Date:** 22<sup>nd</sup> June 2023  
**Report for:** Information/Discussion  
**Report of:** Assistant Directors, STAR Procurement

## **Report Title**

**STAR Procurement Q4 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 and future plans

## **Recommendations**

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

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

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

Name: Elizabeth McKenna and Nichola Cooke  
Phone: 07811 983687 and 07711 454555

## **Background**

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

## **Consultation**

No public consultation required

## **1. Background**

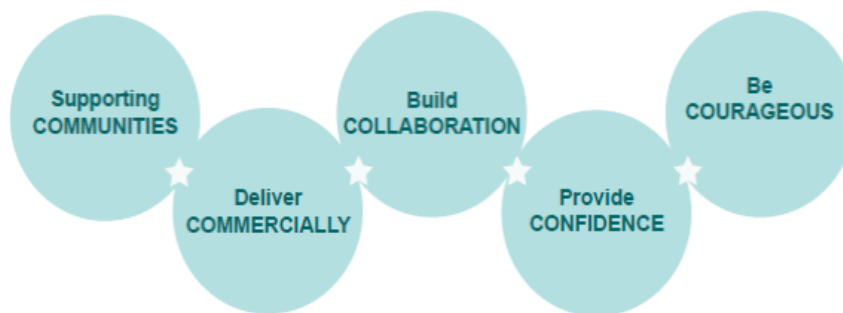
- 1.1. The STAR Business Plan 2021-24 was launched in January 2021. This sets the strategic direction for STAR over the next three years, including our vision, objectives, and enablers.

### **Our Vision**

Leading Transformation Through  
Procurement and Co-Operation

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### **Our Objectives**



### **Our Enablers**



## **2. Continuous Improvement Group**

- 2.1 The Continuous Improvement Group (CIG) met 7<sup>th</sup> February and the STAR partners were updated on several current topics.
- Procedure and process updates
  - Future developments of Intend contract register software
  - Strategic review updates
  - Updates on the National Procurement Policy Statement; and
  - Updates on the new Procurement Bill

### **3. Supporting Communities**

- 3.1 STAR is reporting the delivery of Social Value against TOMs measurement framework and corporate priorities from April 2023 Q1 onwards against the cohort of contracts awarded containing a Social Value commitment in 22/23. The Social Value squad (a team of officers within STAR) is working with the Social Value Portal to ensure that accurate and timely reporting takes place to support this new requirement. This is on course to go live from 2023/24 Q1 and the individual reports will be shared with the four STAR Partners ahead of STAR Board Q1 meeting.
- 3.2 Considering the importance of ensuring Social Value delivery over the next twelve months and beyond. STAR is supporting key officers to focus purely on Social Value contract management. The objective of this work is to ensure the Councils have the correct information of Social Value commitments, access and training to effectively use the Social Value Portal, training and support in their role to contract manage the delivery of Social Value in contracts per individual project.
- 3.3 STAR is supporting all four Partners to have a fully operating Social Value steering group so there is a platform available to promote various themes linked to local, regional, and national priorities such as Net Zero and Employment. Steering groups are now long established in Stockport and Trafford. Tameside are using their Assistant Directors Development Group (ADDG) as their Social Value steering group and Rochdale are developing a Community Wealth Building plan which will support the creation of a steering group.
- 3.4 STAR has been undertaking a market intelligence exercise to identify what commitment there is from our supply chains to support the GM target of Net Zero 2038 and to try and assess any potential effect this could have on different business types such as Micro, SME, VCSE and MEG owned businesses. A question is now embedded into the procurement documentation (Supplier Questionnaire) and a survey has been sent out to all STAR registered suppliers. A dip-sample analysis has taken place and below are the highlighted results:
- Forty-six contractors responded
  - Overall, 65% of suppliers are working toward Net Zero: of those, 24% are currently publishing details of this on their websites.
  - 70% were Micro/Small/VCSE/MEG businesses who submitted responses and 45% are working towards net zero: of those, 22% are currently publishing details of this on their websites

- 70% were GM suppliers who submitted responses, 69% of these suppliers are working toward net zero: of those, 28% are currently publishing details of this on their websites

GM have a Net Zero target date of 2038 and nationally the target date is 2050, however across the different business types there is not a significant change in results in relations to which target date they are focussing on. The survey is indicating that if a pass/fail commitment to supporting Net Zero was a requirement to participate in a tender exercise, it would not indirectly penalise certain business types i.e. smaller businesses. But we are exploring how other organisations are approaching this and we will bring further intelligence to the next STAR Board and Joint Committee.

There is some procurement risk associated with this pass/fail requirement, however the consensus across some GM organisations is that it is low, GMCA is already using this method for above Threshold procurement.

- 3.5 STAR is now working on a pilot approach with Stockport Council to support their suppliers and future bidders to focus on reducing emissions to support the drive towards Net Zero in Stockport and GM by 2038. Stockport has calculated its direct emissions (scope 1 and 2) and has the ambition to hit Net Zero by 2030, with the expectation of their suppliers to achieve the GM target of 2038. The biggest challenge to achieve Net Zero is calculating and reducing the footprint created in the Council's supply chain (scope 3); many suppliers have varying levels of knowledge and understanding of the subject matter.

STAR is supporting the Council to establish 'in-scope' suppliers and initially investigating the top forty (in value) live contracts. In addition, Stockport and STAR are going to ensure there is an additional question added to the Supplier Questionnaire to establish their known current emissions and to gain commitment to reduce this. This will be an information gathering exercise with the intention to start driving those commitments into the contractual obligations. Alongside this will be supporting documentation created for suppliers, and all future market engagement events is to feature Net Zero support.

This will be shared with the other STAR Partners, so a consistent approach can be taken. STAR is also working in collaboration with other GM authorities, plus GMCA and TFGM, to share intelligence and knowledge on this subject area.

- 3.6 STAR is hosting a smaller 'meet the buyer' event planned for late summer 2023 aimed specifically at SME /Micro, local organisations. The first pilot event is



going to be hosted at Rochdale's new Fired Up venue, a brand new co-working space for start-up businesses. The focus points of the engagement event is going to include.

- SME/VCSE's attendees and support organisations to become 'match fit' to tender
- Increase Inclusivity & Diversity in our supply chains
- GM Good Employment Charter – becoming a supporter
- Net Zero commitments
- Promote pipeline opportunities
- Promote Social Value and requirements for procurement

STAR is going to invite key partnering organisations to support and present at the event such as Rochdale Development Agency (RDA), Growth Company, Black United Representation Network (BURN), Federation for Small Businesses (FSB), Real Living Wage Foundation, and the Social Value Portal etc.

- 3.7 STAR is continuing to support the STAR partners on Real Living Wage (RLW) requirements. Stockport and Trafford Councils have now achieved the RLW Accreditation and changes to the procurement documentation are underway. An exercise has taken place at Rochdale to establish which suppliers are 'in scope', at Tameside, STAR is supporting them to establish an initial scoping exercise.
- 3.8 As part of the new Social Value Portal contract from 22/23 STAR has negotiated the creation of a Community Impact Fund (CIF). So far £20,000 has been raised and split equally across the four STAR partners. The Councils have donated the money to the following causes:
- Rochdale – Rochdale Toy Appeal
  - Stockport – Stockport 4 Slow Cookers
  - Tameside – Care Leavers Attending University
  - Trafford – Trafford Community Response Hub
- 3.9 STAR was invited to meet with Mayor Burnham and the Federation of Small Businesses (FSB) to discuss how GM could drive more improvement in local spend and with SMEs/VCSEs. STAR took the opportunity to share how it is supporting its Partners to progress with the GM 6 priorities, particularly in local spend improvement. (Summary attached in Appendix 1 – STAR and the GMCA commitment to Social Value in Public)

#### **4. Resources: Recruitment and Retention**

- 4.1 In general, staff retention has improved vastly. STAR Managers will continue with 'touch base' sessions in addition to supervisions, Check-ins, and team meetings.
- 4.2 A wider review of the current staffing structure is in progress, we have created two career grades at Procurement Officer and Category Manager levels. This review will continue during 23/24.
- 4.3 STAR continues to promote their 'grow your own' ethos with succession planning and successful internal recruitment. A review of our induction process has been undertaken to ensure all new starters receive the very best support.

#### **5. Delivering Commercially**

- 5.1. The income secured at Q4 was considerable and STAR supports a number of external organisations. This support is provided by the Development Team and this remains separate to the support provided to the four STAR Partner organisations. STAR is focusing on longer term relationships to secure further sustainability and resources to service these contractual arrangements.
- 5.2. Commissions secured include operational procurement delivery, strategic procurement support, procurement reviews, and support with Social Value implementation.

#### **6. Build Collaboration**

- 6.1. STAR has a monthly working group with the STAR partners on post-contract and contract management working. A Contract Criticality Tool has been developed to be included as part of the pre-procurement process to allow Contract Manager's to assess contract risk and assign a criticality status. This allows the Contract Manager to be proactive and prepare for new contracts. Further Intend training has taken place for Contract Manager's to support use of the system and a free foundation contract management course, provided by the Government Commercial College is being offered as part of the handover process.

#### **7. Provide Confidence**

- 7.1. The new Procurement Bill has been released May 2022 and is set to go live spring 2024. STAR is part of a series of strategic 'task and finish' GM groups

which have been established to work together to ensure a smooth transition to the new Regulations. STAR will be sharing regular updates on the Procurement Bill, the changes, what is required etc. over the coming months to support the four STAR Partner organisations with preparation.

- 7.2. The Procurement Bill is now passing through the House of Commons and is at the reporting stage with only the third reading outstanding before receiving royal assent; and this is still on course to take place by May 2023.
- 7.3. A new Procurement Policy Note was release in March 2023 PPN03/23 introducing a new standard Selection Questionnaire that needed to go live 1<sup>st</sup> April 2023. This is all in place.
- 7.4. In Q4 'Data Month' took place to ensure continuity and accuracy of information for reporting and transparency purposes. The areas included:
  - Intend quality assurance
  - Work plan and five-year pipeline simplification
  - Review of all expired contracts
  - Tableau review - Five STAR Reporting
- 7.5. The SLA with Stockport Council, to support the data management through Tableau, is performing well. A full review of all cyclical reports has been undertaken including:
  - Live contracts data
  - Pipeline data 18 months to five years
  - Transparency data
  - Savings & efficiencies
  - Quality assurance reports
  - Expired contracts
  - Modifications/exemptions

The cyclical reporting process is now running much more smoothly, consistently; and reports are sent out in a timely manner.

STAR has worked with Stockport BI Team to re-map all key processes, improvements and changes have taken place. STAR now has a new set of process maps to be implemented into the internal Quality Management System and will be shared with the wider team by the end of May.

## **8. Be Courageous**

- 8.1. STAR attended several network and training events in Q4:

- Combined Authority Growth Hub Round Table SME Event
- SME Round Table Event with Growth Hub
- National Social Value Taskforce
- Proactis - Procurement outlook for 2023 – risk, digitisation and ESG
- Environmental Social and Governance – Risk and Digitisation 2023
- GoToWebinar - How To Create The Perfect Pipeline Management Process
- Living Wage City Region Action Group
- GM GEC anchor roundtable
- I-network Awards Dinner
- Meeting with Mayor Burnham – with the Federation of Small Businesses to explore supporting small businesses with Low Value Procurement

STAR was nominated for an I-Network award for the 'Twelve Steps to Social Value' project. As part of the award ceremony a zero-cost video had to be submitted for which STAR procurement won the award for best video.

STAR has reached the finals of the National GO Awards for a submission on the Community Impact Fund. This is an excellent achievement as the GO Awards are the UK's leading public procurement excellence awards.

STAR is set to attend the annual National Social Value Conference in June, and STAR is going to be represented in the role of Chair for the Social Value 101 panel; and is also set to speak on a panel exploring Unlocking the Power of Public Pound.

STAR have also been selected to present at the 'Innovation Zone' as part of the LGA National Conference in July, covering effective procurement and as a shared service.

## **9. Recommendations**

It is recommended that STAR Joint Committee

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

## **Appendices**

Appendix 1 – STAR and the GMCA commitment to Social Value

6 Priorities supported by GMCA 'Social Value in Public Procurement' March 2022:		May 2023 STAR Partner organisations position statement:				
		STAR	Trafford	Tameside	Stockport	Rochdale
Real Living Wage	By 2023 we will only contract with organisations who agree, themselves and for their 1st line sub-contractors, to pay Real Living Wage at date of contract or within 1 year of contracting.	Supporting STAR Partner organisations on their move through to accreditation/progressing towards accreditation – assessment of current contracts and pipelines  Procurement documentation being updated to reflect 'encouragement' of RLW bidders for (Stockport and Trafford)  STAR does sit on the GM RLW group	RLW Accredited in March 2023 with 3 year milestone plan in place/annual audit of progression	Desk top exercise being undertaken by STAR to define 'in-scope' contracts	RLW Accredited in March 2023 with 3 year milestone plan in place/annual audit of progression	Desktop exercise has been undertaken by STAR in 2022 – will need updating when Rochdale wish to proceed towards accreditation
GM Good Employment Charter (GMGEC)	By 2023 we will only contract with organisations who have signed up to be supporters of the GM Good Employment Charter (or equivalent indicators) at date of contract or within 1 year of contracting.	Tameside, Stockport and Trafford are all now Members of GM GEC (Tameside do have officer representation on the GM Board for GMGEC)	Work with the Council to roll out GMGEC as a requirement from bidders following a pilot with Stockport	Work with the Council to roll out GMGEC as a requirement following a pilot with Stockport	Working with Stockport to consider the possible impact on tendering with GMGEC as a requirement in a similar way to the RLW exercise as a signal to the market we are considering moving towards a mandated	Work with the Council to roll out GMGEC as a requirement following a pilot with Stockport

					requirement – Board/JC to sign this off) Procurement documentation will be updated to reflect this requirement	
Carbon Reduction – Net Zero by 2038	By 2023 we will only contract with organisations who have a credible plan to become carbon neutral by 2050 in place at date of contract or within 1 year of contracting.  See main CI Report for more detail on Net Zero and results of a dip sample survey	Carbon question in all documentation (for information only to signal to the market our future intentions).  Undertaken a sample questionnaire on 46 current contractors – do you have a carbon action plan? Are you working towards and are you committed to supporting 2038/50 targets.	Will roll out pilot once tested in Stockport.	Will roll out pilot once tested in Stockport.	Pilot around Net Zero and helping to scope Zone 3 emissions from their supply chain  Intention to add this into the procurement supplier questionnaire (SQ) to gather baseline data  Next step will be to consider setting targets/commitment to reduce emissions within the contract	Will roll out pilot once tested in Stockport.
Tackling Inclusivity e.g. workforce and economic inequality	Make plans to monitor and report on the diversity of the ownership or leadership of the	‘Delivering a Social Value Economy’ roadmap will be launched at the National Social Value Conference in June 2023. This was created by the National SV Taskforce – STAR sit on the Taskforce. This will aid us in guiding on how we can drive equality into our procurement and supply chains Currently gathering data in supplier questionnaire (SQ) to create a baseline We also use the Social Value Portal (SVP) for data gathering for procurement activity over £50k Consider the National TOMs in terms of weighting employment to drive improvement for example				

	organisations we work with.	Workshop planned on the best way to monitor and report on inequality with the STAR Team via Continuous Improvement Group				
Economic Diversity	Reserving relevant 'below threshold' contracts for Voluntary Community Social Enterprise sector organisations or Greater Manchester based Small Medium Enterprises (unless the requirement cannot be fulfilled by these markets).	Baseline data being established. STAR wants to push the ability we have now within the Regulations to enable more local VCSE/SME bidders/winners? We need to establish a baseline to target diverse bidders to enable improvement. this links to the Local Spend approach below.				
Local Spend	Increasing the proportion of spend (with primary contractors and 1st line subcontractors) from Greater Manchester public procurement that is spent within Greater Manchester.	Risk Based Sourcing implemented across all 4 STAR Councils. This means all below threshold contracts are being reserved for Local/GM contractors when possible.				Pilot SME/VCSE Sector Networking event to take place in September in Rochdale and will be rolled out across the other 3 STAR Borough's to target local.
		Baseline data being monitored. 21/22 78.1% of spend was retained within GM for the 4 STAR Partner organisations				







**Report to:** STAR Joint Committee  
**Date:** 22<sup>nd</sup> June 2023  
**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:

- Provide an updated STAR Strategic Risk Register for 2023/24

## **Recommendations**

The recommendation of this report is that the STAR 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:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None

E-Government Impact:	None
Risk Management Impact:	This Risk Register aids risk management
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 agreed STAR Risk Register is shared with all our Partners Audit teams for information and where appropriate inclusion in their Corporate Risk Registers. A draft version has already been shared for comment and feedback with our Partners Audit teams.
- 1.3 There is a separate risk register for growth which is reviewed by STAR Wider Leadership Team regularly. This has been used to inform the updates to the Strategic Risk Register.

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

- 2.1. The risks can be summarised in the following heat maps:

2021 Heat Map (Total 21)

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

2022 Heat Map (Total 23)

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

2023 Heat Map (Total 21)

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

- 2.2. No new risks have been added. There have been some changes to the wording of the risks which is highlighted in red text in Appendix 1.
- 2.3. The risks that have been removed are:
- 024 - Increased income generation activity leading to non-compliance with relevant legislation
  - 026 - Legal challenge arises due to emergency procurements undertaken during the COVID response in line with published Procurement Policy Notes (PPNs)
- 2.4. The risks that have increased are:
- 001 – Increases in running costs (Excluding staffing and internal SLA's) impacts on STAR budget and future sustainability
  - 011 - STAR staff are unable to access the Trafford systems
  - 020 - Global and national issues impact on supplier sourcing of supplies and impacts on STAR Partners' savings objectives e.g. cost of living, energy prices, inflation, Real Living Wage, Fair Cost of Care
  - 025 - Complexity of governance and decision making arrangements leading to inefficiencies
- 2.5. The risks that have decreased in scoring are:
- 014 - Growth in Partners and customers leads to reduced performance and service to existing Partners
  - 018 - Failure of STAR to deliver ethical, responsible procurement i.e. identify Modern Slavery in its Partners' supply chains, driven by Regulation or policy/strategy drivers in our Partner organisations
  - 021 - Reductions in income from Partners (i.e. no inflationary increase) and customers impacts on STAR budget and future sustainability

### **3. Summary**

- 3.1. There has been a slight decrease in the number of high graded risks and an overall reduction in the number of risks. Mitigation actions are in place and will continue to be monitored and managed by STAR WLT.

### **4. Recommendations**

- 4.1. It is recommended that STAR Joint Committee:
- Notes the contents of this report.

## **Report Appendices**

1. STAR Procurement Risk Register v5.0

**Appendix 1: STAR Procurement Strategic Risk Register v5.0**



**Corporate Risk Register**

Version: 5.0 (Draft)

Issue Date: May 2023

Document Owner: Assistant Director (Development)

Document Owner:  
Assistant Director  
(Development)

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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
20	15 Apr 19	Finance	Global and national issues-impact on supplier sourcing of supplies and impacts on STAR Partners' savings objectives e.g. cost of living, energy prices, inflation, <b>Real Living Wage, Fair Cost of Care</b>	4	3	12	Regular briefings at given at STAR team meetings Seek and share national and regional guidance <b>Monitor savings regularly</b> Market intelligence and position statements through Category Strategies	Elizabeth McKenna
15	15 Apr 19	KPIs	Failure to meet agreed in-year 5-STAR KPI targets	3	3	9	Leadership Team regularly reviews KPI reports and metrics to identify any risks which can be addressed WLT undertake deeper dive analysis of KPI data Quarterly reporting to Board and Joint Committee Annual review of targets	Nichola Cooke
	15 Apr 19	Staff	Recruitment and retention of suitably qualified and/or experienced procurement staff that have the skills to deliver across multi partners impacts on ability to deliver services to Partners <b>&amp; Commissions</b>	3	3	9	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, <b>including implementation of career grades</b> Resource review Recruitment strategy/marketing of opportunities	Elizabeth McKenna
8	15 Apr 19	Service Quality	Volume of procurement activity impacts on quality of service delivered i.e. Partners' outsourcing of services to private companies or in-sourcing back into the Council impacts on procurement activity and strategic influence in those areas	3	3	9	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 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
25	10 Feb 22	Growth	Complexity of governance and decision making arrangements leading to inefficiencies	2	4	8	<b>A review on operating options to be undertaken</b> <b>Review of IAA to be undertaken</b>	Lorraine Cox
21	19 Nov 20	Finance	Reductions in income from Partners (i.e. no inflationary increase) and customers impacts on STAR budget and future sustainability	2	4	8	<b>Realistic income target established</b> <b>Implemented a charging policy and regularly reviewed</b> Development Team are developing links with new and existing Clients to secure new income Report to Board and JC Quarterly	Nichola Cooke
19	15 Apr 19	Governance	Changes in Joint Committee & Board membership impact on STAR Procurement service delivery	4	2	8	Briefings are held with new members to brief them on STAR and their roles and responsibilities Leadership Team to continually review and assess the impact of the instability of governance arrangements for STAR – reporting to the STAR Board	Lorraine Cox
23	19 Nov 20	Legal		4	2	8	Monitor legislation <b>and PPN's</b> progress and timelines	

			New legislation changes <b>negatively</b> impact on Core Offer, compliance and workloads i.e. PPN, New Procurement Regulations				Influence policy changes through national contacts Update QMS with any new requirements Implement staff and stakeholder training on new requirements Seek STAR Legal advice, where required	Elizabeth McKenna
14	15 Apr 19	SLAs	Underperformance by internal SLA providers to STAR (Legal, HR, ICT and Finance services by Trafford Council and Tableau and data by Stockport Council) impacts on STAR's ability to deliver effective services to its Partners and Customers	2	3	6	Wider Leadership Team liaises regularly with client leads from Each of The services that support STAR Resource and quality issues are identified at an early stage and mitigation is implemented Leadership Team will escalate any concerns with the STAR Board  <b>Wider Leadership Team</b> to have dedicated contract managers for SLA's	Nichola Cooke
22	19 Nov 20	Staff	Hybrid working 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 and EPIC check-ins <b>Regular staff engagement and encouraging face-to-face for 121's and team meetings</b> Continue to review hybrid arrangements in line with Trafford Council policy/approach Partners to keep STAR updated on local arrangements	Lorraine Cox
1	15 Apr 19	Finance	Increases in running costs (Excluding staffing and internal SLA's) impacts on STAR budget and future sustainability	2	2	4	Regular budget monitoring; including cost forecasting Spending freeze implemented, when required Reported to Board	Nichola Cooke
4	15 Apr 19	Staff	Growth in Partners and Customers leads to reduced performance and service to existing Partners	2	2	4	Resource review Clear roles and responsibilities between delivery and development Robust business case in place for growth/new partners Rigorous project management and communications	Lorraine Cox
2	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
16	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
18	15 Apr 19	PR	Failure of STAR to deliver ethical, responsible procurement i.e. identify Modern Slavery in its Partners' supply chains, driven by regulation or policy/strategy drivers in our Partner organisations	1	3	3	<b>STAR has mandated this for all contracts over £25k and included in template documents</b> 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 <b>Ongoing training to STAR staff and commissioners as part of 'Back to Basics'</b> Questionnaire to Suppliers e.g. Real Living Wage & Carbon Action Plans Liaise with Partners to ensure Responsible Procurement Strategy encapsulates all aspects of ethical and responsible procurement	Elizabeth McKenna
7	15 Apr 19	Service Quality	Non-delivery of Core Offer and STAR Business Plan	1	3	3	Delivery via Task & Finish Squads with regular reporting to STAR Wider Leadership Team CI Group and Quarterly reporting CI to Board/JC	Lorraine Cox

							LT review of the STAR Business Plan Category Strategies in place and regular STAR Chamber Regular 121 with Board members and regular meetings with service leads <b>and regular reporting to Board/JC</b>	
12	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
11	15 Apr 19	ICT & Data	STAR staff are unable to access the Trafford systems	1	3	3	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 <b>Completion of</b> the implementation of Office 365 will provide greater resilience	Nichola Cooke
9	15 Apr 19	Service Quality	Conflict between Partners' requirements and <b>commissioned activity</b> leads to an inability to deliver effectively to both Partners and customers	1	2	2	Customer activity secured, managed and delivered by the Development Team External resources i.e. agency staff utilised HoSPs monitor workload with their teams The 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 Annual 'Know Your Business' analysis undertaken on procurement activity	Nichola Cooke
13	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
17	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
<del>024</del> NEW	10 Feb 22	Growth	<del>remove</del> Increased income generation activity leading to non-compliance with relevant legislation	1	4	4	<del>A review to be commissioned to assess the current arrangements and potential future risks</del>	Lorraine Cox
<del>026</del> NEW	28 Feb 22	Legal	<del>remove</del> Legal Challenge arises due to emergency procurements undertaken during the COVID response in line with published Procurement Policy Notes	1	4	4	<del>STAR have followed the advice issued in the Procurement Policy Notes and have proactively managed all urgent/emergency procurement activity</del>	Elizabeth McKenna

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