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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR STAR JOINT COMMITTEE

Date: Monday, 12 February 2024

Time: 11.00 am

Place: ROCHDALE

A G E N D A	P A R T I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code(s) of Conduct.		
3. MINUTES		1 - 4
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 21 st September 2023.		
4. 5STAR PERFORMANCE MANAGEMENT Q2		5 - 12
To receive a report from the Assistant Director (Development) Finance and Systems.		
5. CONTINUOUS IMPROVEMENT - REPORT UPDATE		13 - 20
To receive a report from the Assistant Director Finance and Systems.		
6. EXCLUSION RESOLUTION		
Motion (Which may be amended as Members think fit):		
That the public be excluded from this meeting during consideration of		

STAR Joint Committee - Monday, 12 February 2024

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.

7. BUDGET Q2 - UPDATE

To receive a report from the Director of STAR Procurement. 21 - 28

8. SOCIAL VALUE - UPDATE REPORT

To receive a report from the Director of STAR Procurement. 29 - 36

9. STAR JOINT COMMITTEE ARRANGEMENTS REPORT

To consider a report from the Assistant Director Finance and Systems. 37 - 40

10. 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.

11. DATE, TIME AND LOCATION OF FUTURE MEETINGS

The next meeting will take place on 21st March 2024 at 11 am in Tameside.

SARA TODD

Chief Executive

Membership of the Committee

Councillors Ali (Chair), North (Vice-Chair), Patel and Julien

Further Information

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

Stephanie Ferraioli, Governance Officer,

Tel: 0161 912 2019

Email: stephanie.ferraioli@trafford.gov.uk

This agenda was issued on Monday, 5 February 2024, by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

STAR JOINT COMMITTEE

21 SEPTEMBER 2023

PRESENT

Councillors: Ali, North, Patel, Julien

In attendance

Graeme Bentley	Director of Finance and Systems, Trafford
Lorraine Cox	Director, STAR
Elizabeth Mckenna	Assistant Director, STAR
Ashley Hughes	Director of Resources, Tameside
Julie Murphy	Director of Corporate Services, Rochdale
Michael Cullen	Deputy Chief Executive, Stockport
Sajal Lenahan	Legal, Trafford
Stephanie Ferraioli	Democratic Officer, Trafford

1. ATTENANCES

Apologies for absence were received from Sara Saleh, Nichola Cooke.

2. DECLARATION OF INTEREST

There was no declaration of interest in relation to any of the items for discussion on today's Agenda.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 10th July 2023 be noted as a true and accurate record.

4. 5 STAR – PERFORMANCE MANAGEMENT Q1

The Director of STAR Procurement provided committee with an update on the STAR performance for the 2023 Quarter 1.

The Director explained that the key performance measures now in place assist with ensuring the continuous improvement on key targets relevant to each partner. The collaboration KPI is new and STAR are proactively working to identify future collaborative opportunities.

Members queried the timeframe and were informed that although a specific timeline could not be confirmed just yet, STAR are working hard to bring the collaboration project to fruition continuously exploring new opportunities and that said opportunities would include the two new Partners already coming into the group from next month.

A discussion ensued on the benefit of fixing a more central meeting location.

RESOLVED:

- 1) That the discussion on the appropriate location for future meetings be resumed once the two new Partners have joined.
- 2) That the report be noted.

5. CONTINUOUS IMPROVEMENT UPDATE

The Assistant Director of STAR Procurement updated members on the continuous improvement of the STAR business plan. The Assistant Director reminded the committee that the business plan was first launched in 2021 and how it had progressed and helped each Partner achieve their objectives from its inception.

The Director informed that STAR are currently working on pilot schemes with Stockport Council and will take part in the Thrive Trafford event on 27th September which is a business and community sector matching event as well as continuing to support Partners in achieving the Real Living Wage accreditations.

STAR are also in regular meetings with GMCA, GMP, NHS and the Manchester Growth Company with the focus on assisting partners drive the social value and cementing STAR's presence with key stakeholders in the Greater Manchester area

RESOLVED – That the report on the STAR continuous improvements be noted.

6. URGENT BUSINESS (IF ANY)

There was no urgent business to discuss.

7. 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.

8. STAR BUDGET POSITION AND FORECAST REPORT Q1

The Director of STAR Procurement provided an update to members of the committee on the Budget Position and forecast for Quarter 1.

RESOLVED – That the report be noted.

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Report to: STAR Joint Committee
Date: 12th February 2024
Report for: Information & discussion
Report from: Nichola Cooke, Assistant Director

Report Title

5-STAR Performance Management Q2

Summary

The purpose of this report is to:

- Inform STAR Joint Committee of the 2023/24 Quarter 2 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 Q2 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 2 Results

- 1.1. The Quarter 2 results are included in Appendix 1.
- 1.2. The results are for Rochdale, Stockport, Trafford, and Tameside Councils only. STAR is currently developing the baseline position for Knowsley and St Helens Councils with a view to including all 6 partners in the performance management reporting for STAR from 1st April 2024 onwards.
- 1.3. For clarity, the KPI definitions and targets are:

Measure	Description	Target
Commercial	Revenue savings (Quarterly). Revenue savings are captured through In-tend. STAR verify the savings by PID process to ensure this is signed off by the service lead and finance. These savings are reported directly to finance on quarterly basis.	£1m
Communities	Social Value Social Value Secured Target as a percentage of Contract Value (Quarterly) Captured through the Social Value Portal and reported Quarterly.	25%
	Local Spend Local Authority spend as percentage of total controllable spend (Annually) retained within the STAR Boroughs	50%

	Captured through spend data provided by each Authority and reported through Tableau. Postcode data used. Local is included where there is base in that Local Authority boundary.	
Collaboration	Number of collaborative contracts (Quarterly) Captured through In-tend. Due diligence undertaken by STAR.	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) Captured through spend data provided by each Authority and reported through Tableau.	5% - The target is to drive non-verified spend below this figure.

2. 5 STAR Quarter 2 Trend Analysis

2.1. In order to allow comparison, the following results were achieved in 2021/22, 2022/23 and Quarter 1 of 2023/24

KPI	2021/22	2022/23	2023/24 Q1
Revenue Savings	£1,704,655	£618,098	£2,376
SV against contract value (accumulative since 19/20)	35.4%	38.5%	38.3%
Local spend (Retained within the 4 STAR Boroughs)	50.9%	48.2%	49.3%
Number of collaborative contracts	Not measured	163	125
Non-verified spend	5.4%	7.8%	7.5%

2.2 **Revenue Efficiencies** - An annual target has been set to capture revenue savings of £1m. In 21/22 the revenue savings delivered totalled £1.7M and in 22/23 the revenue savings totalled £631.6K. Revenue savings are variable year on year dependant on the procurement pipeline. In Q2 the revenue efficiencies (£186,979) have improved from Q1 (£2367) and a risk and opportunities analysis are being

undertaken regarding efficiency delivery in Q3/Q4 and into 24/25. Due to inflation, and national and global financial pressures STAR is seeing a downward trend in efficiencies achieved through procurement, however STAR is working with each Partner individually to identify procurement efficiencies linked to MTFP revenue savings.

- 2.2. **Social Value Target Against Contract Value** - The Q2 performance on the appendix shows an aggregation to date of 37.9% which is a slight reduction from Q1 which was 38.3%, the annual target is 25%.
- 2.3. **Local Spend** - The Q2 performance on local spend for STAR is 54.9% set against a target in 23/24 of 50%. Q1 performance was 49.3% so progress has been made in Q2.
- 2.4. **Collaborative Contracts** – STAR have awarded a further 2 collaborative contracts in Q2 to bring the performance figure up to 127 from 125 in Q1. The STAR team are currently forecasting the collaborative opportunities to include St Helens and Knowsley contracts. 'Collaboration First' is a concept that STAR introduced in March 2023, to drive more collaboration across the partners. A report will follow in Q3 on progress.
- 2.5. **Non-Verified Spend** - The new annual target has been set to drive non-verified spend below the 5% target. The Q2 report is showing 7% non-verified spend which is a reduction from Q1 of 7.5%. STAR is working with service leads to drive down the non-verified spend by monthly reviewing non-verified spend with commissioners and sharing pipeline plans 18 months in advance to ensure re-procurement activity is planned in.

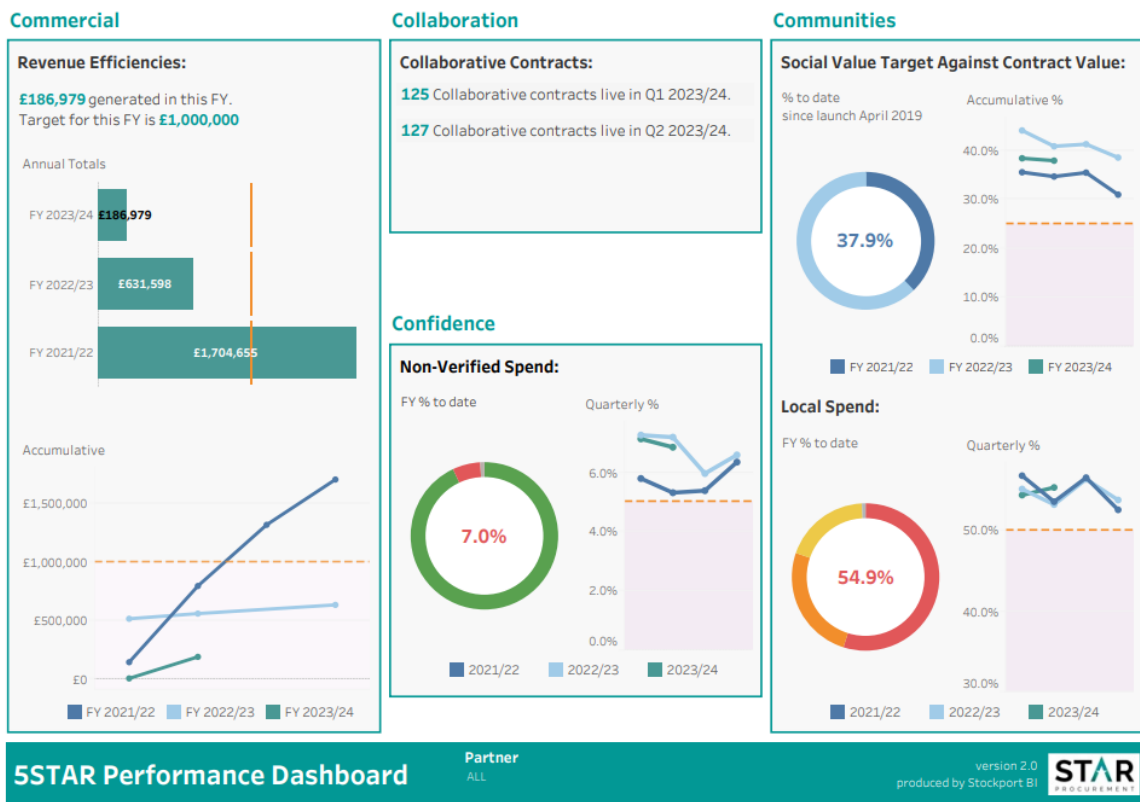
3. Recommendations

- 3.1. It is recommended that STAR Joint Committee:
Note the content of the report and discuss the performance to the end of Q2 for 2023/24

Report Appendices

1. 5-STAR 2023/24 Quarter 2 Performance Management Results

Appendix 1: 5-STAR 2023/24 Quarter 2 Performance Management Results



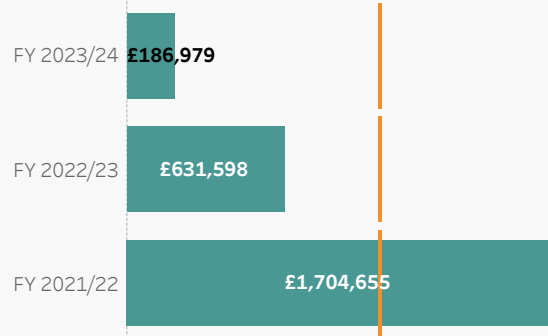
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Commercial

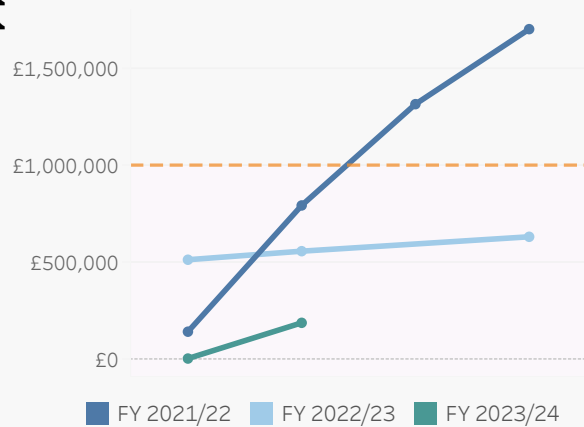
Revenue Efficiencies:

£186,979 generated in this FY.
Target for this FY is **£1,000,000**

Annual Totals



Accumulative



Collaboration

Collaborative Contracts:

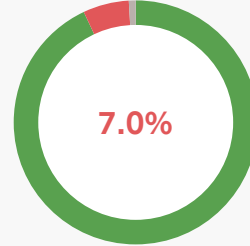
125 Collaborative contracts live in Q1 2023/24.

127 Collaborative contracts live in Q2 2023/24.

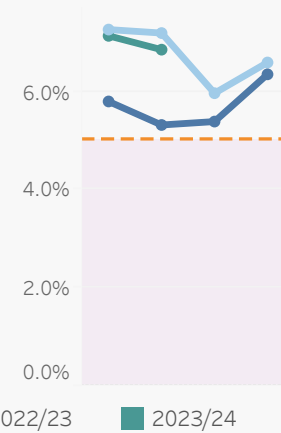
Confidence

Non-Verified Spend:

FY % to date



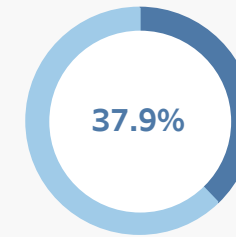
Quarterly %



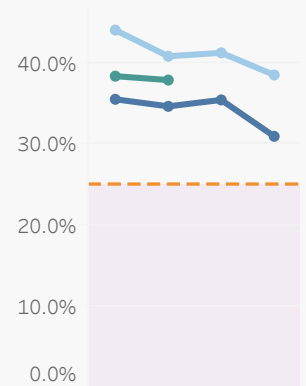
Communities

Social Value Target Against Contract Value:

% to date since launch April 2019

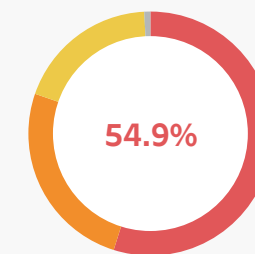


Accumulative %

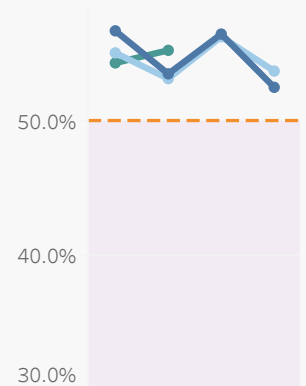


Local Spend:

FY % to date



Quarterly %



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Report to: STAR Joint Committee
Date: 12th February 2024
Report for: Information/Discussion
Report of: Assistant Directors, STAR Procurement

Report Title

Continuous Improvement Update Q2

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.

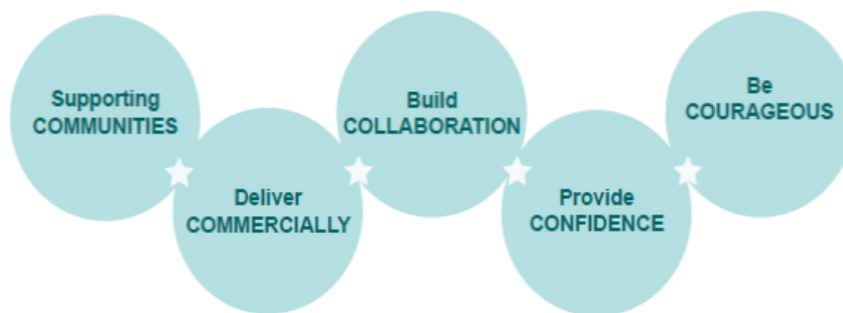
1. Background

- 1.1. The STAR Business Plan 2021-24 was launched in January 2021. This sets the strategic direction for STAR over the next 3 years, including our vision, objectives, and enablers.

Our Vision

Leading Transformation Through
Procurement and Co-Operation

Our Objectives



Our Enablers



2. Continuous Improvement Group

- 2.1 The Continuous Improvement Group in Q2 focussed upon Public Procurement Reform.
- 2.2 The new Procurement Bill is due to receive Royal Assent in October 2023, with an anticipated go-live date of October 2024. Some of the key changes include:
- Streamlining the number of procurement procedures
 - Two new types of Framework Agreements

- Increased transparency reporting requirements including, disbarment lists, key performance indicators and actual contract spend details.
 - Introducing a national central digital platform for both Procurers and Suppliers
 - Legal requirement to have regard for government priorities set out in the National Procurement Policy Statement
- 2.3 STAR procurement has already benchmarked against the National Procurement Policy Statement since its creation in May 2021, and created an action plan under 3 key themes; Social Value; Commercial and Procurement Delivery; and Skills and Capability. STAR continues to work with the Greater Manchester Combined Authority (GMCA) to ensure implementation of the new Procurement Bill is consistent regionally, looking at 5 workstreams, Process and Policy, People, Systems, Legal and Transition.
- 2.4 With the GMCA Group, there is a single point of contact (SPOC) with the Local Government Association (LGA) and a super user group that acts as a feedback mechanism. Via the SPOC a readiness dashboard will be completed for all Local Authorities (LA's). The next super user group is due to take place in Q3. Central Government led training provisions are becoming clearer, and recorded webinars are taking place and will be made available on the LGAs YouTube page.
- 2.5 The Public Procurement Reform also includes a review of healthcare and the introduction of the Provider Selector Regime (PSR) from 1st January 2024. This is a separate set of procurement rules aimed to enable collaboration and partnership working in healthcare. This will affect some Council led services, STAR is therefore planning training for officers on PSR and working with GMCA to ensure the PSR is also applied consistently.

3. Supporting Communities

- 3.1 STAR reports on the delivery of Social Value against the TOMs measurement framework. Following feedback from STAR the Social Value Portal have committed to improving reporting capabilities, and offered training to showcase the new reporting capabilities, training on these took place on 29th September 2023. The new reporting platform is due to go fully live in Q3 but we are reviewing and monitoring the effectiveness of this reporting tool to ensure it provides what we require to report on individual organisation's delivered Social Value.

- 3.2 Stockport Council is about to go live with a Social Value Brokerage System, 'Match My Project'. STAR is supporting Stockport with the implementation, on successful completion of the implementation, we will invite Stockport colleagues to share this with STAR Board.
- 3.3 STAR continues to work on a pilot approach with Stockport Council to drive towards Net Zero in Stockport and GM by 2038. This pilot is a two-pronged approach, taking consideration of carbon action plans from bidders and their ability and or willingness to capture, report and reduce their (scope 3) emissions in order to drive decarbonisation from their supply chain. Stockport have a Borough commitment to make the Council Net Zero by 2030. We will invite Stockport colleagues to share their approach with STAR Board and a separate report on Social Value references this pilot.
- 3.4 STAR and Rochdale Council hosted a mini 'meet the buyer' event in September aimed specifically at SME /Micro, local organisations. The event was a huge success, with key partners attending and great feedback given; Dunsters Farm a local Rochdale family business, fed back, on how events like these are key to them creating a support network, much improving their Social Value offer, and critically contributing to them successfully winning a large GM collaborative food contract. This is expanding their business by 40% and creating 20 extra local jobs.
- 3.10 In September STAR took part in a well-attended event with Trafford and Thrive Trafford, A business and community sector matching event. STAR delivered a short presentation on key Social Value priorities.
- 3.11 STAR is continuing to support the STAR Partners on Real Living Wage (RLW) requirements. Stockport and Trafford have achieved the RLW accreditation. Work will continue to support Tameside and Rochdale gain accreditation with discussions to take place within St Helens and Knowsley post October regarding RLW position and ambition.
- 3.12 Mayor Burnham attended the September STAR Team meeting, this was a great opportunity to show case STAR and its Partners and the work taking place regarding the GM 6 Social Value priorities. With the new Councils about to join STAR in October, Mayor Burnham agreed to support a further meeting with STAR and Liverpool City Region (LCR) Mayor Rotheram, to support pan regional collaboration as he was impressed with STARs progress on this agenda.
- 3.13 In Q2 STAR attended the Social Value cyclical meeting with senior officers at GMCA, GM Police, Transport for Greater Manchester (TFGM), NHS, Manchester Council, and the Manchester Growth Company. An update was provided on the

STAR position statement in relation to the GM Paper on the Role of Procurement in Driving Social Value (shared with STAR Board and Joint Committee in Q1). The meeting facilitates sharing best practice and members of the group were keen to hear about the good work taking place in Stockport on the Social Value brokerage system.

4. Resources: Recruitment and Retention

- 4.1. STAR recruited 5 new starters to fill vacancies who will join late September, this is timely with 11 officers transferring from St Helens and Knowsley on 1st October 2023 as induction and training can be delivered as a collective. A wide scale induction process will take place to ensure all new staff learn and maintain STAR standards and work to key priorities such as delivering efficiencies and driving collaboration.

5. Delivering Commercially

- 5.1. The income secured at Q2 was considerable and STAR supports several external organisations. This support is provided by the Development Team, and this remains separate to the support provided to the 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. To enable STAR to deliver on key objectives, work is underway with STAR Legal to ensure all procurement documentation is updated with a focus on collaboration and development. STAR Legal have updated the suite of Terms and Conditions, these are now live in the STAR Quality Management System (QMS).
- 6.2. Stockport's Business Improvement team provide collaboration data quarterly as part of cyclical reporting which is being utilised to support the identification of future collaborative opportunities. STAR is reviewing all data and reporting to ensure we utilise it effectively to drive the operation forwards.
- 6.3. STAR Heads of Strategic Procurement (HOSPs) are attending the LCR Heads of Procurement meeting in addition to the GMCA meetings. This will facilitate with

identifying collaborative opportunities across both regions, establishing a pipeline of activity.

- 6.4. STAR have further developed 'Collaboration First' focusing on activity since the launch, utilising the tools available to identify opportunities, communicating opportunities to obtain buy-in, and delivering on clear and quick escalation processes for resistance to collaboration. STAR will report at Q3 on progress to date.
- 6.5. STAR continues to support with post-contract and contract management working. The Contract Criticality Tool has been updated and embedded into the pre-procurement process. GMCA will host a Contract Management Group Meeting in November 2023 which will be attended by all GM Partners including a representative from STAR and some officers from our partner organisations.

7. Provide Confidence

- 7.1. The STAR team have completed a skills gap analysis to give a clear position on development areas within the team. Identified areas include the new Procurement Bill, TUPE transfer information, further carbon literacy training, ethical responsible procurement, and systems training. A priority task for new starters and TUPE staff post October will be to undertake the skills analysis and develop a training plan.
- 7.2. STAR has worked with the National Social Value Taskforce on developing a white paper on Delivering a Social Value Economy. This paper is aimed at all sectors including local and central government departments. The paper includes.
 - What is the Social Value Roadmap
 - Our Vision: The Social Value Economy
 - How can Organisations Contribute
 - A roadmap to a Social Value Economy
 - Recommended Actions
- 7.3 Key actions include setting a strategy and goals; professional development; supply chain engagement; stakeholder engagement; share good practice; promote creativity; and reporting. Some of the enabling activities via the National Social Value Taskforce are Social Value Maturity Index, good practice guidance, building a knowledge hub, simplify procurement, and community of practice. There are a series of working groups now established which STAR participate in.

- 7.4 STAR procurement has invested in and working with Trafford Council to digitise procurement forms such as Procurement Initiation Document (PID), exemptions and modifications. This will provide an improved and efficient process; allowing forms to be tracked and eliminate the requirement for multiple email transactions and signatures.

8. Be Courageous

- 8.1. STAR attended several, collaboration, network and training events in Q2:
- National Social Value Taskforce
 - A Business and Community Sector Matching Event – Trafford
 - SME & VCSE Sector Event Place Holder – Rochdale
 - Local Government Association Annual Conference
 - GM Meeting on the Role Procurement has in Delivering Social Value
 - Social Value Round Table Event – Stockport Council
 - AGMA/GM Monthly Heads of Procurement Meeting
 - One Fair and Inclusive Summit – Stockport
 - Kier Engagement Event – Trafford
 - CPO Advisory - Virtual Forum
 - Q2 iNetwork Executive Board Meeting
 - Autumn Social: Network – Manchester Growth Hub
 - NHS GM Anchors Network Meeting
 - GMCC Stockport Tameside Construction Club

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.

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