



Report to: STAR Joint Committee
Date: 22nd 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:

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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

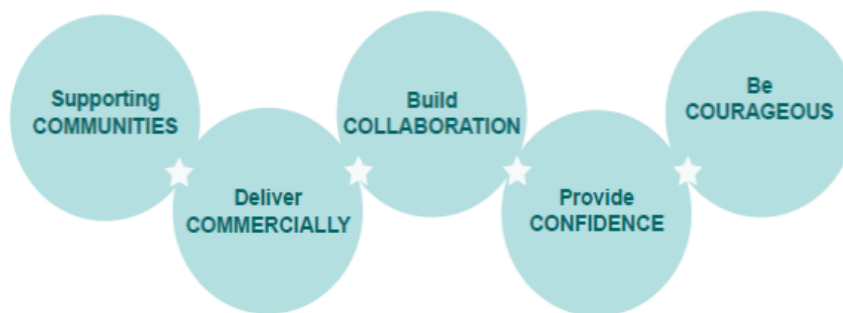
1. Background

- 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

Our Objectives



Our Enablers



2. Continuous Improvement Group

- 2.1 The Continuous Improvement Group (CIG) met 7th 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 1st 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