

COMMERCIAL

CHAMPIONS

COMMUNITIES

COMPLIANCE

COLLABORATION

STAR
PROCUREMENT

A Shared Procurement Service
for Stockport, Trafford and Rochdale Councils

OUR 3 YEAR BUSINESS PLAN
2017-2020

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1.

FOREWORD



STAR DIRECTOR OF PROCUREMENT

Lorraine Cox

As the Director for STAR Procurement, I am delighted to present our new three-year Business Plan.

We have reflected, reviewed and refreshed our approach. The last three years have been about building strong foundations and establishing ourselves as an award winning professional service that delivers value for money, but now is the time to build on our success and evolve to maximise the outcomes for all of our partners.

This is an exciting time for me to join STAR Procurement and Greater Manchester as we move with the devolution agenda. This is a once in a lifetime opportunity for us to make a real and significant difference to our communities, and STAR Procurement has a crucial role in supporting and leading on this agenda.

This Business Plan sets out our Vision for 2020 and the objectives that will help us to achieve this vision. We will be able to demonstrate our “procurement worth” and show the benefits that our collaborative transformation approach brings. The scale and scope of the changes and the size of the challenge ahead cannot be underestimated, but it is also provides a platform to develop the role of STAR Procurement as a strategic “vehicle” for change.

STAR PROCUREMENT JOINT COMMITTEE

Cllr David Sedgwick, Cllr Patrick Myers & Cllr Allen Brett



“We are very proud of STAR Procurement. STAR Procurement has already accomplished a lot in a short period of time, and we have national recognition for our achievements. STAR Procurement is a genuine shared service that works collaboratively for us and across Greater Manchester and has delivered results that have exceeded expectations. But most importantly STAR Procurement is supporting us to deliver to our communities.












We will continue to grow and develop, and this Business Plan sets out how we will achieve this whilst continuing to deliver results for our Authorities. The challenges ahead are significant but the future with STAR Procurement is bright!”



2. OUR ACHIEVEMENTS

We are very proud of our achievements to date. As well as delivering nearly a thousand individual procurements with a value of over £1 billion, we have improved the offer and outcomes to our partners.

OUR ACHIEVEMENTS PROVIDE US WITH A STRONG FOUNDATION TO UNDERPIN OUR FUTURE GROWTH AND DEVELOPMENT.

-  414 employment opportunities created and 80% of procurements include social value
-  87% positive feedback from stakeholders (internal and external)
-  Over £13m savings achieved
-  'Grow Your Own' policy resulting in 4 Trainee Procurement Officer appointments and internal promotions for 8 staff
-  STAR Procurement website launched
-  Twitter account with over 500 followers
- 
 - Finalist for Local Government Chronicle Awards, Team of the Year 2017
 - Winners and Highly Commended for Government Opportunities Awards, Leadership and Collaboration 2016 and 2017
 - Winners for I-Network Awards, Connected Procurement 2015 and 2016
-  Recruited and retained a professional team with high morale ratings from staff surveys
-  Training Plan that drives professional development, e.g. 7 team members studying CIPS qualification and 4 now qualified Collaborative Transformation Practitioners
-  Provided procurement services to new partners in different sectors including health, leisure, housing and education
-  Developed a Quality Management System which defines a set of procedures across all of our services

COLLABORATIVE TRANSFORMATION

COMMERCIAL

COMMUNITIES

COLLABORATION

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CHAMPIONS

1. PROCUREMENT WORTH

2. STRATEGIC SOURCING

3. SOCIAL VALUE

4. 'GO LOCAL'

5. GROWTH

6. CATEGORY MANAGEMENT

7. DATA

8. TRAINING & DEVELOPMENT

9. ENGAGEMENT

10. LEADERSHIP

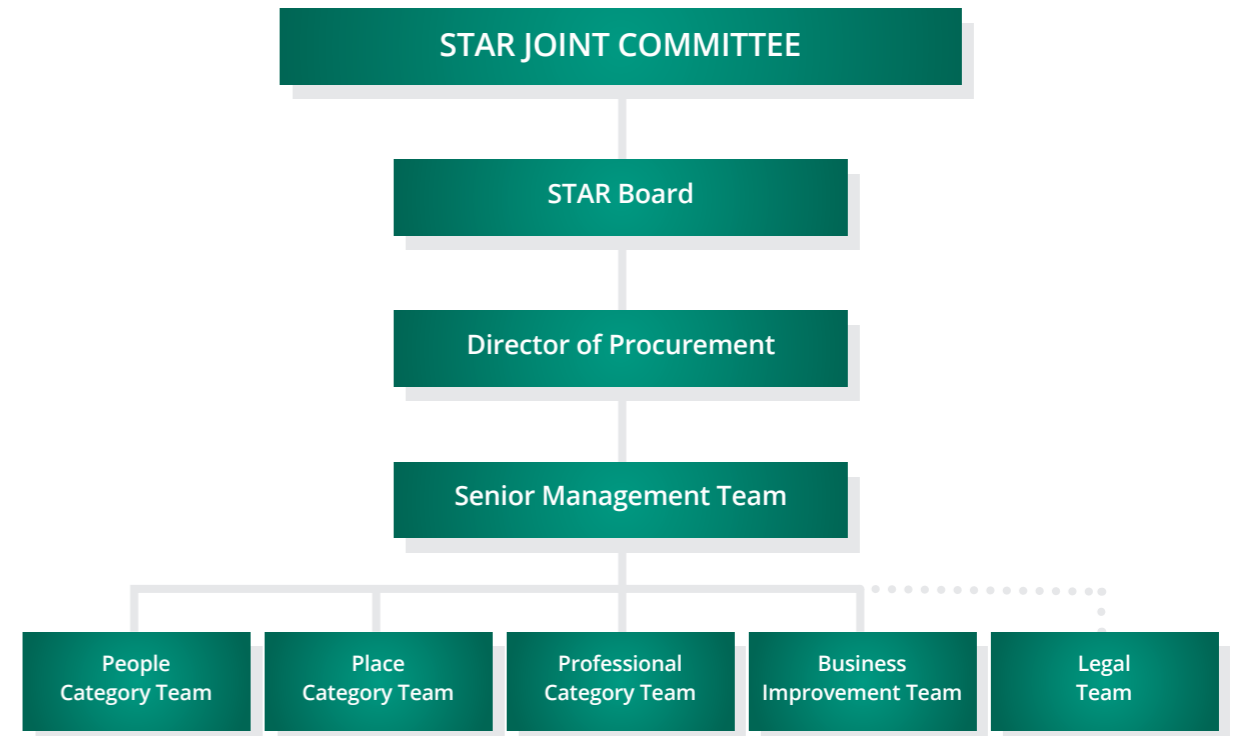
3. OUR OFFER

STAR Procurement is the collaborative procurement service for Stockport, Trafford and Rochdale Councils. We support our three Councils and wider partners in the delivery of an excellent procurement service at the heart of the Greater Manchester devolution agenda.

We sit strategically alongside our partners and support the delivery and improvement in public service reform and growth. We ensure that we deliver best practice procurement that provides added "procurement worth".

Our offer has been refreshed and updated to reflect the needs of our three Councils and wider partners and to ensure consistency in approach. This provides us with a clear understanding of the role we have, how we work and support our partners, focuses on areas where we can demonstrate and add value and act as a strategic enabler.

Our offer includes ten building blocks that collectively help us to deliver our five strategic objectives. We will deliver all these to our partners. For new partners we can adapt our approach, the advantage being our offer can be bespoke and scalable.



STAR Procurement is supported by a dedicated legal team and has a Business Improvement (BI) team that works alongside the whole team to ensure robust measurement and practices, improved communication, simplification of processes, practices, documentation, and drives a quality management approach.

Our BI team also provide a research function ensuring we are ahead of national best practice and offer a support service to maintain and improve our business processes.

4.

OUR STRATEGIC APPROACH & KEY DRIVERS

It is crucial that STAR Procurement supports its partners in delivering their corporate priorities. Through our STAR Board and STAR Joint Committee we ensure that we interact with the strategic decision makers to ensure their needs are met. Our strategic approach means that we can work towards these corporate values, outcomes, and objectives and ensure delivery for our communities (both residents and businesses).



STOCKPORT METROPOLITAN BOROUGH COUNCIL

Stockport Council and its partners have a five year borough plan called Investing in Stockport (2015-2020). It involves all public agencies, including STAR Procurement, working together in new ways with the people and businesses in the Borough, and is underpinned by an inclusive vision for growth and reform.

The five outcomes are:

- People are able to make informed choices and look after themselves
- People who need support get it
- Stockport benefits from a thriving economy
- Stockport is a place where people want to live
- Communities in Stockport are safe and resilient



TRAFFORD COUNCIL

Trafford's Corporate Strategy sets out the main priorities it is working towards to help make Trafford a great place to live, learn, work and relax. The Corporate Strategy shows how its priorities are aligned with the seven key objectives of the Trafford Partnership Community Strategy.

The key objectives are:

- Health and improved quality of life
- Safety and reassurance
- Strong economy
- Strong communities
- Brighter futures
- Positive environmental impact
- Better homes



ROCHDALE BOROUGH COUNCIL

Rochdale's Vision is to be a council which builds success and prosperity with its citizens and partners, whilst protecting its vulnerable people. The Rochdale Way sets out the values that are at the heart of how Rochdale Council approaches all of the work that it does.

The values are:

- Valuing our People
- Focusing on Customers
- Acting with Integrity
- Using Time and Money Wisely
- Working Together
- Always Learning and Improving



DEVOLUTION

Devolution is the transfer or delegation of power from Central Government to the regions. Discussions are taking place across the UK with Greater Manchester being the first region to sign a devolution agreement on 3rd November 2014.

The agreement has resulted in devolving new powers and responsibilities to Greater Manchester, and Greater Manchester adopting a directly elected Mayor for the city-region. Since the initial agreement, a further three devolution agreements have been signed.

This is an exciting time to be in the public sector in Greater Manchester (GM). GM devolution provides us with an excellent opportunity to better meet the needs and aspirations of the people who live and work in the area and reach our collective ambitious vision for a prosperous, self-reliant Greater Manchester.

The devolution deal and the establishment of the Greater Manchester Combined Authority (GMCA) gives more local control over issues that affect people who live in Greater Manchester and will help the Northern Powerhouse achieve its full potential.

The two key themes for GM devolution are public service reform and growth. STAR Procurement can support both of these agendas through its collaborative transformation approach to service delivery using procurement as the "vehicle" for change.

Public Service Reform¹

We are making public services more efficient, and helping people become more self-reliant so there will be less demand for those services. New skills and better education, training and employment opportunities will help people enjoy the benefits of the regions' economic growth.

Growth¹

We are removing the barriers that stifle economic growth, and making Greater Manchester an attractive place for investors. We're exploiting the region's business and academic expertise and becoming more outward-looking and international.

Our new Business Plan is designed to help us support the successful delivery of devolution through linking procurement to the key themes of growth and reform.



The GM devolution agenda has a number of different work streams, set out above. STAR Procurement has the ability to support all of these by taking a strategic approach to procurement and in particular, via the delivery of Social Value.

Through this strategic approach to procurement, we will support the region to be more prosperous, better connected, and greener. Local people will have more job opportunities and new skills to contribute to, and benefit from, a stronger economy. They'll enjoy better health and a higher quality of life.

SOCIAL VALUE

Social Value is the additional social, economic and environmental benefits that can be obtained from suppliers when Councils are spending their money to buy supplies, services and, works from third party suppliers.

The GMCA has published a Social Value Policy in response to the Public Services (Social Value) Act 2012. The Policy sets out how councils can increase the prosperity of their local communities through procurement activity. STAR Procurement uses this to support the delivery of our partners' corporate priorities.



¹ <https://www.greatermanchester-ca.gov.uk/>

5. OUR VISION

Our Vision is that by 2020...

Our Board will be saying...

"STAR Procurement is instrumental in enabling us to deliver to our communities. They have demonstrated the added value that procurement can bring to our organisations. They have a key role in public service reform and devolution, and we trust STAR Procurement to deliver."

Our customers will be saying...

"STAR Procurement makes procurement easy for me. It is efficient and simple but delivers everything I need to. Their 'Can-do attitude and positive engagement has enabled us to work more collaboratively both within my organisation and wider."

Our team will be saying...

"I love working at STAR Procurement. I have the skills and data I need to be proactive and the confidence to look at new ways of working. I have worked in new areas and had the opportunity to develop new skills. I am passionate about procurement and excited about my future at STAR."

Our businesses will be saying...

"It is easy to engage with STAR Procurement and apply for opportunities. We feel well informed of opportunities coming up, we understand processes and feel capable of putting in strong bids that give value for money and deliver social value."



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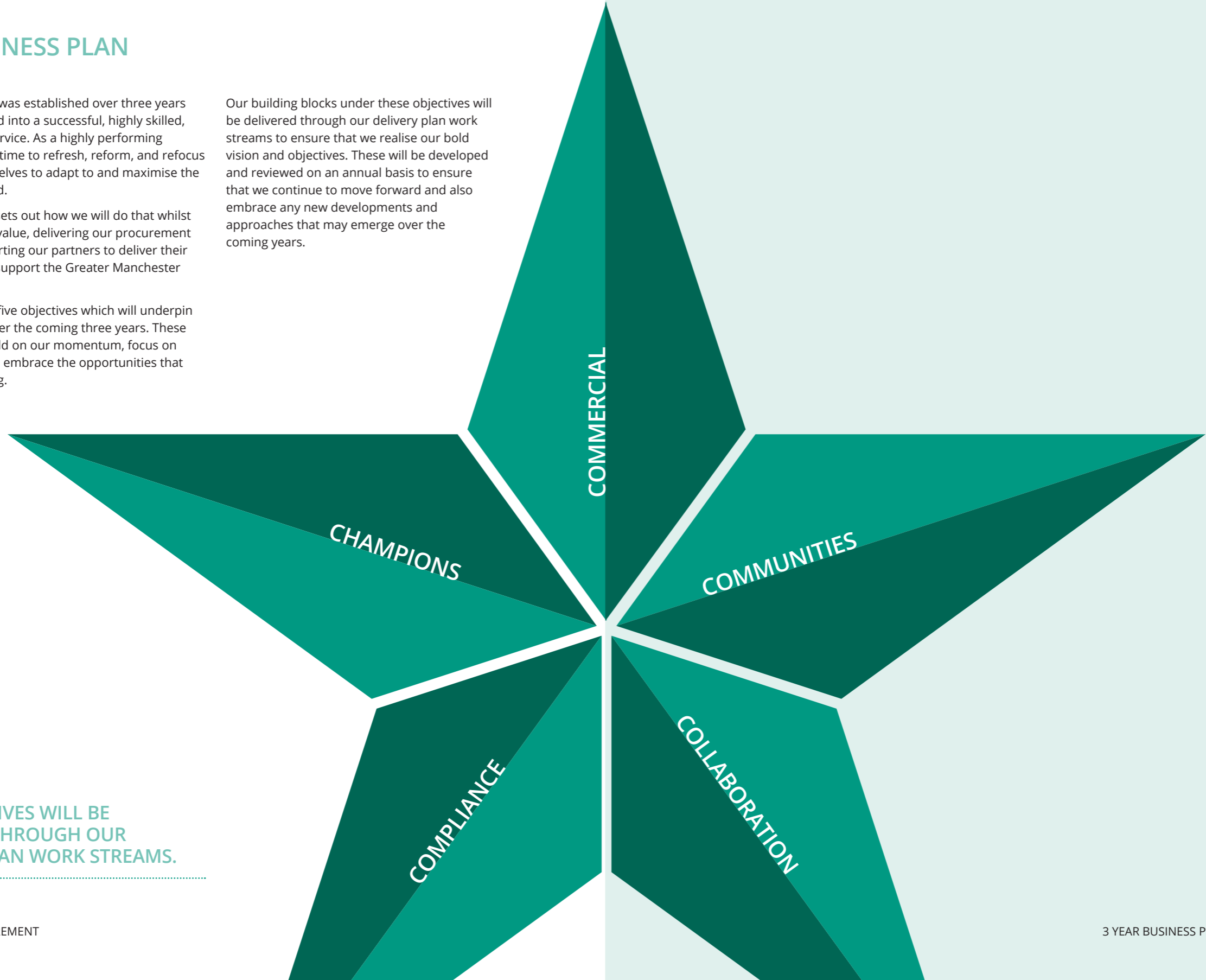
OUR BUSINESS PLAN

STAR Procurement was established over three years ago and has evolved into a successful, highly skilled, and professional service. As a highly performing service, it is now time to refresh, reform, and refocus on positioning ourselves to adapt to and maximise the opportunities ahead.

Our Business Plan sets out how we will do that whilst maximising added value, delivering our procurement strategy and supporting our partners to deliver their outcomes and the support the Greater Manchester devolution themes.

We have identified five objectives which will underpin all of our activity over the coming three years. These are designed to build on our momentum, focus on the task ahead, and embrace the opportunities that devolution will bring.

Our building blocks under these objectives will be delivered through our delivery plan work streams to ensure that we realise our bold vision and objectives. These will be developed and reviewed on an annual basis to ensure that we continue to move forward and also embrace any new developments and approaches that may emerge over the coming years.



OUR OBJECTIVES WILL BE DELIVERED THROUGH OUR DELIVERY PLAN WORK STREAMS.

OBJECTIVE 1: COMMERCIAL

Creating savings and reducing spending is the “bread and butter” of procurement. We strive to deliver value for money and ensure we maximise the chances of delivering outcomes for our partners. There is no one way to deliver savings or reduce costs; we will deploy a wide range of approaches to ensure we get the maximum possible value for the money spent by our partners. We will focus on outcomes that demonstrate the additional “procurement worth” that comes with our effective strategic approach to procurement.

Growth is critical to delivering this objective and for STAR Procurement to become more resilient. We will consider a range of options for growth and diversification into new aligned sectors. We have developed a robust offer for new clients, offering a “menu” of support options through which they can do business with us. All of this will generate new opportunities for increasing income into STAR Procurement, widening our partnership and sharing world-class procurement.

We will also look at additional ways of delivering this commercial approach and we will seek to diversify our offer to include contract management. We recognise the significant potential to drive efficiencies from our partners’ current contractual bases, particularly by adopting a collaborative and planned approach to contract review and commercial management.

As part of the public service reform agenda we will strive to make efficiencies in our service provision. This will be delivered through a robust category management approach and working collaboratively across all of our partners, driving economies of scale and increasing efficiencies.

OBJECTIVE 2: COMMUNITIES

Improving the lives of the people across Greater Manchester and beyond is at the core of the work we do and central to our support for the devolution agenda. Our communities include residents, and businesses, as well as voluntary, community, and social enterprise (VCSEs) sectors as well as our STAR team, and our partners.

Our key activity in this area will be to identify and strengthen our local and SME spend. There are a number of activities we can put in place and deliver a strategic approach to ensure we give our local businesses and VCSEs the best possible opportunity to supply and provide services to our partners. We will also look to embrace Social Value in all procurement where relevant and proportionate to ensure that all of our businesses we contract with are supporting our local communities and adding value beyond their contractual requirement.

We will also look to strengthen our e-procurement activity through our website and social media platforms, and maximise the use of our e-tendering platform, The Chest. This will help our communities to access our services, opportunities, data, and information. We recognise that one size does not fit all, and we will therefore continue to engage face to face with our stakeholders through events, drop in sessions, meet the buyer engagement, and training.

Training is imperative for a professional service such as procurement, but it is also important that we share our knowledge and experience and help our communities to understand what we do, why we do it and the benefits it brings. We already have a “Grow Your Own” Policy to ensure we develop procurement professionals for the future and we will continue to strengthen and embrace this programme of activity.

WE STRIVE TO DELIVER VALUE FOR MONEY AND ENSURE WE MAXIMISE THE CHANCES OF DELIVERING OUTCOMES FOR OUR PARTNERS.

IMPROVING THE LIVES OF THE PEOPLE ACROSS GREATER MANCHESTER AND BEYOND IS AT THE CORE OF THE WORK WE DO.

OBJECTIVE 3: COLLABORATION

Collaborative transformation lies at the heart of public service reform. As a collaborative procurement service we have the skills and expertise to help drive this agenda and secure measurable outcomes.

We already collaborate across our three partners, GMCA and the AGMA Procurement Hub. Our aim is to collaborate more effectively and deliver a wider range of outcomes across Greater Manchester and the North West. We value the fact that we are stronger together.

Our aim over the next three years is to expand on our existing platform and diversify into new sectors to help deliver a step-change in public service reform through collaborative working.

WE VALUE THE FACT THAT
WE ARE STRONGER TOGETHER.

OBJECTIVE 4: COMPLIANCE

Strategic Procurement operates in a regulatory environment. The implications of not complying with Regulations can be significant. The Law is designed to support us to operate in a way which is fair, transparent, and proportionate. This is an approach which we fully endorse.

We support the following principles (as enshrined in law):

- **Transparency**
 - contract procedures must be transparent and contract opportunities should generally be publicised
- **Equal treatment and non-discrimination**
 - potential suppliers must be treated equally
- **Proportionality**
 - procurement procedures and decisions must be proportionate
- **Mutual recognition**
 - giving equal validity to qualifications and standards from other Member States, where appropriate

Procurement is rarely “black and white”, therefore we adopt a risk-based approach to ensure that we do not let the rules that focus on values stifle innovation and creativity. We will maximise the opportunities for innovation that are allowed for in Public Contracts Regulations (PCR) 2015.

Where rules and processes are in our gift to control, i.e. below the OJEU (Official Journal of EU) thresholds, we will ensure that they provide an appropriate amount of structure, whilst allowing for flexibility and agility of approach based around risk first, but ensuring simplicity and speed to market. This approach is good for the business communities as well as efficient for our partners.

Due to the levels of regulation, it is important that we do not over-complicate processes. We have developed a ‘simplify’ campaign where we are working to ensure that our processes are fit for purpose, relevant, and proportionate and help us and our partners to deliver the best outcomes. At the same time, our Quality Management System will also make it clear as to what our processes are, and ensure that those auditable processes are followed.

STAR Procurement has a wealth of data. Through robust data analysis we can ensure that we manage, plan, monitor, and report on our activity. We can use the data to inform our strategic procurement and collaborative approach.

DATA IS, AND WILL CONTINUE
TO BE, KEY TO OUR SUCCESS.

OBJECTIVE 5: CHAMPIONS

We aim to continue to champion procurement and collaboration to support public service reform. We will use our skills and expertise to develop our “procurement worth” and ensure that we promote the very best world-class strategic procurement to share and support wider partners. We will also ensure that we champion Social Value in all that we do. This Business Plan and our new and refreshed Procurement Strategy will be a platform for us to re-launch and promote the STAR Procurement offer to all our partners.

STAR Procurement is growing as a trusted brand and we will work to strengthen this growth, ensuring that the STAR brand becomes even more widely recognised and trusted. We want to build on becoming the “Procurer of Choice”. What’s key to this will be the development of a Marketing and Communications Plan which will provide a structured approach to our internal and external communications.

It is important that we celebrate and promote our successes. This is about promoting all the work that we do, sharing good practice and ensuring that the success of STAR Procurement as an entity is celebrated, as well as our successful projects, procurements, and experiences of our people. We have a fantastic team and we will ensure that through the use of case studies, awards, training, and marketing we celebrate and promote our achievements.

IT IS IMPORTANT THAT WE CELEBRATE AND PROMOTE OUR SUCCESSES.

CHAMPIONS

7. OUR DELIVERY PLAN

We have developed a delivery plan that is ambitious and challenging. This delivery plan is designed to help propel us to the next level of collaborative transformation and growth, ultimately delivering our 2020 Vision.

This delivery plan provides confidence and assurance to our partners that we are achieving the best possible results and outcomes, and adapting to changing landscapes and approaches when required.

The plan is embedded within STAR Procurement and forms part of our strategic development, our planning, our appraisals, and our engagement with partners. The delivery plan is developed on an annual basis to ensure it remains relevant, targeted, and reflects current best practice. The plan is available for partners via the STAR Procurement website.

The table below shows how our ten building blocks are helping us deliver our five objectives.

BUILDING BLOCKS	COMMERCIAL	COMMUNITIES	COLLABORATION	COMPLIANCE	CHAMPIONS
1. Procurement Worth	●				
2. Strategic Sourcing	●				
3. Social Value		●			
4. ‘Go Local’		●			
5. Growth			●		
6. Category Management			●		
7. Data				●	
8. Training & Development				●	
9. Engagement					●
10. Leadership					●

8.

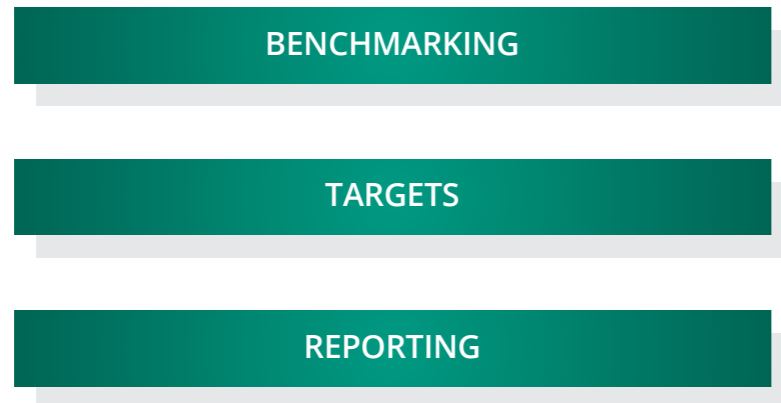
OUR MEASURES

It is important for us to be able to demonstrate the added value that we are delivering, which includes savings, cost reductions, efficiencies, social value and SME engagement etc.

We believe that an excellent procurement service is not just about making savings and reducing costs, but it is about the overall outcomes that we can deliver for the benefit of our communities. Whilst savings remain one of our measures, the impact our work is having on our communities is equally important.

We have developed a set of measures that we will monitor and report on. A number of measures will be new areas and will therefore be benchmarked for the first year of this Business Plan and the benchmarks used to establish targets for subsequent years.

Where benchmarking information is already available we have set targets for the first year. Our measures also include reporting where it isn't feasible to set targets but it is important that we report on progress.



We will use these measures to ensure we deliver to our partners and wider stakeholders, and to demonstrate and account for our overall added value.

OBJECTIVE	BUILDING BLOCKS	MEASURE	MONITORING
Commercial	Procurement Worth	Achieved savings	Annual target
		Achieved income	Annual target
	Strategic Sourcing	Procurement Activity <ul style="list-style-type: none"> • Number of Tenders • Number of Quotes 	Benchmarking
		Cost reductions through risk-based sourcing	Benchmarking
Communities	Social Value	Tenders including at least 10% Social Value in evaluation criteria	Annual target
		Tenders resulting in Social Value KPI's	Annual target
		Case Study produced when significant outcomes achieved	Reporting
	'Go Local'	Chest Registrations	Benchmarking
		Local Spend %	Benchmarking
		SME Spend %	Benchmarking
Collaboration	Growth	Number of SLA's	Quarterly Reporting
		Number of new Partners	Quarterly Reporting
	Category Management	% of collaborative procurement contracts delivered	Benchmarking
		Stakeholder engagement	Annual Reporting
Compliance	Training & Development	Number of events/ attendance	Monthly Reporting
		Team CPD	Monthly Reporting
		Staff survey	Annual Reporting
	Data	Influential spend/% passing via STAR	Benchmarking
Champions	Engagement	Number of Twitter followers & retweets	Monthly Reporting
		Number of website hits and registrations	Monthly Reporting
	Leadership	Awards achieved	Reporting
		Strategic influence evidence	Reporting

9.

OUR RESOURCES

OUR TEAM

Our team is our most important asset. Our determination to achieve a true collaborative service has been made possible thanks to their passion, confidence and flexibility.

The STAR Procurement team includes:

- Joint Committee
- Board
- Senior Management Team
- Category Teams
- Business Improvement Team
- Legal Team

OUR TOOLS

Over the last three years we have developed and implemented a number of resources and tools which help us to deliver efficiently and effectively, and give us competitive advantage.

Our key tools include:

- Governance
- Standard documentation
- Quality Management System
- Website and Twitter
- The Chest e-procurement portal
- Risk register and processes for mitigation of risks
- Training and Development Plan for STAR Procurement staff
- Category Strategies for key spend areas
- Contract Procedure Rules



OUR BUDGET

We have delivered a balanced budget every year and have robust budget monitoring processes in place. In addition, each year we establish savings and income targets to increase our resilience and demonstrate the value we bring to our partners. Our budget position is reported regularly to the STAR Procurement Board and STAR Joint Committee.

OUR PARTNERS

Our partners are also a significant resource for us, and their continued support of STAR Procurement is crucial for our current and future success.

Our partners include:

- Our Councils and their partner organisations
- GMCA partners
- Our additional clients and stakeholders
- Our local communities
- Our business communities
- Our Voluntary and Community Social Enterprises



CONTACT US

Our website provides a central resource for both suppliers and buyers.

www.star-procurement.gov.uk

Telephone: 0161 912 1616

Twitter: @STARProcurement

Glossary of terms available at:

<http://www.star-procurement.gov.uk/Suppliers/Docs/glossary.pdf>

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