

# STAR Business Plan

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2025-2028



# Contents

Foreword	4
1. Executive Summary	6
2. Who Are We?	8
3. Our achievements	10
4. Our Offer	11
5. Our Business	13
6. Delivering our Vision and Objectives	20
Further Information	23

# Foreword

“ “ As we move into 2025, and we draw close to the end of our business plan period 2020-24 we recognise that this has been a period with unprecedented factors. With the COVID pandemic to significant changes in our global and UK economy and even more evidence of climate change and the state of our planet and more recently a change in UK Government. All of which make us take stock, by reviewing our priorities to recognise our ability in STAR through procurement and social value to deliver to these priorities and pressures globally, nationally, regionally and locally.

Our focus has been around our 5 C's; Supporting Communities; Delivering Commercially; Building Collaboration; Providing Confidence and Being Courageous which have served us well as a framework to our strategy, and has delivered our strong performance which has been evidenced over time.

**As we move into 2025 and our next four years we have created a new vision:**

Be a market leading procurement service that supports our Partners and customers to maximise outcomes for our people, places, and planet and key objectives that focus on; Protect; Prosperity; Partnership; Pioneering; Professional and Partnership.

We recognise a simple approach to business planning and strategy enables activity that will impact and deliver tangible outcomes. The threads created in our key objectives will provide a clear framework of direction and accountability in all that we do.

Our focus is always on outcomes for our communities, including our people and our businesses and VCFSE sectors. We strive to use procurement and social value as strategic vehicles to drive efficiency, effectiveness, transformation, and impact to contribute to tackling economic and social challenges within the public sector and society as well as working towards Net Zero targets.

**I look forward to leading STAR into this next phase of four years, to deliver more, evidence-based real impact and to ensure we have approaches and a workforce that continues to grow and to be the very best we can be underpinned by the spirit of partnership and collaboration as 'many hands make light work'.**

**Lorraine Cox, STAR Director**



“ “ I am delighted to be the current Chair of STAR Procurement Joint Committee. Tameside Council joined STAR in September 2018, and it has been a pleasure to see STAR continue to grow and develop, to become a pan-regional shared procurement service that is nationally recognised for innovation and delivery.

The STAR Business Plan has been developed to support each Partner's Corporate Plans, with the new STAR vision and objectives very much reflecting our corporate priorities. This really demonstrates the impact excellent procurement can have on all Council services, and at a time when we need to do more to make a difference for our local communities, I believe STAR has the ambition, expertise and leadership to really deliver for us.

**There are exciting plans for STAR in this new Business Plan and STAR Joint Committee will be supporting them to achieve their ambitious vision and objectives.**

**Cllr Naylor, Chair STAR Joint Committee**



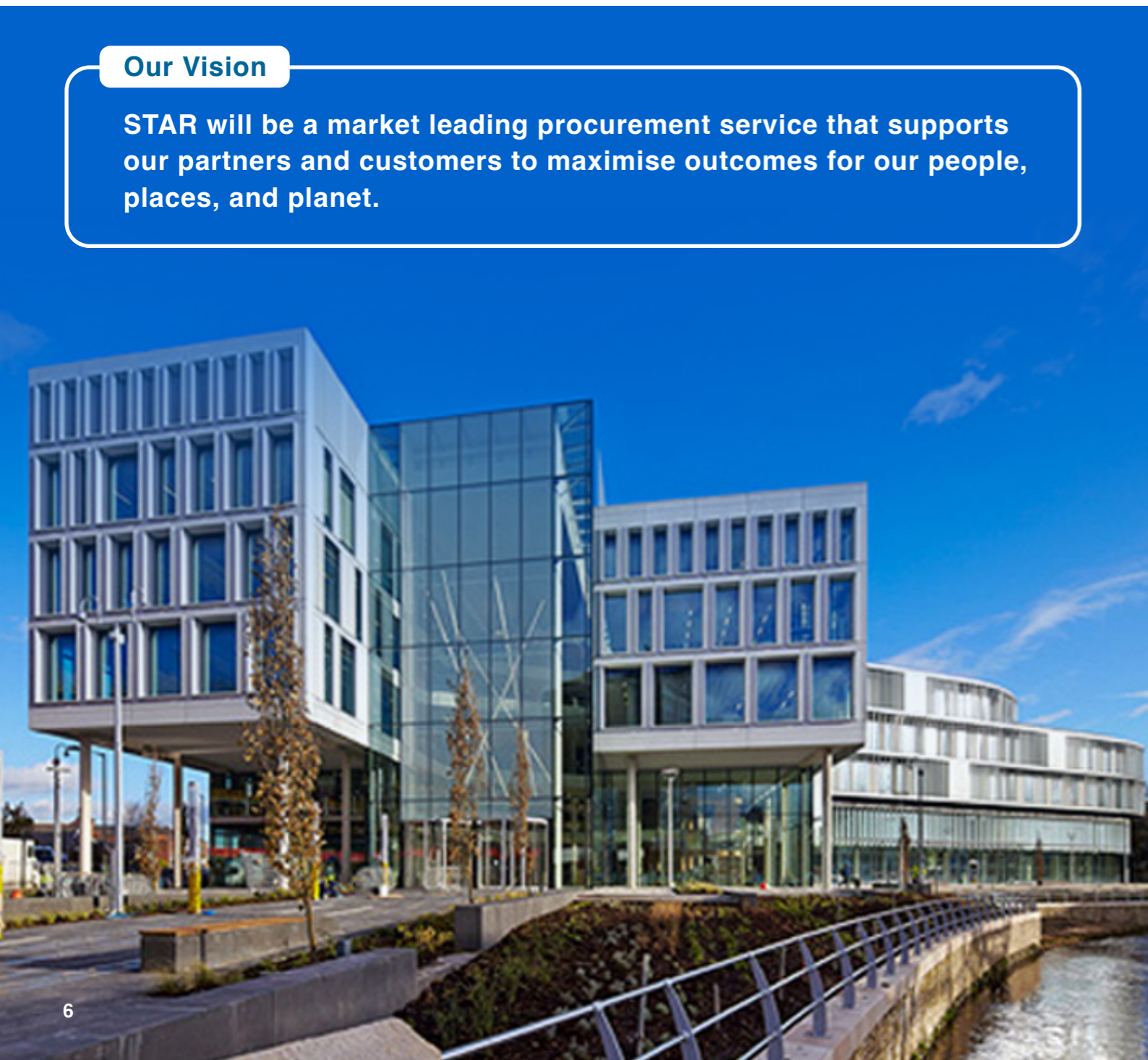
# 1. Executive Summary

Our STAR Business Plan serves as the foundation for meeting our partners' needs and exceeding expectations. It guides us in setting milestones and measuring our achievements, fully integrating into our strategic planning, delivery methods, category strategies, and individual performance evaluations. Every team member plays a vital role in shaping and delivering to our Business Plan, collectively sharing the responsibility for its success.

We have and continue to make significant investments in cultivating strong leadership within STAR, which has become integral to our structure and ethos. Effective leadership is crucial for our success, and we are committed to empowering our team to develop into future leaders. This strong leadership has facilitated STAR's growth, allowing us to offer high-quality services to our Partners and external clients.

## Our Vision

STAR will be a market leading procurement service that supports our partners and customers to maximise outcomes for our people, places, and planet.



## Objectives

### Protect

- Drive social value impact
- Ensure equality
- Reduce carbon
- Engage with SME/VCFSE
- Increase local spend
- Diverse supply chain



### Pioneering

- Innovation
- New ways of working
- Technology
- Marketing/comms
- Continuous improvement
- Market leaders



### Prosperity

- Efficiencies
- Income
- Productivity
- Commercialisation
- Performance management



### Professional

- Compliance
- Governance
- Risk management
- Data analysis and management
- Doing the basics well
- Consistency
- Quality assurance



### Partnership

- Collaboration across STAR/city regions
- Place based partnerships (boroughs/regions)
- Sustainable growth
- Working with our local communities to deliver impactful outcomes



### People

- Leadership
- Workforce development
- Training/coaching
- Talent management
- Relationships
- Diversity



## 2. Who We Are

**STAR Procurement (STAR) is a collaborative procurement shared service serving six partners across the Greater Manchester and Liverpool City Region. Initially founded in 2014 by three pioneering partners, it has expanded to six partners by October 2023, now encompassing Knowsley, Rochdale, Stockport, St. Helens, Tameside, and Trafford Councils. This growth reflects our commitment to enhancing procurement efficiency and fostering strong partnerships across the region.**

### Our Partners



We support our partners to achieve their broader corporate priorities, outcomes, and objectives, ensuring that our efforts have a meaningful impact on the communities across the Greater Manchester and Liverpool City Regions. Through our collaborative approach, we strive to enhance community well-being and drive positive change in the region.

We advocate for the public sector supporting the public sector, and offer a range of services to public sector clients across the UK. By sharing our skills, expertise and success we can help others to maximise the outcomes and efficiencies through procurement and shared services.

### A selection of our clients



The STAR Joint Committee and STAR Board provide robust governance and strategic oversight of STAR's development and what we deliver. This framework allows us to effectively address our partners' needs while leveraging their leadership, vision, and strategic support for continuous improvement. With strong governance and executive sponsorship, we foster transparency and instil confidence in our initiatives and outcomes.



### 3. Our Achievements to Date

We are proud of what we have achieved under our 2021 – 2024 Business Plan:

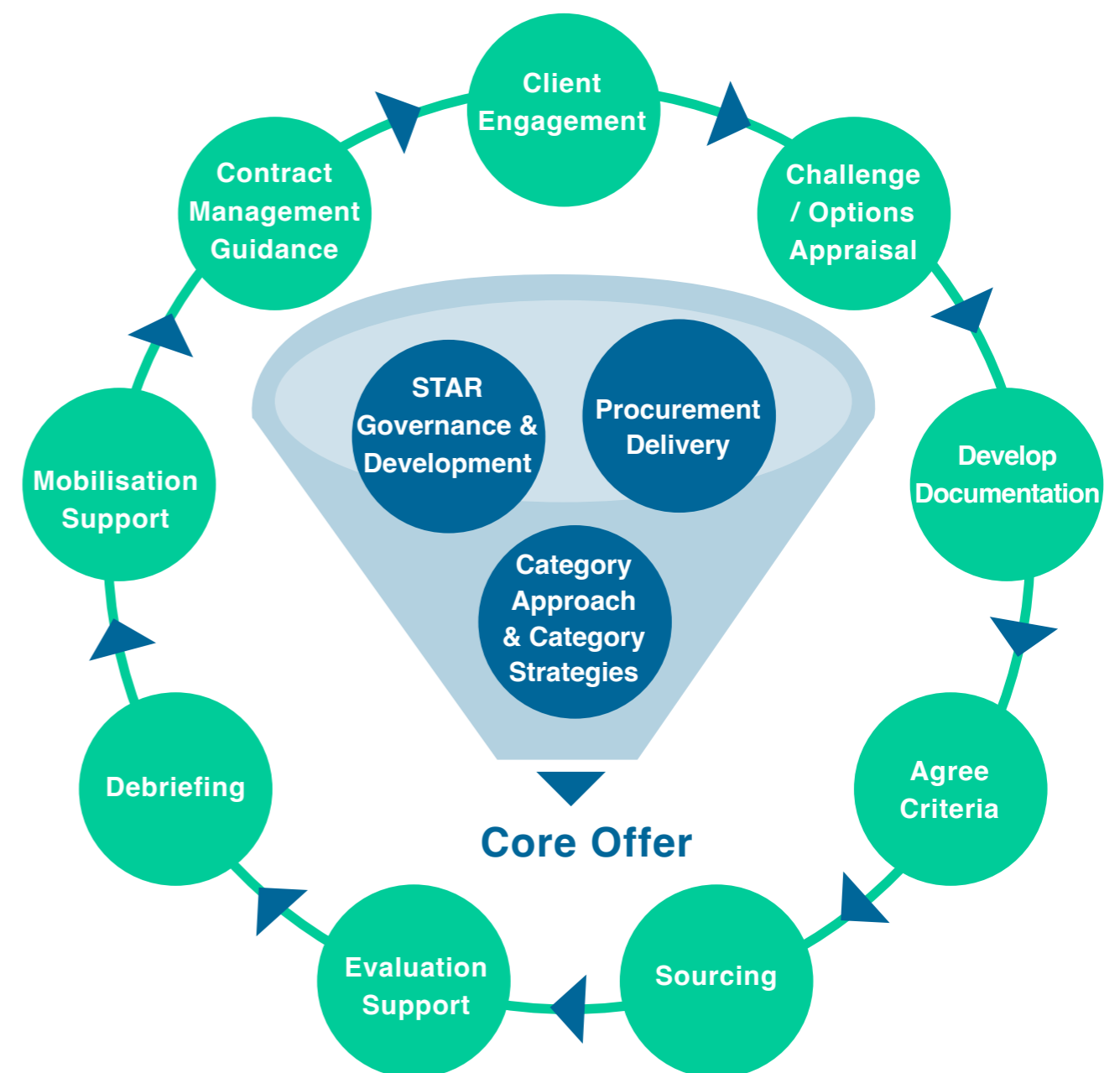
<p><b>On average £5.9m p.a. of efficiencies</b> (revenue, capital, and cost avoidance)</p>	<p><b>Average of £1m p.a. revenue / cashable savings</b></p>
<p><b>Social Value return increase</b> from 28% to 39%</p>	<p><b>Compliance (on-contract spend) improved</b> from 90% to 95.6%</p>
<p><b>Local spend sustained</b> above 50% and increased to 54%</p>	<p><b>Over 2,500 procurements</b> delivered across the STAR Partners</p>
<p><b>Average income of £440k p.a.</b> across 26 clients, delivering 94 commissions</p>	<p><b>Supported 15 members of the team</b> through CIPS as well as 3 apprenticeships for business admin and professional coaching</p>
<p><b>STAR Team Social Value</b> calculated at £1.8m</p>	<p><b>Managing the recovery</b> from COVID-19</p>

### 4. Our Offer

#### Procurement Core Offer

The STAR Core Offer is designed to meet the specific needs of our partners, ensuring a consistent and equitable approach across the services we provide. This clarity allows us to understand our role, streamline our operations, and focus on areas where we can add significant value as a strategic enabler.

STAR is actively engaged in every aspect of the procurement life cycle, utilising a category management approach, we support our partners throughout the process and enhance value at each stage. We tailor our level of support based on each partner’s needs and the risk profile of the contract, ensuring that we provide the right assistance at the right time.



## Extended Services Offer

Leveraging our team's extensive experience, skills, and expertise, we provide a diverse range of added-value support activities for our partners and customers, regionally and nationally:

### Extended Services Offer



Shared Service Support & Consultancy including CAR (Collaborative Assessment Review)

Social Value through procurement and as an organisation

Strategic service and governance reviews

Strategy and policy development

Procurement Improvement Plans

Procurement leadership and strategic support

Training and development

Complex procurement support

Task & Finish procurement support

## 5. Our Business

### Our Vision

STAR will be a market leading procurement service that supports our partners and customers to maximise outcomes for our people, places, and planet.

### Our Objectives

#### Protect

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- Increase local spend
- Diverse supply chain



#### Pioneering

- Innovation
- New ways of working
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- Continuous improvement
- Market leaders



#### Prosperity

- Efficiencies
- Income
- Productivity
- Commercialisation
- Performance management



#### Professional

- Compliance
- Governance
- Risk management
- Data analysis and management
- Doing the basics well
- Consistency
- Quality assurance



#### Partnership

- Collaboration across STAR/city regions
- Place based partnerships (boroughs/regions)
- Sustainable growth
- Working with our local communities to deliver impactful outcomes



#### People

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Our objectives are reflective of the Corporate Priorities of all our partners.

# Protect



**Drive Social Value impact | Ensure Equality | Engage with SME / VCSFE  
Increase Local Spend | Diverse Supply Chains**

**We aim to prioritise proactive measures to address social and economic disparities within our communities. Central to our approach is the commitment to supporting our partners to drive social value impact, ensuring that procurement decisions contribute positively to the local social, economic, and environmental landscape. By integrating social value principles into our processes, we will continue to create opportunities for local organisations and residents and ensure that our contracts generate wider benefits, such as job creation and retention, community development, and community wealth.**

We are dedicated to ensuring equality by fostering an inclusive procurement environment that offers equitable access to procurement opportunities for all suppliers, particularly those from marginalised groups.

We continue to focus on our strategies to reduce carbon emissions and improve biodiversity through partnering with suppliers committed to sustainability, encouraging environmentally friendly and biodiverse practices throughout the supply chain.

Engaging with Small and Medium Enterprises (SMEs) and Voluntary, Community, and Faith Sector Enterprises (VCFSEs) is essential, as these organisations are vital to local economies. By actively working to increase local spend, we will not only stimulate economic growth but also strengthen community ties.

Additionally, our commitment to building a diverse supply chain allows us to harness a wide range of perspectives and innovations, ensuring that our procurement practices reflect the rich diversity of the communities we, our partners, and clients serve. Through these initiatives, we aim to create a more equitable, biodiverse, and sustainable future.

# Pioneering



**Innovation | New Ways of Working | Technology | Marketing / Communications  
Continuous Improvement | Market Leaders**

**As a pioneering procurement shared service, we are committed to driving innovation at every level of our operations. We actively seek out new ways of working that enhance our efficiency and effectiveness, encouraging our team to think creatively and challenge conventional practices. By fostering a culture of innovation and collaboration, we empower our staff to explore fresh approaches that can lead to better procurement outcomes and improved service delivery.**

Our continued investment in technology plays a crucial role in this endeavour, as we implement more advanced digital tools and platforms to streamline processes, improve data collection and management, and better facilitate collaboration. These technologies will not only enhance our operational capabilities and efficiency but also provide our partners with more timely insights and greater transparency.

We are dedicated to continuous improvement, regularly reviewing our practices and outcomes to identify opportunities for enhancement. By learning from our experiences and incorporating feedback, we position ourselves as market leaders in procurement, setting benchmarks for excellence that inspire others in the sector.

This commitment to pioneering practices ensures that we remain agile, responsive, and at the forefront of the procurement landscape, delivering exceptional value to our partners and communities.

To effectively communicate our successes and innovations, we will leverage targeted marketing and communications strategies that showcase our achievements and engage stakeholders.



## Prosperity



**Efficiencies | Income | Productivity  
Commercialisation | Performance Management**

**Fostering prosperity for our partners and ourselves, is a key objective that drives our strategic initiatives. Our proactive approach allows us to make informed decisions, respond quickly to challenges, and celebrate successes, all of which contribute to the overall prosperity of STAR and our partners.**

**For our partners and clients,** we seek to prioritise efficiencies and implement best practice across all procurement activity to maximise the value of every pound spent. This includes analysis of spend and contract data to better influence future strategic decisions, and the development of guidance's to support our partners with contract management.

Our commitment to improving productivity is evident in our use of performance management frameworks that track progress and outcomes. By analysing data and setting clear performance indicators, we ensure that we continuously monitor and improve our operations.

**For STAR and our partners,** we strive to streamline operations, reduce waste and ensure that resources are allocated effectively, enhancing service delivery for our partners and clients.

Increasing income is vital for the sustainability of our service, as such, we continue to focus on identifying new revenue streams through innovative commercial opportunities, leveraging our expertise to develop and market services that meet the evolving needs of our clients. By embracing commercialisation, we not only enhance our financial position but also provide partners with tailored solutions that drive their success.

## Professional



**Compliance | Governance | Risk Management | Data Analysis and Management  
Doing the Basis Well | Consistency | Quality Assurance**

**We endeavour to always operate with the highest standards of professionalism, ensuring that all activities are underpinned by strong compliance and governance frameworks. We adhere rigorously to relevant legislation, policies, and guidance's, fostering a culture of accountability that enhances trust among our partners and clients.**

Our governance structure supports transparent decision-making and ensures that we operate within ethical guidelines, safeguarding public funds, and promoting responsible procurement practices.

We are committed to quality assurance and continue to develop and improve our Quality Management System, and implement regular evaluations of our processes and outcomes, ensuring that we continuously meet and exceed expectations. By embedding these professional principles into our operations, and learning and implementing improvements, we enhance our credibility and effectiveness as a procurement shared service, delivering exceptional value to our partners and the communities we serve.

Effective risk management is a cornerstone of our operations. We proactively identify potential risks and develop mitigation strategies to minimise their impact on our service delivery. Coupled with robust data analysis and management, this approach allows us to make informed decisions based on accurate insights, enhancing our ability to respond to challenges promptly. We will continue to do the basics well, consistently applying best practices across all procurement processes to ensure reliability and efficiency.

# Partnership



**Collaboration across STAR/City Regions | Place Based Partnerships (Boroughs/Regions) | Sustainable Growth | Working with our local communities to deliver impactful outcomes**

**In STAR, the concept of partnership and collaboration is fundamental to our success and effectiveness. We foster collaboration across STAR and the city regions of our partners, recognising that shared goals and collective expertise lead to greater impact.**

## **Collaborative Procurement**

We are committed to build on our past success through collaborative procurements, throughout which we can utilise the collective strengths of our partners and stakeholders to leverage greater buying power and realise efficiencies for our partners and clients that will enhance our collective ability to deliver exceptional services and outcomes.

## **Wider Collaboration**

We are also committed to continue working closely across our partners and clients in addition to collaborative procurements, where we can pool resources, facilitate the sharing of best practices and knowledge, leverage each other's strengths and learn from each other, enhancing our collective ability to better deliver exceptional services and outcomes.

This collaborative spirit not only strengthens our procurement processes but also builds trust and accountability among all stakeholders involved.

We are also committed to building and developing place-based partnerships that reflect the unique needs and aspirations of individual boroughs and regions. By engaging with our partners, and other regional local authorities and community organisations, we ensure that our procurement strategies align with regional priorities, ultimately driving targeted and effective solutions that benefit local residents and businesses. This localised approach facilitates sustainable growth, as we focus on initiatives that promote economic resilience, social equity, and environmental sustainability within our communities. By integrating these elements into our partnership framework, we aim to create a robust network that supports long-term development and prosperity for all stakeholders involved.

Additionally, we recognise the importance of sustainable growth within our partnerships. By aligning our goals and resources, we can drive collective progress that benefits our communities and strengthens the local economy. We are dedicated to creating an environment where collaboration leads to innovation and shared achievements, ultimately fostering a resilient network of partners.

We will work in partnership with our local communities to ensure that we deliver sustainable and impactful outcomes.

# People



**Leadership | Workforce Development | Training / Coaching  
Talent Management | Relationships | Diversity**

**At the heart of STAR is a strong commitment to our people. We recognise that effective leadership and a skilled and motivated workforce are essential for our success. Our leadership team fosters a culture of collaboration and empowerment, encouraging all staff to contribute their ideas and expertise, in a positive organisational culture that attracts top talent and fosters diversity.**

By prioritising workforce development and the continuation of our “grow your own” approach, we offer ongoing training, coaching, and mentorship programs that empower our team members to constantly grow, equipping them with the skills and knowledge needed to navigate the evolving procurement landscape and enhances individual capabilities but also promotes teamwork and collective problem-solving.

Our talent management strategies focus on identifying and nurturing potential leaders within our organisation, ensuring a pipeline of skilled professionals ready to take on future challenges.

Moreover, we are dedicated to promoting diversity within our workforce, understanding that varied perspectives lead to more innovative solutions. By creating an inclusive environment that values diverse backgrounds and experiences, we enhance our ability to serve diverse communities effectively. Through these initiatives, we strive to cultivate a dynamic and engaged team that is not only committed to excellence in procurement but also to fostering a positive impact on the communities we serve.

We have fully embedded and champion the Trafford EPIC Values of:

- We **Empower**
- We are **People centred**
- We are **Inclusive**
- We **Collaborate**

# 6. Delivering our Vision and Objectives

We will deliver the Business Plan through our:

- **Responsible Procurement Strategy**

To ensure that the objectives outlined in our Business Plan are delivered sustainably and ethically, we will refresh and update our Responsible Procurement Strategy focusing on sourcing goods and services in a way that minimises environmental impact, supports fair labour practices, and fosters long-term social and economic benefits contributing to a positive societal impact.

By aligning our procurement practices with the goals in our Business Plan, we will ensure that the suppliers and partners we engage share our values and are aligned with our long-term vision, contributing to the overall success of our strategy, while also upholding our commitment to corporate social responsibility and environmental sustainability goals.

- **Performance Management Framework**

We will agree specific metrics and Key Performance Indicators (KPIs) to monitor success and provide insight into how well we are progressing toward our strategic goals. We will report quarterly to Board and Joint Committee on performance, identify challenges early, and adjust our approach as needed.

- **Strategic Delivery Plan**

To effectively deliver the objectives outlined in our Business Plan and achieve our performance targets, we will implement a Strategic Delivery Plan (SDP) that ensures a clear path from strategy to execution. The SDP will act as a bridge between our long-term goals and the day-to-day actions required to achieve them, aligning initiatives, resources, and timelines with the priorities outlined in our Business Plan, we will create a structured and transparent approach to managing our growth and operational priorities. We will use the SDP to maintain momentum, adapt to changes, and ensure that everyone in STAR is working toward the common objectives, ultimately driving the success and growth of STAR and our Partners.

- **Category Strategies**

In delivering the objectives outlined in our Business Plan, we will leverage our Category Strategies to optimise sourcing and procurement efforts across all categories. Each category strategy will be designed to ensure that we are selecting the right suppliers, securing the best value, and managing risk effectively in alignment with our and our Partners priorities. By tailoring our approach to specific categories, we can address the unique needs and challenges associated with different areas of our Partners' supply chains, ensuring that we maximize cost efficiency, quality, and innovation. These category strategies will be instrumental in supporting our strategic objectives, enabling us to achieve both short-term goals and long-term targets.

- **Income Strategy**

We will develop and implement our Income Strategy, which will focus on optimising our revenue streams to drive sustainable financial growth. By strategically identifying and prioritising sustainable and long term income sources, whether through expanding existing revenue channels or exploring new opportunities, we will ensure a steady flow of income to support a balanced budget and efficiencies to our Partners.

- **Workforce Strategy**

We will develop and align our Workforce Strategy with our strategic priorities, ensuring that we have the right talent, skills, and organisational structure in place. Our Workforce Strategy will focus on attracting, developing, and retaining a high-performing team. This includes providing training and development opportunities to enhance skills, fostering a culture of innovation and collaboration, and ensuring that our workforce is adaptable to changing business needs. By aligning workforce planning with our strategic goals, we will ensure that we have the skills necessary to drive success.

- **Comms and Marketing Strategy**

Effective communication and engagement are essential for our success. As we develop a structured communication strategy this will ensure that all stakeholders are informed about our objectives, achievements, and updates.

- **Digital Roadmap**

The strategic use of technology and data is a pivotal enabler for us. By implementing advanced procurement technologies, we can streamline processes, enhance efficiency, and reduce administrative burdens. Robust data management systems will allow us to gather and analyse information effectively, enabling data-driven decision-making. This capability will help us identify trends, benchmark performance, and uncover collaboration opportunities. Furthermore, effective use of data supports compliance efforts, as we can monitor procurement activity. By continually refining our technological tools, we ensure that our team can focus on delivering value-added services, driving better outcomes for our partners and the communities we serve.





# Further Information

For further information please visit our website, follow our social media accounts or contact us directly.



[star-procurement.gov.uk](http://star-procurement.gov.uk)



[star-procurement](https://www.linkedin.com/company/star-procurement)



[@STARProcurement](https://twitter.com/STARProcurement)



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# Thank you for reading

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**STAR**  
PROCUREMENT