

SOUTH WEST FIRE AND RESCUE SERVICES PROCUREMENT STRATEGY

June 2005 – June 2008



Adopted - Avon Fire Authority Procurement Policy 19.09.2005

FOREWORD

The South West Fire and Rescue services spend approximately 22% of their total expenditure on goods and services with third parties. It therefore makes good business sense to take a professional, strategic and structured approach to procurement activities.

Procurement is an important part of the Fire and Rescue Service modernisation agenda. We have a role to ensure the delivery of services for the safety of our communities, workers and visitors and ensure value for money for our local taxpayers.

Through continuous development, training and use of the opportunities provided by technology we aim to reduce the costs of the procurement process. By sharing information we shall improve the quality of the goods and services we use. By developing partnerships with our suppliers and other organisations in the public, private and voluntary sectors we shall be looking for innovative ways to address our corporate, environmental and equality aims.

The South West Fire and Rescue Services are committed to ensuring good practice procurement activities are central to the management of the services.

**CFOA South West Procurement Committee Chairperson
Clive Kemp Chief Fire Officer
Somerset Fire and Rescue Service**

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REGIONAL PROCUREMENT MISSION STATEMENT

Mission:

To improve the quality and/or reduce costs of bought in goods and services by improving the skills, knowledge and processes within individual services and by driving forward regional collaboration amongst the South West Fire and Rescue Services (SWF&RS).

Vision:

To continuously develop the regional procurement function in order to make effective and efficient changes to goods and services for improvement of frontline services.

Objectives:

- ❖ To develop a professional, ethical procurement function, adopting best practice principles to support the National Procurement Strategies and best value demonstrating that all EU and UK legislation is adhered to.
- ❖ Effectively employ procurement personnel and processes to ensure a pro-active function by training, development and continuous improvement of the professional standards of the procurement practitioners.
- ❖ Ensure the procurement function can demonstrate improved value for money and effective management of contracts and projects to improve quality and deliver sustainability. Evaluate whole life costs that accrue benefits for improvement of goods and services, corporate strategies, customer requirements and the wider community.

The means of delivering the strategy are:

- ❖ Develop a professional procurement team and structure.
- ❖ Standardise fire service goods, services and procurement processes.
- ❖ Support regional collaborative arrangements with partner agencies and other Fire and Rescue Services for economic delivery of goods and services.
- ❖ Ensure all procurement processes are transparent, evaluated on whole life costs, follow the principles of sustainability and allow flexibility for continuous improvement.
- ❖ Implement technological developments and e-procurement to assist with the efficient delivery of the procurement function and national objectives.
- ❖ Build on relationships with key suppliers and customers to increase quality, value for money and innovation in the market place.
- ❖ Evaluate the performance of the procurement function against measurable business targets in areas of costs, quality and service.

1. INTRODUCTION

The South West Fire and Rescue Services Procurement Strategy was adopted in June 2005 within the following authorities:

- ❖ Avon Fire and Rescue Service
- ❖ Cornwall County Fire Brigade
(including Isles of Scilly)
- ❖ Devon Fire and Rescue Service
- ❖ Dorset Fire and Rescue Service
- ❖ Gloucestershire Fire and Rescue Service
- ❖ Somerset Fire and Rescue Service
- ❖ Wiltshire Fire Brigade



This regional procurement strategy defines the role of procurement in the delivery of the individual services' strategic objectives and is supported by the individual services procurement policies.

The strategy forms part of the arrangements the services have made for Best Value under the Local Government Act 1999 and compliance with it is mandatory. The white paper 'Our Fire and Rescue Service ' June 2003, made it clear that regional management boards (RMBs) would be expected to deliver a co-ordinated "joined up" approach to procurement. The Regional Procurement Strategy is therefore supported by the RMB.

The procurement strategy and its progress will be reviewed annually, through the work programme contained within Appendix B.

2. BACKGROUND TO REGIONAL STRATEGY

The Procurement Strategy for the South West Fire and Rescue Services has considered the recommendations of the following documentation relating to procurement within local government and the Fire and Rescue Services:

- In the Line of Fire (1995), (1997)
- A Uniform Approach (1999, 2000)
- Delivering Better Services for Citizens, (2001)
- Regional Best Value Review of procurement, (2001 / 2002)
- National Procurement Strategy for Local Government (2003)
- Our Fire and Rescue Service (2003)
- National Procurement Strategy for the Fire and Rescue Service (2004)

A Uniform Approach (2000)

Identified the 1999/2000 national fire service spend on procurement of goods and services at around £300 million, of which £63 million was spent on vehicles. A Uniform Approach recognised that although there was use of consortia arrangements individual fire services conduct general research, development, evaluations and risk assessments independently and substantial savings and efficiencies could be made through the improvement of procurement processes and resources. It was identified that quality improvements and savings of £5.5 million could be made through:

- ❖ Reduction in procurement overheads
- ❖ More efficient procurement of commodities such as clothing, energy, fuel
- ❖ National and regional co-ordination of procurement
- ❖ Reducing independent research, development and procurement costs
- ❖ Greater standardisation of specifications

Delivering Better Services for Citizens (2001)

Delivering Better Services for Citizens made the following recommendations following on from In the Line of Fire and A Uniform Approach:

- ❖ Procurement strategy required to achieve best value
- ❖ Aggregate demand and reduce costs by establishing central contracts
- ❖ Members should take a strategic role in securing quality outcomes
- ❖ Members should scrutinise procurement processes and monitoring outcomes
- ❖ All posts concerned with procurement should be identified
- ❖ Identify skills needed of procurement officers and develop a strategy to meet those needs through recruitment, training and retention
- ❖ Increase use of e-procurement

Summary of National Procurement Strategy for Local Government

In October 2003, the ODPM published the National Procurement Strategy for Local Government, which set clear milestones that local authorities were to achieve until 2006. The key themes of the strategy being:

- ❖ Cultural shift of the procurement function from tactical to strategic
- ❖ Providing leadership and building capacity for delivering procurement
- ❖ Partnering and collaboration within the public sector and with suppliers

- ❖ Doing business electronically
- ❖ Stimulating markets and achieving community benefits

In addition to the National Procurement Strategy Regional Centres of Excellence have also been created to assist with its implementation.

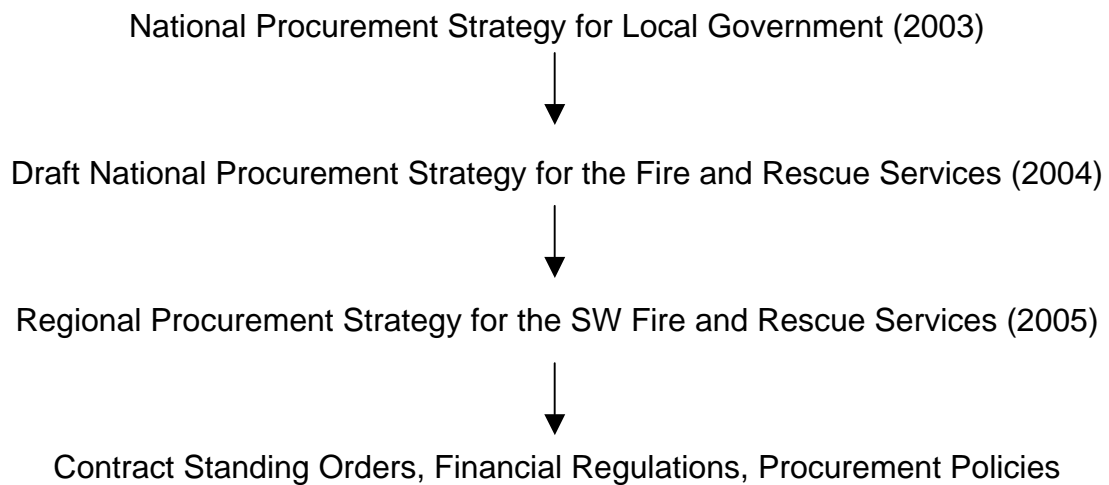
National Procurement Strategy for Fire and Rescue Services

Published for consultation October 2004, the National Procurement Strategy will establish a central buying agency for the Fire Service named FiReBuy. Fire Buy will be responsible for the co-ordination of research and developments into high risk, strategically important and high cost fire specific operational equipment. Supported by a Board of Directors, with Principal Officer and Member representation from the regions and an intelligent client procurement committee with procurement officer representatives from the regions.

The South West Fire and Rescue Services Regional Procurement Strategy supports the national fire and rescue procurement strategy and the individual corporate strategies, vision, objectives and plans of the services and the individual services standing orders, financial regulations and procurement policies.

3. POSITION OF THE STRATEGY

The Regional Procurement Strategy aims to meet the hierarchy of objectives and aims of the National Strategies for procurement. The strategy has also been considered within each authority's standing orders, financial regulations and the procurement strategy of the parent authority. It has been recognised that the aims of the regional procurement strategy must be co-ordinated with the corporate strategies and vision of the individual services. The South West Regional Procurement Strategy recognises the co-ordinated approach required with the regional approaches to, Human Resources, Common Services, IPDS, Regional Resilience and Regional Control Rooms.



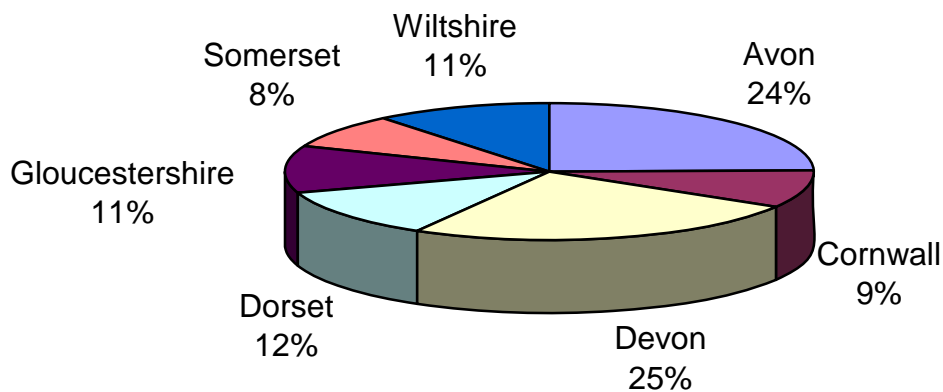
4. SPEND PROFILE

This procurement strategy concerns the acquisition of all goods, works and services. It relates to all non-pay expenditure, the only exception therefore being staff costs, consisting of salaries and wages.

The services currently procure goods, services and works in excess of £32 million per annum and are a mix of county and combined authorities, and spend breaks down as follows for 2003/4

<i>Service</i>	<i>Total Expenditure</i>	<i>Employee/Pensions</i>	<i>Non-Pay Expenditure*</i>
Avon	£40.7m	£31.8m	£6.5m
Cornwall	£14.7m	£12m	£2.7m
Devon	£40.9m	£33m	£7.8m
Dorset	£19m	£14m	£5m
Gloucestershire	£18.2m	£15m	£3.3m
Somerset	£13.2m	£11m	£2m
Wiltshire	£18m	£13m	£4.8m
Total	£147m	£115m	£32m

Non-Pay Expenditure



5. PROCUREMENT STRUCTURE

RMB and CFOA

The regional procurement initiative is the overall responsibility of the RMB who are advised by the Procurement Committee of SW CFOA (Chief Fire Officers Association).



Procurement Committee

The Procurement Committee is the responsibility of a CFOA Officer who is the senior responsible officer. There is senior management representation from the seven services, supported by a regional procurement manager working on behalf of the seven services. The terms of reference for the committee are summarised as being to:

- ❖ Promote collaborative procurement
- ❖ Oversee and scrutinise processes
- ❖ Develop and monitor performance

Appliance, Equipment and Work-Wear Committee

The Appliance and Equipment Work-wear Committee support the Procurement Committee in providing technical advice and co-ordinated support of research and development activities. The terms of reference for the committee are summarised as being to:

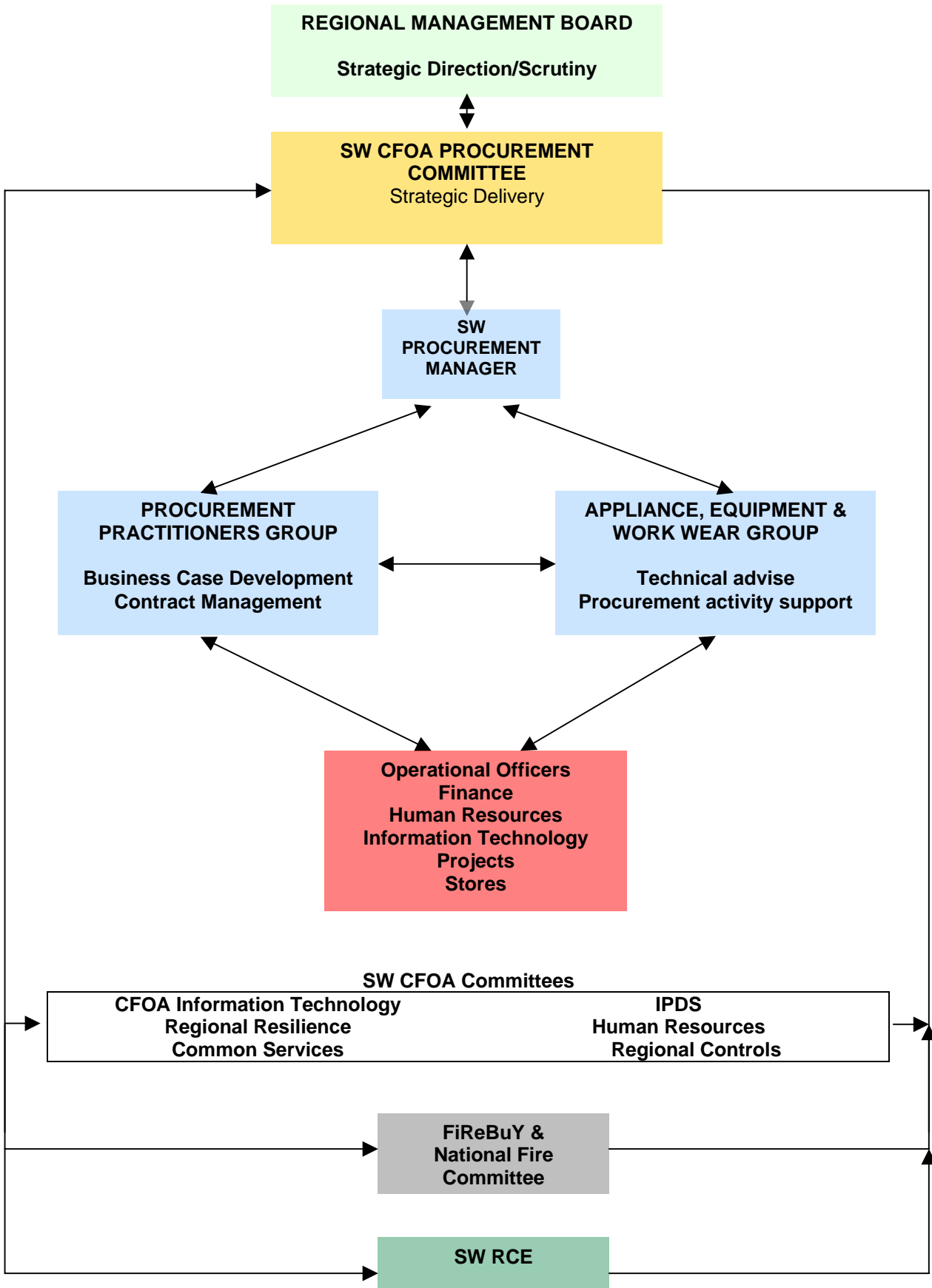
- ❖ Provide technical advise
- ❖ Co-ordinate research activities
- ❖ Liaise with stakeholders

Procurement Practitioners Group

The South West Procurement Practitioners Group (PPG) are designated procurement officers undertaking professional training and development within each service whose responsibilities are to support the regional work through implementing and managing regional and national contracts locally. Their role is as advisors to individual services of procurement activities to realise local savings and efficiencies, undertake business cases on behalf of the region, undertake tendering procedures locally and on behalf of the region, share best practice and co-ordinate local information for other regional leads and projects. Procurement Officers primary role is ensuring consultation with key stakeholders and staff for input into specifications and establishing customer requirements. The terms of reference are summarised as:

- ❖ Implementation of procurement practices
- ❖ Compliance with procurement regulations
- ❖ Liaise with stakeholders
- ❖ Achieving process, efficiency and resource savings

REGIONAL PROCUREMENT STRUCTURE



6. RESPONSIBILITY FOR PROCUREMENT

All staff

Responsibility for procurement is recognised as being with all staff members including Chief Officers, Heads of Department and operational staff for the development of sound specifications, appropriate use and adherence to service contracts, ensuring probity and transparency of procurement processes and that best value for the whole life cycle is achieved and maintained.

Procurement Officers

In order to ensure reduced costs of procurement overheads professional procurement training will be the responsibility of designated procurement officer(s) within each service who are responsible for co-ordination of procurement activities locally. Procurement Officers appointed will ensure adherence to all procurement legislation, service financial regulations and standing orders and

- ❖ Offering guidance to non-procurement officers
- ❖ Seek cost and efficiency saving opportunities
- ❖ Implement and manage central contracts
- ❖ Co-ordinate procurement initiatives locally

Regional Procurement Manager

In addition to procurement officers within each service, a regional approach to procurement of goods, services and works will be facilitated through a regional procurement manager whose responsibilities will be to:

- ❖ Co-ordinate individual procurements regionally
- ❖ Realise cost and efficiency savings
- ❖ Liaise with regional CFOA groups
- ❖ Liaise with national groups
- ❖ Liaise with other regional agency groups
- ❖ Offer guidance
- ❖ Implement and manage regional contracts
- ❖ Implement and manage e-procurement and strategic initiatives

Suppliers

Suppliers to the services are asked to support the procurement developments and actively support the services with continued innovation and improvements for the introduction of:

- ❖ E-procurement
- ❖ Improved procurement processes
- ❖ Transparency and open working

7. PROCUREMENT PROCESSES

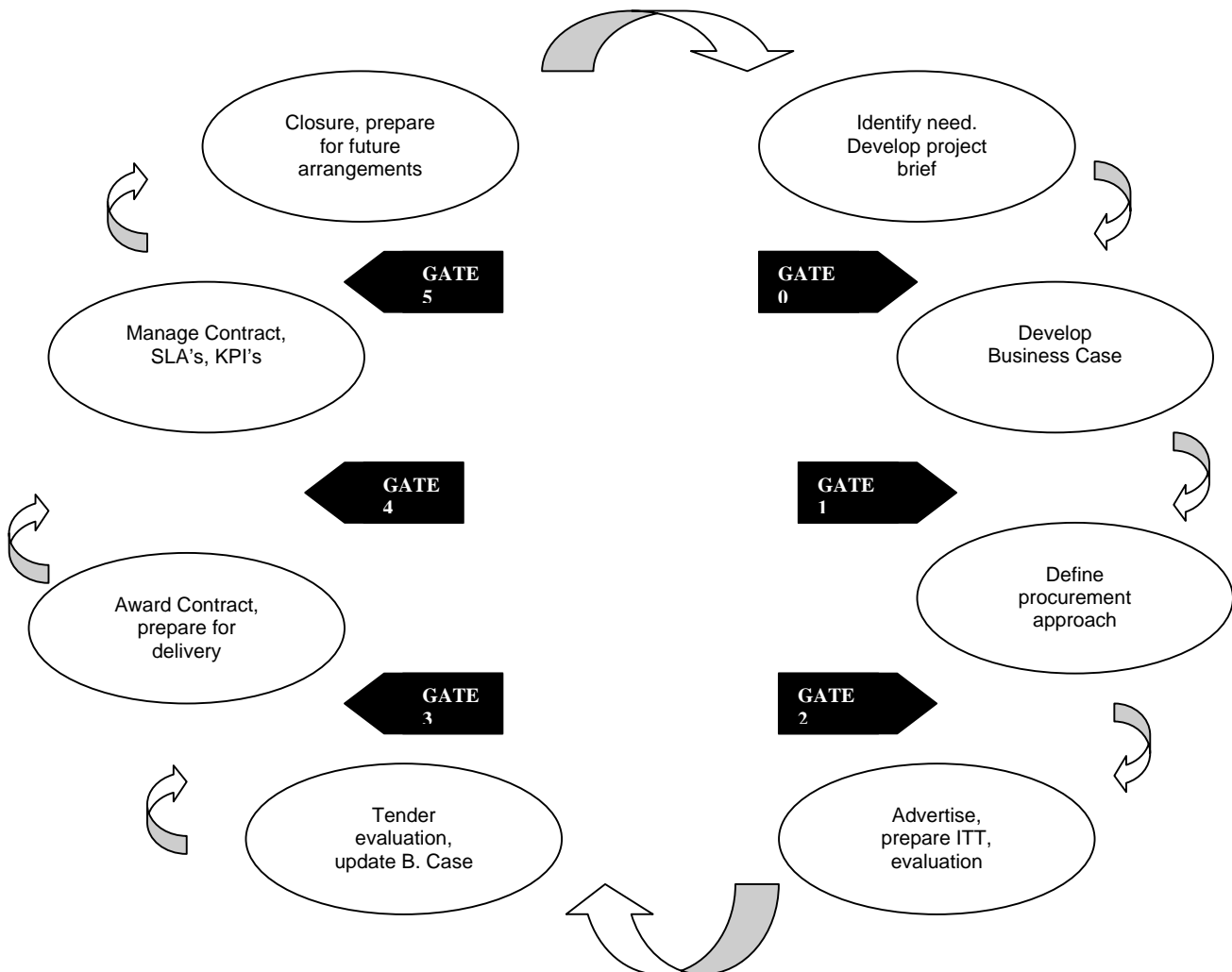
The following quotation from ODPM (2003) defines procurement as:

“The process of acquiring goods, works and services from third parties. The process spans the whole life cycle from identification of needs, through to the end of a services contract or end of the useful life of an asset. It includes options appraisal and the critical ‘make or buy’ decision.”

The involvement of the procurement function and processes in corporate and operational considerations is in determining quality outcomes, enabling and supporting business transformation and “best value for money”. In order to ensure a strategic and co-ordinated approach to procurement a project approach and business case culture for all significant procurements will be adopted within the region.

Dedicated procurement officers will undertake major procurement activities and support operational officers with procurement projects to ensure probity, transparency, best value and compliance with legal obligations.

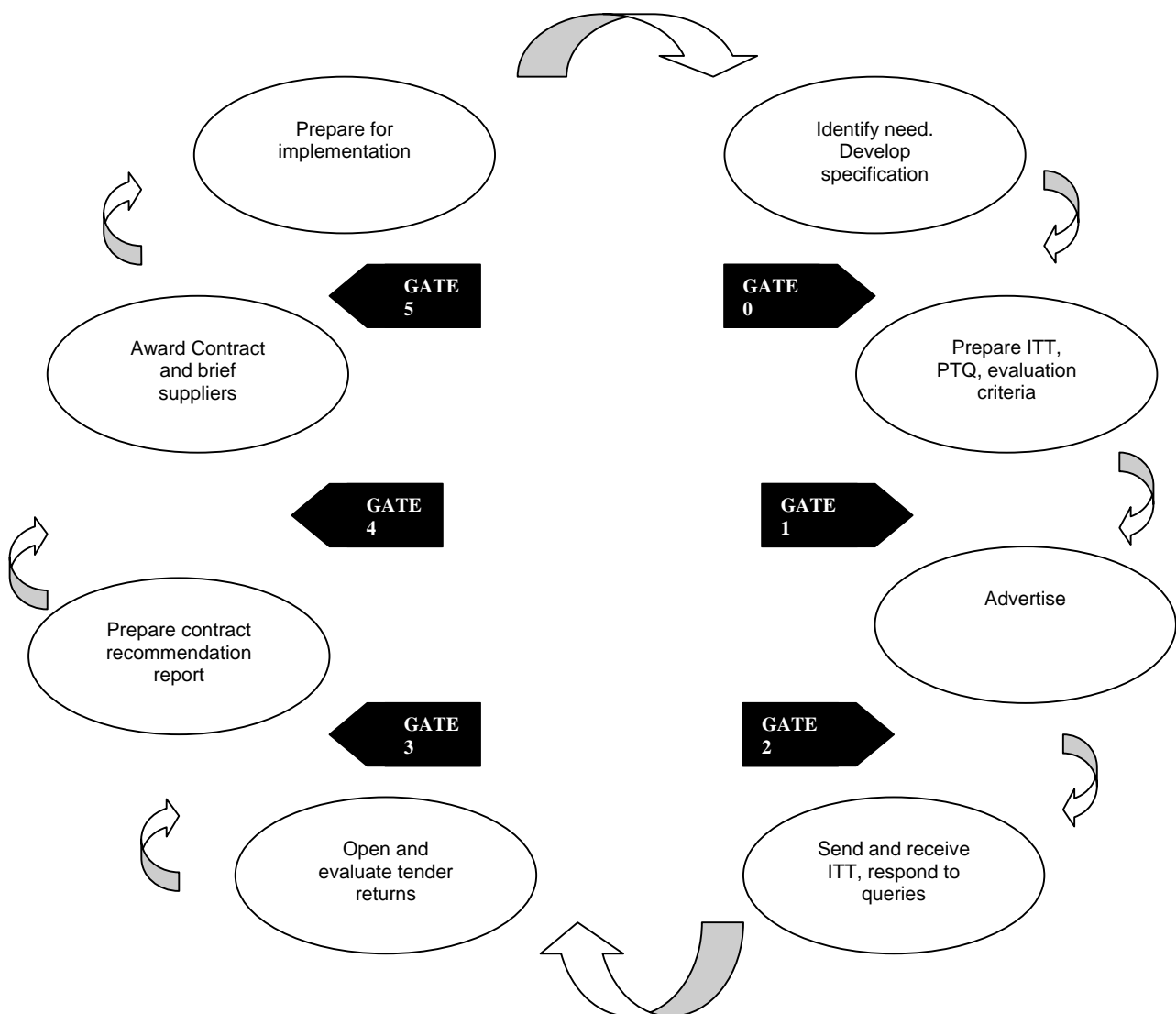
PROCUREMENT CYCLE



The European Directives for Procurement stipulate rules and time limits for the procurement process particularly covering specifications, advertising, selection of suppliers, tendering and contract award. The directives aim to increase competition across Europe and fair treatment of suppliers. Where the total value of the proposed procurement does not exceed the current prescribed thresholds, the detailed procedures set out in the procurement directives do not need to be followed. However, a fair and transparent process should still be adopted. In particular, the relevant European Treaty principles, such as non-discrimination and transparency, should be complied with, whatever the size, value or nature of the contract.

The SW F&RS need to comply with their obligations, under the procurement regulations in order to avoid legal challenge by suppliers or the European Commission. Standard procurement thresholds, systems and practices that support transparency and legal requirements will be adopted to ensure best value of procurements below the EU threshold limit and to support the best practice principles.

PROCUREMENT PROCESS



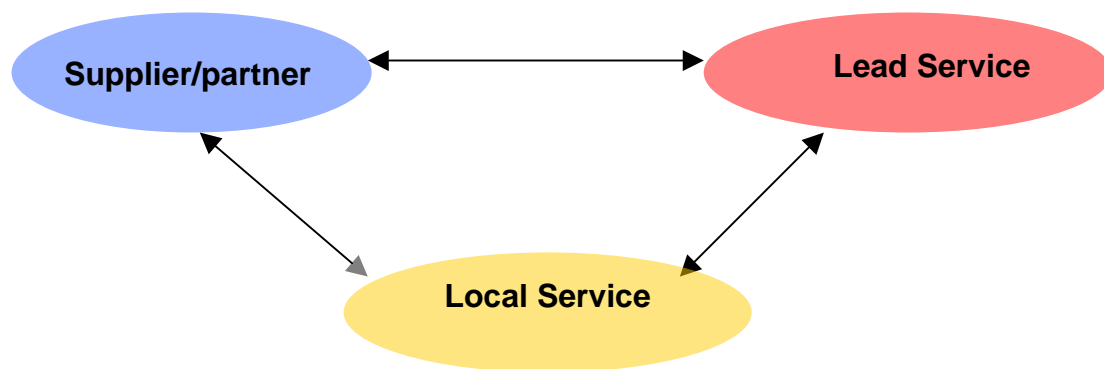
8. CONTRACT MANAGEMENT

In order to effectively and efficiently manage regional and local contracts, lead services will be responsible for co-ordinating contract and supplier management on behalf of the other services in the region, which they are acting on behalf of.

Responsibilities will be to ensure:

- ❖ Regular supplier review meetings
- ❖ Continuity of supply
- ❖ Continuous value for money
- ❖ Consultation with end users and customers
- ❖ Obtaining supplier feedback
- ❖ Establishing and assessing supplier KPI's defined within SLA's
- ❖ Communicating contract and performance feedback

Individual services will be responsible for ensuring adequate consultation with end users on contracts providing value for money and meeting corporate objectives and communicating information to lead service.



Contract management and monitoring systems will be established in order to effectively demonstrate supplier performance and seek to provide examples of best practice amongst the services. Suppliers and services will be encouraged to adopt an open working relationship with each other where possible.

9. BUSINESS CASE CULTURE

In order to determine regional approach, best value considerations, co-ordination of procurement activities and consideration for the market the South West Fire and Rescue Services have adopted a business case culture to all procurement activities at regional and at the appropriate local level.

The purpose of the business case is to ensure that each major procurement activity is thoroughly considered for its impact on operational, corporate, legal and strategic objectives of the services. A model business case format has been agreed and lead services will take responsibility for conducting business case developments on behalf of the region to determine operational and corporate needs, most appropriate procurement method and regional approach. Each business case will be appropriate to the level of procurement according to its value, associated risks and strategic importance. The purpose of the business case is to establish:

Customer considerations

- ❖ Persons responsible for delivery
- ❖ Consultation processes required
- ❖ Technical requirements and outline of specifications
- ❖ Identification of change requirements, i.e.: training, systems,
- ❖ Allocation of responsibilities
- ❖ Ethics and diversity considerations
- ❖ Health and Safety implications
- ❖ Legislation

Market considerations

- ❖ Market conditions
- ❖ Make or buy options
- ❖ Current procurement arrangements available
- ❖ Local economy
- ❖ Supply options
- ❖ Potential community benefits
- ❖ Market research
- ❖ Innovations
- ❖ Competition

Corporate and operational considerations

- ❖ Customer requirements
- ❖ Cost and risk analysis
- ❖ Social and environmental considerations
- ❖ Quality considerations
- ❖ Gateway reviews required
- ❖ Identification of best practice/standards
- ❖ Sustainability, ethics and diversity
- ❖ Regional/Local/Collaborative or National Procurement
- ❖ Procurement and project approach
- ❖ Legislation, Risk Assessments and corporate responsibilities

10. CO-ORDINATION OF PROCUREMENT ACTIVITIES

Regional Coordination

To ensure transparency of procurement activities all the South West services have identified the top key procurements based on value and strategic importance for the next two/three years, which are consolidated to prioritise requirements (Appendix A).



The services will maintain a register of all current contracts and a procurement plan setting out details of all contracts to be awarded over the coming three year period. The register and procurement plan will be continuously updated. The key procurements for the region have been allocated timescales for delivery and service responsibility. Each service has responsibility for conducting business case and procurement activity on behalf of the region. The services are also committed to evaluating the benefits of determining a regional approach to back office systems, corporate services, transactional services and training and development as the strategy progresses. The Procurement Committee, AEW and Procurement Practitioners will also ensure

- ❖ Wide and transparent access to procurement activities
- ❖ Encourage a broad range of consultation with stakeholders and/or external expertise to form sub-group consultation (as appropriate)
- ❖ Implementation of regional standards, risk assessments, practices and operational practices

National Procurements

The Regional group will follow the business case process for all national contracts to establish suitability for region, ensure best value and prepare for implementation of national arrangements.

Regional Procurements

Business cases will be reviewed by the Procurement Committee and were appropriate AEW, CFOA, ODPM and project groups. Consultation with staff during procurement processes and subsequent contracts will ensure compliance with the Local Government Act 2003, Circular 03/2003 and the associated code of practice. All major regional procurements will be managed according to the principles of project management and PRINCE 2, tailored to fit individual projects. Standardised documentation will be used and developed across the region and where appropriate made accessible to suppliers to assist with tendering processes of the services.

11. COLLABORATION

The regional group will collaborate on as many procurement activities as possible, including the establishment of shared services, shared resources and best practice. All services will streamline documents and processes to create a regional fit where possible. Priorities in order for the services with regard to collaboration are:

- ❖ Procurement of goods and services
- ❖ Transactional services
- ❖ Corporate services

The regional group will collaborate with other regions, emergency services, the regional centres of excellence and national groups where able and where it can be identified that collaboration offers opportunities to support mission of the regional group.

The South West Fire and Rescue Services have recognised the benefits to be accrued through collaboration of procurement activities at regional level and seek to continue the progress. There is also the need to recognise the work of other authorities at local, regional and national level. By benchmarking, following the business case process and whole life cycle costs the services will determine whether procurement should be a local, regional or national in approach and whether other authority contracts meet the authorities requirements.

Collaboration within the South West Region

The SW F&RS will continue to proactively seek to collaborate with other public sector bodies and agencies within and outside the region in order to identify areas of synergy and collaborative opportunities for the purposes of achieving resource savings, cashable savings, realising efficiencies, sharing best practice and maximising purchasing influence where deemed appropriate.



The services will ensure sufficient representation on all regional and national procurement committees, projects and groups and aim to support the following collaborative relationships established

- ❖ FiReBuy and National Procurement Group
- ❖ South West Regional Centre of Excellence
- ❖ South West Police Forces
- ❖ South West District, Unitary and County Councils
- ❖ SOPO (Society of Procurement Officers)

12. E-PROCUREMENT

The services are fully committed to introducing an appropriate modular regional e-procurement system in order to realise benefits of reduced transaction costs and transparency of processes.



E-procurement systems will also be a means to re-organise procurement activities and processes to achieve an efficient, effective regional procurement function with accessibility to procurement information. The services are committed to the introduction of BACS and CHAPS payments, and the appropriate use of payment cards by the targets set by the National Procurement Milestones. Progress towards the national procurement strategy e-procurement targets will be monitored by means of BVPI 157, which includes e-Procurement as one of the transaction types that should be carried out electronically by 2005. For economic delivery of e-procurement the services aim to collaborate with other regional members and other Fire and Rescue Services.

What do we mean by e-Procurement?

e-Procurement describes the use of an electronic system to acquire goods, works and services and payments from third parties. The solution considered by the services for implementation is:

- ❖ Modular procurement systems that links with financial and operational back office systems where appropriate
- ❖ Introduction of stand-alone modules used to seek tenders or quotations (known as e-Sourcing)
- ❖ Web-based systems that enable ordering from approved catalogues (e-Marketplaces)
- ❖ Use of other web-based systems and modules such as e-Auctions
- ❖ Procurement cards for ordering and payment
- ❖ Payment through BACS and CHAPS.

The strategic objectives outlined in the national procurement strategy are:

- ❖ to achieve efficiencies in the procure-to-pay cycle including reduction in cycle time and reduction in transaction costs.

- ❖ to use e-Marketplaces to assist access to framework agreements and contracts.

Local Government Milestones

By 2005

- ❖ Every council should have implemented an appropriate e-Procurement solution as part of its e-Government programme
- ❖ For low value purchases, every council should be making appropriate use of a procurement card, the Government Procurement Card (GPC) or a suitable electronic alternative

By 2006

- ❖ Every council should be using an appropriate e-Marketplace

The following stages are the services approach to development of e-procurement system illustrated at Appendix C:

- ❖ Develop e-procurement strategy
- ❖ Develop business case justification for e-procurement solution
- ❖ Develop modular approach
- ❖ Work with suppliers to promote adoption
- ❖ Implement appropriate solution
- ❖ Working collaboratively with other regional members for appropriate solution

13. PROCUREMENT TRAINING

Senior officers for procurement will be encouraged to increase awareness of procurement activities through training. The regional procurement committee are dedicated to training of professional procurement personnel in order to meet the strategic objectives of the services and the region and to streamline procurement activities within the services. A centre of excellence approach with dedicated procurement staff located at local level and also reporting to a regional level will form the core procurement function.

Dedicated procurement officers will undertake professional and vocational development according to individual service requirements and aspirations.



All staff will be encouraged to undertake CIPS qualifications, PRINCE 2, project management, leadership and management training. Procurement staff will be required in each service to make efficient use of information systems, finance and e-procurement systems.

Training will be co-ordinated on a regional basis through external professional development and in-house courses. All training will form part of IPDS and all identified staff involved with procurement will be provided with appropriate training.

14. THE MARKET AND COMPETITION

All goods, services and works must be acquired by competition in the circumstances set out in the individual services standing orders and European Guidelines. Competitive procurement promotes economy, efficiency and effectiveness. The South West Fire and Rescue Services will actively engage with both the fire-specific and non-fire specific markets, apply the EU principles to all procurements and will assist suppliers including SME's, voluntary and charitable organisations where appropriate with the modernisation agenda.

Through the business case process, the market will be actively assessed for the impact of regional and national procurements, and the local market and industry will be considered as part of the procurement approach. The South West Fire and Rescue Services will actively promote and develop the market through use of:

- ❖ E-procurement solution
- ❖ Advertising procurement opportunities
- ❖ Training dedicated officers in contract management and monitoring
- ❖ Ensure contract management and monitoring is fair and transparent.
- ❖ Conduct open days during major procurements
- ❖ Ensure fair treatment of all suppliers.
- ❖ Provide advice and assistance where appropriate.
- ❖ Conducting sound business cases and option appraisal
- ❖ Market testing
- ❖ Providing valuable and meaningful supplier feedback

All regional and local procurement activities will be published on the SW-Fire procurement portal, with contact names and details. Services will be encouraged to use standard documentation across the region for all procurements. Suppliers will be provided with advice on how to do business and will also be encouraged to meet with procurement contacts. Lead procurement officers will be responsible to ensure continuous contract monitoring and management to ensure suppliers are aware of changing requirements. The South West Procurement Portal shall be linked to the e-procurement system. E-procurement will be used to ensure accessibility to procurement opportunities, transparency of procurement processes, reduced costs of tendering and quotation exercises.

Procurement will support and help deliver corporate objectives for the economic, social and environmental objectives set out in the community plan of each service or county council through specific projects and by ensuring that all procurements undertaken are transparent, have consulted with appropriate stakeholders, external experts to ensure corporate objectives are delivered.

The South West Fire and Rescue Services are committed to adopting good practice, business friendly procurement processes, documentation and policies to encourage a diverse range of suppliers in order to help develop and stimulate a competitive marketplace. The services will actively promote the procurement function and opportunities to supply through liaison with fire industry specific publications, local government publications, local publications and web systems.

The business friendly practices that will support the procurement processes will be delivered through:

- ❖ Sound business case and option appraisal
- ❖ Appropriate advertising to encourage competition
- ❖ Clearly specifying requirements
- ❖ Maintaining procurement timescales
- ❖ Supporting supplier innovation
- ❖ Supporting alternative offers
- ❖ Conducting consistent procurement procedures
- ❖ Use consistent documentation and practices
- ❖ Ensure transparency through procurement plan and contracts register
- ❖ Ensure equal access to information
- ❖ Providing supplier performance feedback
- ❖ Establishing communication with a wide range of suppliers
- ❖ Conducting contract management and monitoring
- ❖ Take advice on the ability for SME to provide specialist services
- ❖ Pay for goods and services on time with valid invoices
- ❖ Conducting supplier assessment of procurement processes and performance
- ❖ Seek community benefits relevant to procurement
- ❖ Seek feedback on procurement opportunities
- ❖ Adopt the SME concordat

The services recognise the important contribution that small businesses have within the fire market and public services and make to the national and local economy. The services will sign up to the SME concordat by 2005. Regional contracts will be awarded in order to support the delivery of Best Value, considering quality, whole life costs and community benefits in all procurement decisions. As part of encouraging a diverse market, the services will ensure that small firms, social enterprises, ethnic minority businesses, voluntary and community sector suppliers will be provided with guidance through procurement processes and the opportunity to discuss the procurement in order to understand our requirements and assess their own suitability for participating in procurements. Suppliers will be advised where appropriate on organisations that are able to assist with the public sector procurement process.

Whilst recognising that all procurement processes and contract awards must comply with:

- ❖ EU Public Procurement Directives and the underlying principles of non-discrimination, equal treatment and transparency.
- ❖ UK law including our power to promote the economic, social and environmental well-being of our community

15. ETHICS, DIVERSITY AND FRAUD PREVENTION

In all their dealings all members of the service must preserve the highest standards of honesty and integrity, impartiality and objectivity. This includes compliance with the services standing orders, financial regulations and employee's code of conduct. Procurement officers shall comply with the personal code of ethics of the Chartered Institute of Purchasing and Supply and the Code of Good Customer Practice of the Office of Government Commerce.

The procurement function recognises ethical behaviour and diversity requirements should be considered internally with employees and externally with suppliers. The services will consult with staff at all relevant stages of each procurement project and especially in situations likely to involve a transfer of staff. Corporate ethical and diversity policies, objectives and practices will be considered for the impact on both employees and suppliers. Safeguards in procurement policies and practices will be established to ensure good practice with contractors and service providers with regards to race, sex and disability discrimination and in particular to ensure the services duties to ensure suppliers comply with the Race Relations Act 1976 and (Amendment) Act 2000. The guidance offered by the CRE in Race Equality and Procurement in Local Government will be adopted as a model for all diversity and equality issues and the services will ensure that the legal requirements of the Race Relations Act 1976, Race Relations (Amendment) Act 2000 are supported.

To ensure a fair tender process the services will:

- ❖ Apply their own rules and policies fairly for each procurement
- ❖ Advertise suitably to generate competition
- ❖ During pre-procurement and tender stage ensure equal access to information
- ❖ Will publish pre-qualification and tender evaluation criteria

Provide Feedback:

- ❖ Meaningful information to assist future opportunities
- ❖ Will seek feedback from suppliers

Contract Management

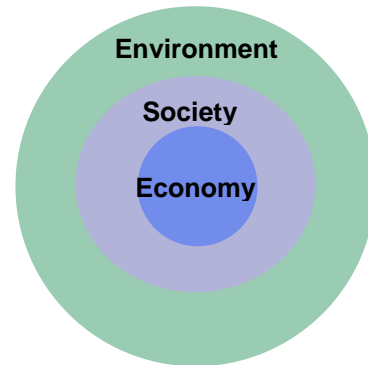
- ❖ Will treat suppliers fairly and openly
- ❖ Pay on time
- ❖ Provide honest and constructive feedback
- ❖ Engage with suppliers to resolve disputes

To ensure suppliers comply with statutory RRA duties

- ❖ Services will evaluate ability to comply through evaluation processes

16. SUSTAINABILITY AND ENVIRONMENTAL PROCUREMENT

The South West Fire and Rescue Service recognise the need to consider the impact of procurements on the wider community and future of the South West region in terms of the environment, society and the economy. The services will seek to minimise environmental impacts of the products and services they purchase and will work with suppliers and partners to do the same considering the needs of the local areas and communities.



The South West services will take a pro-active approach as a responsible organisation planning to avoid future problems and impacts of procurements and practices on the wider community. Environmentally friendly goods and services will be purchased where this is consistent with best value. Procurement officers will be encouraged to consider sustainability and environmental issues throughout the procurement cycle from identification of need to disposal and end of life management. The services will work with suppliers and partners to stimulate markets to drive innovation for delivery and disposal of environmentally friendly goods and services. Services will also be encouraged to adopt environmental friendly operational practices where this is consistent with operational policies and health and safety of staff. All procurements will be evaluated on the most economically advantageous tender taking into consideration the evaluation criteria published relevant to the particular project and according to whole life cost principles and will incorporate environmentally friendly practices where appropriate. A regional sustainability and environmental procurement policy will be adopted, ensuring compliance with environmental laws to manage the risk and reputation of the services.

Sustainability considerations within the services:

- ❖ Reduction of consumption where possible
- ❖ Costs/benefits evaluated
- ❖ Green options sought
- ❖ Green design and supplier selection where available
- ❖ Green deliveries and collections
- ❖ Promotion of public service transport
- ❖ E-procurement
- ❖ Operational impact assessment
- ❖ Green delivery of operational services
- ❖ Reduction of packaging
- ❖ Recycling/reuse/disposal of materials

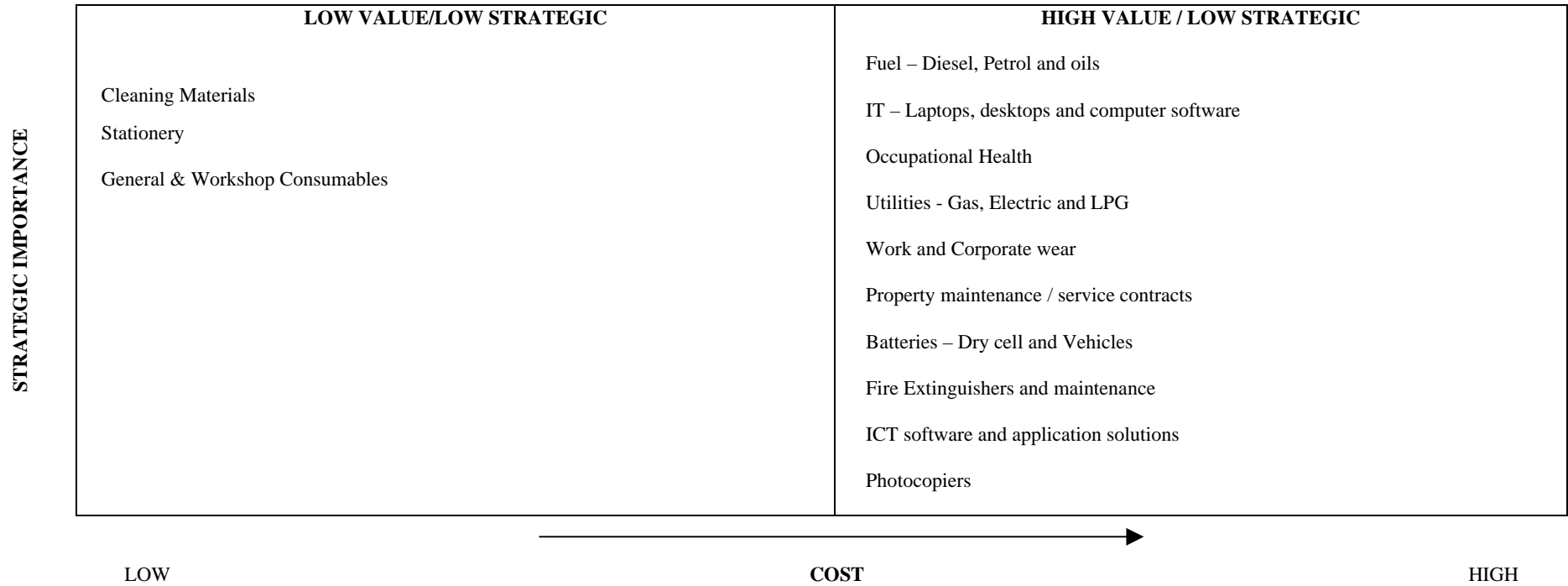
Key procurements for environmental consideration:

- ❖ Fuel
- ❖ Stationery
- ❖ Cleaning materials
- ❖ Mains fed water coolers
- ❖ Vehicles
- ❖ Buildings
- ❖ Disposable materials

SOUTH WEST FIRE PROCUREMENT WORK PROGRAMME

STRATEGIC IMPORTANCE ↑	LOW VALUE / HIGH STRATEGIC	HIGH VALUE / HIGH STRATEGIC
	<ul style="list-style-type: none"> Delivery Hose, Hose-reel Hose Equipment Management System Facilities Management Software Fire Fighting Foam General Operational Kit Layflat Hose Line Rescue Equipment Mobile Phones Portable Radios Smoke Alarms Transport spares 	<ul style="list-style-type: none"> PPE Equipment Fire Appliances BA / Cyclinder / Compressor Gas tight suits Thermal Imaging Cameras Fire link/Fire Ground – Radio project Hydraulic Rescue kit Ladders PPV fans Special Appliances (Rescue) Water Rescue Kit CP Suits Leasing Facilities Light Vehicles Networks/broadband Non-funded ancillaries from regional control project Property Access Controls Rescue equipment RTA Kit

SOUTH WEST FIRE PROCUREMENT WORK PROGRAMME



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SOUTH WEST FIRE PROCUREMENT WORK PROGRAMME

Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
1	Develop Terms of Reference for the CACFOA South West Procurement Committee.	Procurement Committee	December 2003	Draft Terms of Reference agreed at this group.	Completed
2	Working with CACFOA South West Region Committee, develop a joint research and development programme to assist in strategic procurement.	Procurement Committee	July 2004	AEW and PPG TOR Agreed Procurement Resources and Matrix developed Model Business Case completed	Completed – progress ongoing Progress of AEW and PPG (Procurement Practitioners Group) to report progress of business cases.
3	Develop and deliver a training programme for: (a) Procurement Officers Principal Management Non-Procurement staff To raise both tactical and strategic awareness of procurement issues. Examine feedback of training programme and introduce continuous improvement of training delivery.	Regional Procurement Manager Local Procurement Officers	July 2005	Commercial awareness training Training options reported Training Matrix created Training on Business Case, Tendering Applications for SW foundation course submitted Capacity building funding agreed. Local Procurement Officers appointed Capacity Building Funding received £58,000	Started – progress ongoing Prince 2 and project management courses to be identified. Continuous development training programme to be produced. Local workshops to be conducted Contract monitoring and management courses Members and senior officer training required. Provide advice and guidance to staff and projects.

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
4	Develop a benchmarking programme and procedure for an identified basket of goods and services.	Regional Procurement Manager Local Procurement Officers	December 2005	Basket of 20 goods and services identified Benchmarking started and implementing contracts Work updated on procurement resource matrix as contract take-up Added to procurement Matrix/Contracts Registry	Started – progress ongoing Benchmark other services 2006/7 Linked to Ref: 4/6
5	Develop a benchmarking framework for the evaluation of the procurement strategies, structure, policies and working practices within the South West Fire and Rescue Services (SWF&RS).	Regional Procurement Manager	July 2004	RISC Model of procurement function conducted April 2004	Completed – progress ongoing RISC model evaluations Procurement Excellence Model to be incorporated Linked to Ref: 6/7/8/12/26
6	Develop a financial and efficiency savings framework. Set targets for financial and efficiency savings and regularly monitor progress towards achieving targets based on spend analysis.	Regional Procurement Manager Local Procurement Officers	July 2004	Savings Proforma and guidelines Savings Registry completed Savings added to procurement matrix Comprehensive Spend Analysis to be conducted	Completed – Progress ongoing Develop savings targets 04/05/06 Develop efficiency targets Outline spend analysis conducted

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
7	Assist in the development of a procurement strategy in each of the Services ensuring, where possible, these are as closely aligned to each other as possible.	Regional Procurement Manager Local Procurement Officers	To be agreed June 2005	Mission Statement and Strategic objectives completed Draft Regional Procurement Strategy	Started Develop generic procurement strategy QA Procurement Strategies Linked to publish of National Procurement Strategy
8	Develop a procurement planning register to identify key procurement projects including key dates for renewal of contracts and harmonise strategic opportunities for collaboration in the medium term.	Regional Procurement Manager	March 2004	Procurement resource matrix created. Key projects identified Timescales identified	Completed – progress on going Add local procurement requirements to matrix and assess regional opportunities Local Procurement planning registers to be completed.
9	Develop a suite of corporate terms and conditions for procurement contracts for introduction in each of the Services.	Regional Procurement Manager	July 2006 Standard October 2006 Special	Initial draft SW Fire Standard Terms and Conditions for Goods and services circulated. To be developed through 'policy' subgroup.	Started – progress on going Approve Standard Terms and Conditions Develop special terms and conditions i.e.: IT, staff Linked to item 26.

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
10	Develop a shared IT drive or web page for use of the South West Procurement Committee. The web page should include, contact schedules, research and development programmes, terms and conditions, strategic suppliers, etc.	Regional Procurement Manager	July 2004	Host authority agreed – Wiltshire. Website created Secure area developed Linked to e-tender and NCDB	Completed – progress on going Individual access required Content Management System required
11	Develop a regional catalogue of key suppliers including terms, prices, lead times and renewal dates.	Regional Procurement Manager	December 2004	Option appraisal for contracts database conducted. Access to NCDB provided Training roll-out Regional contract information added	Completed – Progress on going Development of NCDB for Fire specific Introduce NCDB to other Fire Regions Supplier Adoption of Bluelight
12	Assist Services in the introduction and management of procurement cards where these have not already been introduced and review procurement payment methods: (a) suppliers (b) reasons for use (c) supplier rationalisation.	Regional Procurement Manager	December 2005	Already introduced in some Services Usage to be linked to corporate contracts	Started Review of procurement card use To produce guidance notes on use of procurement cards.

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
13	Continuously investigate the options to use of Consortia arrangements including the review of the existing arrangements within the South West.	Regional Procurement Manager	July 2004	Identified on procurement resource matrix, NCDB.	Completed – progress ongoing Develop policy for use of collaborative arrangements in procurement strategy. Linked to Ref: 4
14	Carry out a strategic review of stores and stock levels within the Region.	Regional Procurement Manager	December 2006		Progress being developed through establishing regional contract/ reduction of stock/direct deliveries
15	Monitor compliance with EU tendering legislation and in particular review standing orders with regards to the use of open and restricted procedures for EU tendering.	Regional Procurement Manager	July 2004	OGC EU Training Seminars Evaluation of e-tendering package Tendering Guidance documentation circulated OGC EU training seminars attended 28 th April 2004-05-26 Article 32 on use of Frameworks circulated	Completed – on going Ensure practices are reflected in introduction of e-tendering solution Ensure practices are reflected in standing orders. Linked to Ref: 3/6/23

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
16	Develop e-procurement strategy and monitor progress towards the government's e-procurement target of 2005.	Regional Procurement Manager	October 2005	Part of Procurement Strategy Part of DCC e-tendering tender IDeA marketplace regional evaluation	Started – progress on going Identify options for introducing e-procurement Report on e-tendering options Evaluate marketplace options
17	Develop standard Procurement templates for “invitation to tender”, letters, quotations, evaluation models, advertisements, business cases, and model form of contract.	Regional Procurement Manager	July 2004	Business Case template Completed Form of Contract Letters Advertisements Evaluation models	Completed – progress on going Quotation procedures and documentation to be produced
18	Develop a sustainability and environmental purchasing policy for implementation through whole procurement cycle.	Regional Procurement Manager	October 2005	Linked to Evaluation criteria for tendering guidance notes To be incorporated into procurement Strategy	Not Started Linked to Ref: 6/14/16

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
19	Develop Procurement processes and policies to be adopted, including Quality Assurance procedures.	Regional Procurement Manager	July 2005	Identified in procurement cycle pack Linked to documentation circulated Linked to tendering and quotation thresholds Model Business Case	Started – progress on going SW CACFOA Procurement Committee to review business cases Linked to Ref: 6
20	Develop a Marketing and Communication plan for promoting the procurement function and activities	Regional Procurement Manager	October 2005	Procurement Committee Members identified AEU Members identified Procurement Practitioners Group Identified	Started – progress on going Linked to procurement Strategy Conduct stakeholder analysis Identify messages to be communicated Identify mechanisms for delivery Produce Regional Procurement Committee Newsletter Linked to Ref: 6
21	Develop a procurement risk register.	Regional Procurement Manager	July 2005	RISC Model conducted April 2004 RISC Model Evaluation Conducted	Started – progress on going Draft Register Created Draft register for each procurement Next RISC Review Nov 2004

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
22	Develop a policy for the SW F&RS for collaborative procurement approach with other F&RS, Police, County Councils, Consortia's, and Government agencies.	Regional Procurement Manager	July 2005	Linked to benchmarking exercises	Started – progress on going To be included in Procurement Strategy
23	Establish a Procurement organisation/structure.	Regional Procurement Manager	July 2004	Training programme Procurement Committee, AEU and Practitioners group members identified	Started – progress on going Linked to Ref: 3 / 6 Identifying dedicated procurement officers
24	Establish a guide on how to do business with the SWF&RS.	Regional Procurement Manager	October 2004	Linked to website development Procurement Structure and processes Added to E-tendering system	Completed – progress ongoing Linked to ref: 9 Supplier adoption days for September
25	Introduce and develop a procurement library.	Regional Procurement Manager	July 2004	Linked to development of templates and Procurement Portal Linked to Documentation	Completed – progress on going Linked to ref: 9 / 16
26	Establish SLA's, monitoring procedures and funding mechanisms for Procurement function.	Regional Procurement Manager	July 2004	Work Programme produced RISC evaluation	Started – progress on going Linked to 3/6/22

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
27	Establish a sub-group to devise Contract Standing Orders for SW Fire Authorities/Terms and Conditions	Regional Procurement Manager	December 2004	Agreement for subgroup	Started Revise Contract Standing Orders Standard Terms and Conditions Special Terms and Conditions
28	Review procurement of building services	Regional Procurement Manager	July 2006		Integration with RCE workstream required
29	Develop Diversity and Ethics Policies	Regional Procurement Manager	July 2005	RRA incorporated in documentation.	Consider RRA 2000 DDA to be incorporated Develop links to Regional Equalities sub group
28	Evaluate Progress to National Strategy Milestones	Regional Procurement Manager	July 2005	National Strategy Milestones published and circulated	Started – Progress on going
29	BLPD	Regional Procurement Manager	April 2005	National Demonstration	Report for ODPM £25,000 funding secured for national feasibility study

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Ref	Item	Ownership	Timescales	Progress to Date	Status/Tasks
30	Regional Centre of procurement Excellence	Procurement Committee Regional Procurement Manager	October 2004	Member of management Board Member of Steering Group Procurement Sponsor for e-marketplaces	Involvement with work streams
31	Efficiency Reviews	Procurement Committee Regional Procurement Manager Local Procurement Manager	July 2005	Savings proforma agreed Savings register created Work priorities agreed Key spend targets identified	Individual and regional procurement targets to be identified and agreed
32	Contract Monitoring and Management	Procurement Committee Regional Procurement manager Local Procurement Officers	December 2005	Regional Contracts established Contract monitoring forms developed Commodity sub groups developed	KPI's and SLA's for key commodities to be defined

Last Updated 07 December 2006

OUTLINE OF REGIONAL E-PROCUREMENT APPROACH

