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Protecting local
communities

Procurement Strategy 2018- 2022

Oct 2018

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1 Introduction

- 1.1 Cleveland Fire Authority's vision from 2018 – 2022 is that we have built a sustainable future and;
- make a positive difference to the safety and quality of life for every local citizen; and the places where they live and work
 - deliver services by people who are professional, proud and passionate
 - are nationally recognised as being high performing and innovative; and internationally renowned for being able to reduce risk in business, industry and the home
- 1.2 Procurement is integral in delivering commercially advantageous and innovative solutions which are essential in meeting public expectations in supporting the Authority's vision and corporate priorities (as included within the Community Integrated Risk Management Plan (CIRMP) 2018-2022).
- 1.3 Effective contract and procurement management will be essential in order to become best in class in a process that involves all aspects of business operation and support. It has a significant impact on the delivery of value for money and efficient use of resources; therefore it is vital that all procurement activities are managed effectively and procurement personnel are well trained and highly professional.
- 1.4 The aim of this strategy is to build upon our governance framework for procurement activity and to continue to adhere to legislative and regulatory requirements.
- 1.5 The section entitled "Our Objectives 2018 - 2022" illustrates our procurement plans for the future and commitment to continuous improvement. The achievement of these objectives will provide a strong foundation for Procurement transformation.
- 1.6 This strategy will be subject to annual review which will ensure that the content remains appropriate for our organisation and the environment within which we operate.

2 Background

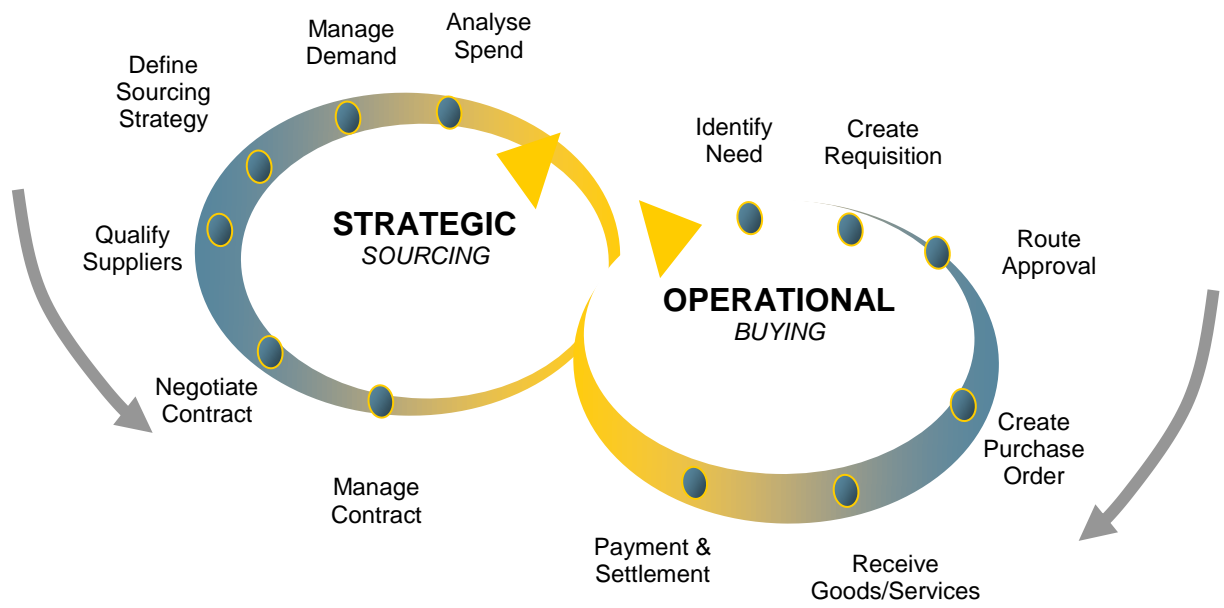
- 2.1 Our funding comes substantially from public funding in the form of grants and council tax. This therefore places an inherent requirement that the funds provided are managed in a manner that is accountable, and demonstrates probity and value for money.
- 2.2 There is also a need for openness, transparency, and non-discriminatory action. It drives how we interact with and deliver services for our diverse communities.
- 2.3 There are many benefits to optimising the procurement function including supporting us to:
- reduce costs and achieve savings by procuring at the best price available
 - improve our understanding of our spending requirements which will lead to better contracts with suppliers
 - source more efficiently leading to better quality and timely delivery
 - understand spending patterns leading to improved planning and better procurement
 - seek out innovative products and services
 - identify collaborative procurement opportunities
 - build better relationships with Small and Medium Enterprises (SME's); removing some of the barriers they face in successfully delivering contracts
 - understand the social value factors to support a sustainable supply chain
- 2.4 All of our procurement activity must comply with internal Contract Procedure Rules, Financial Rules/Regulations (Both within the Authority and Home Office) and relevant legislative requirements (The framework of rules for procurement is determined by UK and European Law and any Domestic and European Procurement Directives must be complied with).
- 2.5 Our procurement activity does not occur in isolation, collaborative working (locally, regionally and nationally) ensures that commercial practices are improved by standardising requirements and aggregating demand.
- 2.6 Effective procurement is key to delivering our priorities. This strategy provides a mechanism to maximise economic, social and environmental benefits to support a fair and sustainable future. In the current economic climate our duty to provide value for money is greater than ever, and we must continually improve our services in terms of quality, effectiveness and efficiency.

3 What we mean by Procurement

- 3.1 Procurement has a far broader meaning than simply purchasing, buying, or commissioning.
- 3.2 Procurement is the process of acquiring supplies, works, and services covering acquisitions from third parties including other public bodies and the voluntary sector. It encompasses small, low value, individual purchases of commodity items such as stationery and cleaning materials, through to complex high value high risk contracts such as specialist operational equipment, fire appliances, and construction.
- 3.3 The process spans the whole procurement cycle from identification of needs, through to the end of a service contract or the end of the useful life of an asset. It involves option appraisal and includes decisions such as whether provision of services should be in-house or out sourced.
- 3.4 All procurements are evaluated on the basis of the total cost of ownership which includes, but is not limited to, purchase price, delivery, insurance, running costs, licenses, maintenance, and disposal costs.

4 Procurement within Cleveland

- 4.1 We procure a wide range of goods, services, and works from third parties in order to deliver our emergency response, protection and prevention services. This can range from provision of stationery and cleaning materials to specialist operational equipment and fire appliances.
- 4.2 Our non-pay expenditure is around £11m a year on external procurement of goods, services, and works, with around 590 different suppliers. It is therefore important to ensure that this is undertaken in a fair, equitable, and value based manner.
- 4.3 The nature of our business, being an Emergency Service, makes it vital that we ensure the right products are in the right place at the right time.
- 4.4 We work closely with our internal colleagues, partner organisations, and suppliers to deliver a strategic and professional service that meets the needs of our stakeholders. This enables us to control our third party spend and provides us with important Management Information critical to making informed procurement decisions through our contract clinics.
- 4.5 Our an annual procurement project plan, developed in conjunction with stakeholders, schedules our procurement activity throughout the year. This strengthens our ability to plan our resources whilst retaining capacity to deal with emerging issues.
- 4.6 Supplier relationships are viewed as a partnership as, together with our own procurement decisions and processes, they are critical in helping us to undertake our role as an Emergency Service. The following diagram illustrates the procurement life cycle.



Strategic Supplier, Sourcing & Contract Mgmt.

5 National Procurement Agenda

- 5.1 The National Procurement Strategy for Local Government in England (NPS) was launched in 2014. It set out a vision for local government procurement encouraging engagement in four key areas.
- **making savings** – including category management, partnership and collaboration, contract and supplier engagement, performance and transparency, and demand management
 - **supporting local economies** – including economic, environmental, and social value, improving access for Small and Medium Enterprises (SME's), and voluntary, community, and social enterprises (VCSE's)
 - **demonstrating Leadership** – including single cohesive voice, commitment from the top, commissioning, and training
 - **modernisation** – including commercialisation, supplier innovation, use of technology, and EU directives
- 5.2 Under the national Fire Commercial Transformation Programme (FCTP), each fire and rescue authority must demonstrate and support national and local transformation programmes where appropriate, demonstrate that it is achieving value for money for the goods/services it receives, and is looking at ways to improve commercial practices, including aggregating procurement with other fire authorities and other local services (such as police) to achieve efficiencies.
- 5.3 A memorandum of understanding between the National Fire Chiefs Council's Fire Commercial Transformation Programme and the Authority sets out our commitment to support the Government's quest for improvement in increasing collaboration and delivering best value.
- 5.4 The Policing and Crime Act 2017 has also created a statutory duty on fire and rescue authorities to keep collaborations under review, notify other Emergency Services of proposed collaborations, and give effect to proposed collaborations where they would be in the interests of efficiency or effectiveness.
- 5.5 We are subject to the Local Authority Transparency Code 2015 which encourages greater transparency in commercial activity; therefore we are required to publish details of every invitation to tender for contracts over £5,000.
- 5.6 In addition we must publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000.

6 The National Framework

- 6.1 Follow a consultation exercise; the Home Office issued a revised National Framework which outlined an ambitious programme of reform across the Fire and Rescue sector to improve accountability, effectiveness and professionalism.
- 6.2 The Framework includes a number of reforms which aim to support services to transform commercially with more efficient procurement and collaboration. The priorities set out in the National Framework are for Fire and Rescue Authorities to collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service, and to be accountable to communities for the service provided.
- 6.3 Each Fire and Rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every Fire and Rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other Fire and Rescue authorities and other local services (e.g. police) to achieve efficiencies.
- 6.4 Fire and Rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each Fire and Rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements.
- 6.5 Fire and Rescue authorities must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations, including but not limited to the Public Contracts Regulations, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and Transparency Code 2015.

7 Cleveland Fire Authority's Priorities to 2022

7.1 Whilst procurement impacts and cross cuts all of Cleveland Fire Authority's strategic goals, it directly impacts its goal to achieve '**efficient use of resources**' with its strategic outcomes

- sound financial, procurement and corporate governance
- value for money assets
- optimum use of human resources
- efficiencies through collaboration and partnership working

8 Our Procurement Strategy to 2022

8.1 Our Procurement Strategy takes account of our statutory duty, national and local drivers, and supports the delivery of cost effective high quality services. It aims to build on the previous strategy and existing procurement arrangements to reflect a more strategic role for procurement, and set a clear framework for Procurement throughout the Authority which;



- takes cognisance of the National procurement agenda and the Authority's local priorities
- reflects the requirements of the CIRMP 2018-22
- provides a framework for best value
- stands alongside the Authority's Contract Procedure Rules and Financial Regulations

8.2 The success of the strategy will be determined by the achievement of the outcomes in the action/priorities plan 2018 - 2022.

8.3 Our Community Integrated Risk Management Plan 2018/19 – 2021/22 and Procurement Strategy capture our commitment to provide effective and efficient use of resources through sound financial procurement and corporate governance. This commitment is a fundamental local driver to our Procurement Strategy.

9 Our Procurement Objectives 2018 - 2022

9.1 Our Procurement Objectives over the next four years are based on five key themes:

Collaboration

Cleveland Fire Brigade uses a mixture of procurement processes in order to achieve value for money including collaboration both regionally and nationally, partnering, shared services and use of frameworks. Collaborative procurement brings benefits from economies of scale, and a saving in the overall cost of engaging in a tendering process, and can lead to standardised specifications which can encourage innovation within the supply chain.



P1 Procurement Outcome: We will be committed to increasing collaboration across the emergency services sector and delivering best value.

Procurement Objectives: We will:

P1.1 Work with partner organisations in the public sector including other Fire and Rescue Services, Local Authorities and emergency services to achieve the greatest efficiencies of purchasing power.

P1.2: Take advantage of any collaborative procurement arrangements available to the Authority.

P1.3: Promote and encourage participation in collaborative procurement that will bring benefit to the Authority.

Positive Procurement Power

Promoting equality and diversity throughout the procurement process and supply chain is a crucial objective of the Authority. Fairness, transparency, honesty, integrity, impartiality and objectivity must be evidenced in all procurement decisions. Understanding the needs of the diverse community we serve helps us plan and deliver our services to take account of those needs.



P2 Procurement Outcome: We will have procurement that advances equality of opportunity and secures efficiencies.

Procurement Objectives: We will

- P2.1 Ensure the corporate equality and diversity policies and objectives are incorporated in partnership and contractual arrangements.
- P2.2 Ensure that public money is not spent on practices that lead to unfair discrimination to sections of the community.
- P2.3 Ensure compliance with the requirements of the Equality Act 2010 and that suppliers follow best practice adhering to the principles of no discrimination in regard to age, disability, gender reassignment, marriage, civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation.

Transparency

All Procurement decisions need to be open and justifiable on clear and relevant criteria. There must be a clear audit trail of how every decision has been reached; the principal of integrity, fairness and transparency is central to everything we do.



P3 Procurement Outcome: Our procurement processes and decisions will be clear, impartial, and accessible and follow the Chartered Institute of Purchasing and Supply (CIPS) code of business ethics

Procurement Objectives: We will:

- P3.1 Encourage and promote greater transparency from our commercial activity.
- P3.2 Have in place a robust set of procedures which will be subjected to regular review.
- P3.3 Engage with the supply base to encourage participation and increase competition.

Value for Money (VFM)

The principles of VFM lie at the heart of the procurement process, including options for assessing whether service delivery should be provided internally or purchased from outside.



P4 Procurement Outcome: We will strive, at all times, to achieve value for money efficiently in the procurement of goods, services and works and within the on-going management of contracts.

Procurement Objectives: We will:

- P4.1 Ensure that procurement procedures focus on enabling the achievement of value for money in terms of both quality and cost.
- P4.2 Commit to the development of socially responsible procurement, assessing whole life costs together with social, environmental and economic impact.
- P4.3 Work with internal/external customers to ensure effective contract management takes place.

Compliance

Fire and Rescue Authority's must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts is in line with their legal obligations and internal governance arrangements.



P5 Procurement Outcome: All procurement activity complies with internal Contract Procedure Rules, financial rules/regulations (Both within the Authority/Home Office) relevant legislative requirements ad best practise.

Procurement Objectives: We will:

- P5.1 Implement and maintain effective controls to ensure that Modern Slavery is not taking place in our supply chain.
- P5.2 Ensure an efficient procurement process through maximising the use of electronic procurement (e-procurement).
- P5.3 Provide positive and professional procurement leadership to service units.

10 Procurement Principles

10.1 Supplier selection is based on overall value for money, whilst price is important, consideration will also be given where appropriate to other factors such as quality, reliability, safety, timely delivery, maintenance, after sales and disposal.



10.2 Where possible and consistent with sustainability and environmental strategies, additional factors may be considered as part of the procurement process. These will include;

- The incorporation of social and environmental benefits into contracts where appropriate.
- Consideration of the environmental impact involved in the transportation of goods, delivery of services.
- The utilisation of local framework agreements and collaborative contracts where these align with the principles of best value.
- Engaging with local suppliers for the provision of low value goods and services as appropriate.
- Working with prime contractors – both at tender stage and during the life of a contract – to establish the contribution that small firms, ethnic minority businesses, social enterprises and voluntary and community sector suppliers can play in the supply chain.

10.3 Evidence of satisfactory policies and procedures relating to inclusion and health and safety will be a prerequisite for the provision of services to the Authority. Supplementary information relating to an organisations financial standing may also be requested as part of this process.

10.4 To ensure a fair tender process, we will:

- advertise suitably to generate competition
- ensure equal access to information during the pre-procurement and tender stage
- treat all suppliers fairly and openly
- publish pre-qualification and tender evaluation criteria
- provide constructive feedback to unsuccessful tenderers as requested

Anti-Fraud and Corruption

10.5 Cleveland Fire Authority recognises that when procuring goods and services there is the potential for fraudulent activity to occur at all stages of the

procurement process. The Authority is committed to the highest possible standards of openness, probity, and accountability in all of its affairs.

- 10.6 In line with that commitment all procurement will be undertaken in accordance with the National Fraud Authority's guide on procurement fraud which deals with the whole process from bidding during the pre-contract award phase through to false invoicing in the post contract award stage.

Serious and Organised Crime

- 10.7 Serious and Organised Crime (SOC) is a threat to our national security and costs the UK £24bn a year, leads to loss of life, and can deprive people of their security and prosperity. It can undermine the integrity and stability of financial markets and institutions.
- 10.8 In 2013 the Government launched a strategy to co-ordinate a national approach to tackling Serious and Organised Crime which coincided with the launch of the National Crime Agency (NCA).
- 10.9 Public Sector contracts are attractive to organised crime groups who may seek to benefit from public procured services in various ways, including raising money through fraudulent activity or using businesses to launder illicit profits.
- 10.10 We will ensure our procurement and commissioning policies recognise the responsibilities for our suppliers to protect themselves against SOC.

Equality and Diversity

- 10.11 We are fully committed to equality and diversity by the provision of policies, practices and procedures to create a stronger, more enriched and well informed organisation that is proactive in its approach to obligations arising from the Equality Act 2010. Our commitment is demonstrated in our own Equality, Diversity and Inclusion policy.
- 10.12 We believe procurement has an important role to play in the delivery of services for the safety of our communities, workers and visitors also ensuring value for money for our local tax payers.
- 10.13 All organisations providing services or goods to the Authority are expected to share our commitment to equality and carry out duties in accordance with UK legislation.
- 10.14 All potential contractors will be required to provide detailed information at the pre-qualification stage of any tendering process, which will then form part of the selection process.

- 10.15 We will also commit to developing procurement Equality Impact Assessments which will be undertaken to identify areas of compliance that need to be considered as part of any procurement process.

11 Summary

- 11.1 Our Procurement Strategy 2018 – 2022 documents the values and principles we adopt when undertaking any procurement activity.
- 11.2 The principles behind this strategy is that of continuous improvement, we intend to refine our procurement processes and adopt innovative ways to procure solutions in the future to best serve our organisation.
- 11.3 In meeting its current aims and future objectives, the Procurement function will deliver a firm foundation on which to build and through which the organisation can meet its obligations towards the recommendations contained within the Fire Commercial Transformation Programme (FCTP), Home Office Fire & Rescue Framework and Best Practice guidelines.
- 11.4 The 2018 – 2022 Procurement Strategy has been informed by the Community Integrated Risk Management Plan (CIRMP) and is an opportunity to build upon current foundations and in doing so to meet the challenges anticipated as a result of the continued expansion of the Shared Services/Collaboration model and delivery of value for money.

12 Delivery of our Procurement Outcomes and Objectives

- 12.1 We will deliver our procurement outcomes and objectives through the actions outlined in our Improvement Plan 2018-22 attached as Appendix A.

Appendix A – Improvement Action Plan 2018 – 2022

(P1) Procurement Outcome: We will be committed to increasing collaboration across the emergency services sector and delivering best value						
Procurement Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
<p>Collaboration:</p> <p>P1.1 Work with partner organisations in the public sector including other Fire and Rescue Services, Local Authorities and emergency services to achieve the greatest efficiencies of purchasing power</p>	<p>P1.1.1 We will engage regularly sharing pipeline/contract information with partner organisations in the public sector to achieve the greatest efficiencies of purchasing power</p> <p>P1.1.2 We will explore collaborative opportunities for procuring goods and services</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Efficient use of resources (Community Integrated Risk Management Plan - UOR13)	Identify and deliver potential collaborative procurements to secure benefits from aggregation of demand	Recurring
<p>P1.2 Take advantage of any collaborative procurement arrangements available to the Authority</p>	<p>P1.2.1 We will extend networking opportunities and establish a preferred list of available, compliant frameworks for specific goods, services or works which will be reviewed regularly by the procurement team to ensure value for money and commercial benefit is being achieved</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Efficient use of resources (Community Integrated Risk Management Plan - UOR13)	Identify and deliver potential collaborative procurements to secure benefits from aggregation of demand	March 2019
<p>P1.3 Promote and encourage participation in collaborative procurement that will bring benefit to the Authority</p>	<p>P1.3.1 We will ensure that the contract information we hold is updated to the National Blue Light Procurement Database (BLPD) which will ensure an enhanced oversight of Authority contracts/opportunities</p> <p>P1.3.2 We will develop a register of savings through collaboration and a register of partnerships</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Efficient use of resources (Community Integrated Risk Management Plan - UOR13)	Identify and deliver potential collaborative procurements to secure benefits from aggregation of demand	July 2019 (then recurring for each contract placed).

(P2) Procurement Outcome: We will have a procurement process that advances equality and opportunity and secures efficiencies.

Procurement Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
<p>Positive Procurement Power:</p> <p>P2.1 Ensure the corporate equality and diversity policies and objectives are incorporated in partnership and contractual arrangements</p>	P2.1.1 Ensure that monitoring and management of contract arrangements includes equality (Where relevant)	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Equality, Diversity and Inclusion. (EO13 & EO14)	Equality and diversity is included within contract and supplier management reviews.	March 2019 (Then recurring)
P2.2 Ensure that public money is not spent on practices that lead to unfair discrimination to sections of the community	P2.2.1 We will create an equality business case template and build it into the procurement process (Where relevant).	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Equality, Diversity and Inclusion. (EO13 & EO14)	Clear assessment criteria which will ensure opportunities are open to as many suppliers as possible.	March 2019
P2.3 Ensure compliance with the requirements of the Equality Act 2010 and that suppliers follow best practice adhering to the principles of no discrimination in regard to age, disability, gender reassignment, marriage, civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation	P2.3.1 We will amend/update our procurement templates (tender, specification and evaluation) to incorporate appropriate equality and diversity criteria into our procurement processes.	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Equality, Diversity and Inclusion. (EO13 & EO14)	Improving transparency and accountability of equality and diversity within procurement templates.	March 2019

(P3) Procurement Outcome: Our procurement processes and decisions will be clear, impartial, and accessible and follow the Chartered Institute of Purchasing and Supply (CIPS) code of business ethics.

Procurement Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
<p>Transparency:</p> <p>P3.1 Encourage and promote greater transparency from our commercial activity.</p>	<p>P3.1.1 Ensure that once the new contract register has gone live, key information with regard to contract award/future opportunities is published regularly on the organisations website.</p> <p>P3.1.2 Create a new procurement hub/portal on the Brigade's web site</p> <p>P3.1.3 Create a new Procurement Hub/Portal on the Brigade's intranet for use by Budget holders</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	<p>Goal: Efficient use of resources</p> <p>(Community Integrated Risk Management Plan - UOR13, UOR14)</p>	Publication of procurement opportunities, contracts register to ensure procurement opportunities are available to supply base.	2019/2020
<p>P3.2 Have in place a robust set of procurement procedures which will be subjected to regular review.</p>	<p>P3.2.1 Robust, high-quality templates and procedures are the backbone of good procurement and tendering practice – we will therefore create a procurement document library, centralise and refresh our sourcing templates to ensure best practice and compliance at all procurement levels from RFQ to EU procurement.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	<p>Goal: Efficient use of resources</p> <p>(Community Integrated Risk Management Plan - UOR13, UOR14)</p>	Robust procurement templates in place to ensure transparency when procuring goods, services and works.	March 2019
<p>P3.3 Engage with the supply base to encourage participation and increase competition.</p>	<p>P3.3.1 Look to collaborate with other local emergency services with regard to holding meet the buyer events, supplier open days.</p> <p>P3.3.2 Use the market engagement tool via contracts finder for higher value procurement exercises.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	<p>Goal: Efficient use of resources</p> <p>(Community Integrated Risk Management Plan - UOR13, UOR14)</p>	<p>Sensible aggregation and collaborative opportunities identified to deliver economies of scale.</p> <p>Attendance at meet the buyer and supplier events</p>	2019/2020 (Recurring)

(P4) Procurement Outcome: We will strive, at all times, to achieve value for money efficiently in the procurement of goods, services and works and also within the ongoing management of contracts.

Procurement Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
<p>Value for Money:</p> <p>P4.1 Ensure that procurement procedures focus on enabling the achievement of value for money in terms of both quality and cost.</p>	<p>P4.1.1 Create a standard specification template which would ensure greater flexibility, performance and innovation within the supply base.</p> <p>P4.1.2 Develop a suite of performance indicators and cost savings targets</p> <p>P4.1.3 Understand the costs of the Procurement activity and benchmark against others to demonstrate value for money</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	<p>Goal: Efficient use of resources</p> <p>(Community Integrated Risk Management Plan - UOR13, UOR14)</p>	By developing generic specifications the competitive process is enhanced, enabling more organisations to compete for the business on offer.	2019/2020
<p>P4.2 Commit to the development of socially responsible procurement, assessing whole life costs together with social, environmental and economic impact.</p>	<p>P4.2.1 Develop a procurement whole life costing matrix that incorporates economic, environmental, social and ethical aspects that will all add best value.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	<p>Goal: Efficient use of resources</p> <p>(Community Integrated Risk Management Plan - UOR13, UOR14)</p>	Consideration of whole life costs, environmental and social impact in assessment of value for money.	2019/2020
<p>P4.3 Work with internal/external customers to ensure effective contract management takes place.</p>	<p>P4.3.1 Draft a contract management toolkit and ensure that contractual commitments are delivered and regularly monitored. Schedule regular meetings with key stakeholders and provide access to contracts database.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	<p>Goal: Efficient use of resources</p> <p>(Community Integrated Risk Management Plan - UOR13, UOR14)</p>	Ensure good practice in order to maximise social, economic and environmental outcomes during contract management procedures.	2019/2020

(P5) Procurement Outcome: All procurement activity will comply with internal Contract Procedure Rules, financial rules/regulations (Both within the Authority/Home Office) and relevant legislative requirements.

Procurement Objective	Actions	Resource	Lead	Strategic Link	Critical Success Factor	Complete by
<p>Compliance:</p> <p>P5.1 Implement and maintain effective controls to ensure that Modern Slavery is not taking place in our supply chain.</p>	<p>P5.1.1 We will Identify high risk areas of the organisations supply chain which could be affected by human trafficking and slavery and manage risk by introducing supplier audits.</p> <p>P5.1.2 We will ensure that procurement sourcing templates and business T&C require compliance with the Modern Slavery Act 2015.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Efficient use of resources (Community Integrated Risk Management Plan - UOR14)	Risk within the supply chain is effectively monitored and measured.	<p>2019/2020 then Annually</p> <p>March 2019</p>
<p>P5.2 Ensure an efficient procurement process through maximising the use of electronic procurement (e-procurement).</p>	<p>P5.2.1 Work with internal stakeholders to ensure that for all procurement activity over £5000, the organisations e-tendering system is used ensuring efficiency, compliance and due diligence with all sourcing activity.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Efficient use of resources (Community Integrated Risk Management Plan - UOR14)	Sound financial, procurement and corporate governance.	<p>2019/2020 (Then recurring)</p>
<p>P5.3 Provide positive and professional procurement leadership to service units.</p>	<p>P5.3.1 Ensure that an overview of procurement is completed as part of a new employees induction, we will also establish regular stakeholder engagement, station visits to raise awareness of procurement.</p> <p>P5.3.2 Develop and implement a staff guidance manual for use by all staff engaged in the procurement process.</p> <p>P5.3.3 Ensure appropriate training is provided to all staff involved in the procurement process including procurement staff and budget managers to ensure they have the required competencies.</p>	Indirect costs associated with officer time	Cliff Cordiner Lee Woodall	Goal: Efficient use of resources (Community Integrated Risk Management Plan - UOR14)	Procurement is viewed as an enabler and a strategic asset to the business.	<p>2019/2020 (Then recurring)</p>

