

# Procurement Strategy 2021 - 2024

INVESTING FOR FUTURE CHANGE



**Cheshire**  
Fire & Rescue Service



**Cheshire**  
Constabulary

# Purpose

The purpose of the Joint Corporate Strategic Procurement department is:

**“to provide value for money in the procurement of goods and services for the Commissioner, Constabulary, and Fire and Rescue Service whilst mitigating risk by ensuring compliance with UK legislation”**

Effective delivery of the Procurement Strategy will support the Police and Crime Commissioner’s objectives within the Police and Crime Plan, and the Fire and Rescue Service to achieve their strategic objective of making best possible use of its resources.

# Challenges

The Covid pandemic and Brexit has increased pressure on Procurement operationally. Whilst it is under pressure to maximise efficiencies, it also needs to respond to the changing demographics in society. There is also now more competition for skilled people.

As a result:

- Prior to and during the period of recovery from the Covid-19 pandemic, Strategic Procurement have found it more challenging to recruit new members of staff;
- Over the next 5-10 years, a number of members of the Strategic Procurement team will reach state retirement age.

In addition:

- Managing risk in the supply chain has been extremely challenging as a result of Covid-19 and Brexit, particularly in relation to vehicles and spare parts;
- The change in the EU procurement regulations will require additional training for both procurement professionals and suppliers.



# Vision and Values

The Police Service has a Competency Values Framework (CVF). The CVF aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values for a range of local and national processes. This framework ensures that there are clear expectations of everybody working both in front-line policing and back office services.

The six competencies are underpinned by four values that should support everything that we do, both as a police force and as a Strategic Procurement unit.

The Strategic Procurement Unit has identified three values from the CVF that sets out the attitudes, behaviours, and commitment expected of everyone in the Strategic Procurement team in the way they work and interact.

They are based on the **Code of Ethics** and are:

## Transparency

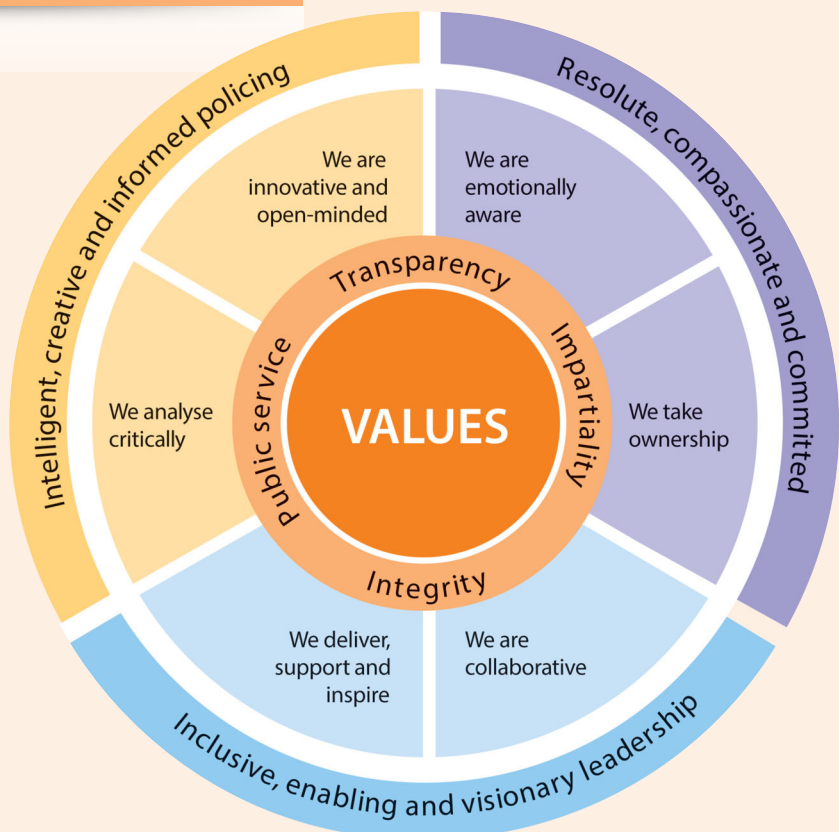
We are open in our decision making.

## Impartiality

We allow our suppliers equal access to our contracts.

## Integrity

We treat our suppliers fairly.



The Competency Values Framework (CVF).



# Key Priorities

## Our key priorities/actions are to:

- Demonstrate best value in the goods and services we procure and ensure through fit-for purpose specifications that we only purchase what is necessary, and consider each service against in-house provision alongside the decision to procure.
- Continue to develop our procurement approach and make savings by collaborative working, and supporting a Police and Fire Service that are fit for the future.
- Encourage a more sustainable commercial environment by maintaining an Ethical Procurement Strategy and a Social Value approach which are transparent and accountable, which reduce the effects of climate change and of modern slavery, and supports and protects our local communities.
- Ensure early engagement with our stakeholders to proactively develop specifications to support safer communities, including supporting and protecting vulnerable people.
- Deliver continuous improvement through contract management to meet the requirements of our stakeholders and encourage innovation and efficiencies.
- Ensure that the Joint Procurement team is motivated, integrated, and continually
- developing to be able to deliver the vision and values of Cheshire Police and Fire and Rescue Services.
- Demonstrate efficient processes that minimise bureaucracy, and ensure that our customers find it easy to do business with us, to enable us to deliver procurement projects in a timely fashion and to a mutually agreed schedule.





# Our approach

## 1 Demonstrate best value in the goods and services we procure.

The contracts developed and managed should deliver what the customer needs at the lowest cost over the life of the contract. This will be delivered by;

### Working with IT

- Work with IT to identify greater areas of opportunity for innovative developments, for more effective services, including rationalising specifications wherever possible, and ensuring legal compliance.

### Supplier engagement

- Explore the potential of holding more supplier engagement days.

### Review specifications

- Review specifications prior to going to market.

## 2 Make savings on the goods and services we procure and reduce our costs by collaborating with other organisations.

Obtain greater value for the Constabulary and Cheshire Fire and Rescue in terms of financial savings, and greater resilience by sharing the burden of procurement with other organisations and maximising volume discounts through collaboration, where appropriate.

- Further develop the collaboration between Police and Fire;
- Maximise our partnerships with the Police Digital Service and Bluelight Commercial, in those areas where good contracts are in place e.g. uniforms, temp staff, fleet.
- To work with the National Commercial Focus Group on the next generation of the Emergency Services Network (ESN).

## 3 Encourage a more sustainable commercial environment by maintaining an Ethical Procurement Strategy and a Social Value Policy which are transparent and accountable, which reduce the effects of climate change and of modern slavery, and supports and protects our local communities.

The Strategic Procurement unit has worked with the Office of the Police and Crime Commissioner to develop a Social Value Policy which aims to embed the culture of 'thinking social value' into our procurement and commissioning activities.

Social Value requires the PCC, the Constabulary, and Cheshire Fire Authority to look beyond the basic cost of awarding a contract or commissioning a service and look at the potential collective benefit to the local community. The Social Value Policy outlines the social, economic, and environmental outcomes that all parties are aiming to achieve, including supporting the local economy wherever possible, spending locally, and creating employment opportunities for local people.

Moreover, a guidance document on social value for potential suppliers has been created by Strategic Procurement and is regularly updated, and is included in the tender documentation.

### **Flexible approach**

- Develop our social value activities further by adopting the guidance given the Public Procurement Note 06/20 dated September 2020. As a result, social value will apply to advertised tenders in excess of £50,000, and a minimum weighting of 10% of the total score for social value will be used. The Procurement team will have the discretion to apply this in a relevant and proportionate manner.
- A regular review of the supplier base will indicate if our use of the local supplier base is increasing.
- Review our Estates and Fleet contracts with the specific aim of assessing and improving their impact on climate change.

### **National v Local Procurement**

- Balance the use of Bluelight Commercial agreements and identify which contracts may be more appropriate for local procurement and the use of Small Medium Enterprises (SMEs).
- Consider use of lots to enable use of the local supplier base.
- Prioritise the use of the Framework Agreements which include a locally based supply chain for construction projects.

## **4 Deliver continuous improvement through contract management to meet the requirements of our stakeholders and encourage innovation and efficiencies.**

### **Contract Management**

- Ensure that the all contracts offer best value for money.
- Work with Cheshire SPV to ensure the contracts offer the best value available.
- Review developments in emerging technologies by attending supplier engagement/ workshop events.

## **5 Demonstrate efficient processes that minimise bureaucracy, and ensure that our customers find it easy to do business with us, to enable us to deliver procurement projects in a timely fashion and to a mutually agreed schedule.**

Ensure the unit works in the most efficient way within the UK regulatory framework to match its resources to where the greatest value can be added.

### **Reducing Bureaucracy**

- Remove unnecessary form filling.

### **Efficient Processes**

- Apply Social Value to advertised tenders in excess of £50,000 and manage the process in a relevant and proportionate manner, in line with central government guidance.



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Ensure that the Joint Procurement team is motivated, integrated, and continually developing to be able to deliver the vision and values of Cheshire Police and Fire and Rescue Services.

Ensure the Unit continues to develop its staff members.

#### Integration

- Develop a training needs analysis.
- Arrange a minimum of four team events per year.

#### Continuous Development

- Participate in learning events.
- Promote continuous professional development.
- Ensure succession planning is kept under review.

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Ensure early engagement with our stakeholders to proactively develop specifications to support safer communities, including supporting and protecting vulnerable people.

#### Participation

- To actively engage in catch-up sessions with IT, Estates, OPCC, HR, L&D, Fleet, and Business Change in order to anticipate where our stakeholders will require our support.

## Key Performance Indicators

We will develop our KPI's and measures to include:

- Total value of procurement savings;
- Ratio of total procurement savings versus cost avoidance and service value;
- % of total contracts awarded in collaboration with other public sector bodies;
- % of contracts awarded to local suppliers;
- % of third party spend placed with local suppliers;
- Value (£) of supplier claims.

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