



DORSET & WILTSHIRE
FIRE AND RESCUE

Procurement Plan

2022-2026

PASSIONATE ABOUT
CHANGING & SAVING LIVES

ABOUT THIS PLAN

The Service's corporate plan, the Community Safety Plan, and our organisational strategies set out the five high level priorities and areas of focus for a three-year period. This is then translated into on-the-ground action at department, station and team level through our Service Delivery Plan, which is underpinned by a comprehensive performance framework.

Priority four: *Making Every Penny Count* prioritises making sure we are governed and managed well, ensuring we spend our money wisely, to secure value for money (VFM). This procurement plan supports this priority and sets out how we will further strengthen our procurement approach, highlighting areas of focus for improvement and innovation, to ensure efficiencies, over the next three years.

In delivering this plan the Service has ensured alignment to the National Procurement Strategy (2018) and has reviewed its appetite against the maturity levels set out across the three priority areas and the enablers for their delivery. The Service is content with ensuring areas are aligned and embedded to the 'developing' maturity level within the lifespan of this plan, however, where appropriate, will target achieving the next level 'mature'.

PLAN PURPOSE

This plan is structured to provide a picture of where we are now, the context of our procurement landscape and how this will be developed and enhanced. It outlines what we want to achieve and provides a picture of our intentions over the next three years.

Our procurement plan relates to the procurement of all goods, services and works from third party organisations, which currently cost the Service in excess of £15.85m per annum and supports the Authority's Standing Orders and Financial Regulations.

The Service ensures that its procurement arrangements are aligned and within the requirements of the following legislation and statutory guidance, but not limited to:

- Fire & Rescue Service National Framework (2018)
- Policing & Crime Act (2017)
- Public Contract Regulations (2015)
- Public Services (Social Value) Act (2012)
- Modern Slavery Act (2015)
- Health and Safety Act Work Act 1974 and associated regulations
- Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 SI 1319 ("PP Amendment Regulations 2020")
- Equality Framework for the Fire Services (Revised 2012)

Service Delivery Plan and HMICFRS alignment

The delivery of this plan will be overseen by the Director of Service Support, with progress of performance reviewed and scrutinised quarterly through the Service Delivery Team. Performance will be reviewed against the key lines of enquiry below, which link to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service's methodology.:

KLOE 6: How well do we use resources to manage risk?

- KLOE 6.1: To what extent do our plans address the risks identified in the integrated risk management plan?
 - The FRS has financial controls and financial risk control mechanisms to reduce the risk of inappropriate use of public money.
- KLOE 6.5: To what extent are we actively exploring all opportunities for collaboration within and beyond the fire and rescue sector, and are the anticipated benefits from collaboration being realised?
- KLOE 6.7: To what extent do we show sound financial management of non-pay costs, including estates, fleet and equipment through benchmarking, contract renegotiation and procurement?
 - The FRS can demonstrate savings from non-pay costs. It routinely reviews non-pay costs and regularly challenges itself to make sure that it is achieving VFM.
- KLOE 6.8: To what extent can we show that the efficiencies we have made have sustained or improved its operational performance?
- KLOE 6.9: To what extent do we understand what assets we are responsible for across the estate and how do we demonstrate effective management of these assets?
 - The FRS uses an integrated decision-making process in respect of the acquisition, management and disposal of assets.
- KLOE 6.10: To what extent do we understand and manage our impact upon the environment?

STRATEGIC FOCUS

This plan will ensure that our procurement:

- remains lawful and adheres to the Financial Regulations and Contract Standing Orders.
- supports the Medium-Term Financial Plan (MFTP) through planned and sustainable reductions in revenue and capital spending.
- ensures that expenditure is maximised to ensure efficiencies and VFM on a whole life basis.
- generates benefits to the Service, society, communities served and the economy, limiting impact and damage to the environment.
- aligns to the National Procurement Strategy (2018).

Strategic position (2022)

Strengths:

- Skilled, qualified and committed staff.
- Clear policies and procedures aligned to legislative requirements.
- Structured procurement process achieving VFM.
- Planning through the Contract Pipeline and Future Procurement Plan.
- Strong Performance management arrangements.
- Collaborative and partnership approach to procurement at a national, regional and local level including the NSFP, where appropriate.
- Integrated Procure to Pay system in place.
- Exploring procurement opportunities through Professional Buying Organisations, NFCC, within Blue light Sector and other organisations/agencies.
- An associated member of the Southwest Procurement Board and Yorkshire Purchasing Organisation.
- Clear 4-year procurement programme.
- Close links with the NFCC, other FRS and other organisations.
- Participation in NFCC Projects such as Savings Register, spend analysis and pipeline reporting.
- Category Management approach, building good relations across the Service.
- Good track record of procurement savings.
- A number of partnership-led procurement exercises.
- A below average Basket of Goods benchmark.

Weaknesses:

- Resource limitations and capacities of the central procurement team.
- Succession planning for the central team.
- Consistent approach to contract management.
- Limited pre-procurement and post-procurement activity by central team.
- Lack of involvement of central procurement team in the development of business cases and option appraisals for high risk or spend items.
- A clearer performance framework to assess the effectiveness and VFM arising from procurement.
- Limited cross cutting responsibilities such as social value, modern slavery and environmental impact included within procurement activities.
- Reduced progression of aggregated procurement.

Opportunities:

- Upcoming legislation changes.
- Strengthen and further embed the 'developing', and where appropriate, 'mature' approach detailed within the National Procurement Strategy (2018).
- Formalise a review process (seeking customer and supplier feedback) to help inform and develop future procurement processes.
- Development of spend analysis reviews, looking for further procurement opportunities, supplier rationalisation and compliance of historical arrangements.
- Strengthen and develop our Category Management approach with the initial introduction of the pre-procurement/market engagement phase.
- Development of cross cutting responsibilities such as social value, modern slavery and environmental impact into the lifecycle of the procurement function.
- Explore further opportunities to participate as a panel member for example in the procurement of National Frameworks.
- Opportunities to consider innovation in procurements.
- Review of our procurement processes and opportunities for change, to strengthen a consistent approach.
- Suite of templates/toolkit for use in pre-engagement/pre-market engagement.
- Attend local 'meet the buyer' events for engagement with SME's.
- Opportunities for aggregating procurements.
- Strengthening work within whole life costs and procurement evaluations.

Threats:

- Limitations of available Service finances to undertake or develop capital programmes and to support a more flexible approach to revenue requirements.
- National impacts to procurement through Brexit and the coronavirus pandemic including supply chain challenges, cost increases and availability issues, as well as market uncertainty.

Strategic challenges

- Ongoing financial uncertainty and continued pressures of the coronavirus pandemic and Brexit, with a need to cut the national deficit.
- An increased focus on environmental impact, social considerations and planning to meet future expectation and need.
- Reducing the impact of revenue and capital expenditure within the MTFP.

Where we are now

- All procurements are carried out, subject to public procurement legislation.
- Maintaining cost-effective and timely processes for procurement, commission, maintenance, repair, decommissioning and disposal of our equipment and vehicles.
- Savings are being achieved through procurements.
- Exploring opportunities through Professional Buying Organisations, NFCC, Blue light Agencies, NSFP and other organisations/agencies.
- Working with other fire and rescue services, to identify best practise and realise efficiencies from joint working and procurement.
- Innovation is considered in contracts where technology is involved.
- Electronic e-tendering and contracts register system in place.
- Comprehensive procurement information available through Connect.
- Use of an integrated Procure to Pay system in place.
- Procurement team have the appropriate experience and professional qualifications.
- Proactive strategic risk management and understanding of organisational landscape.
- Importance of managing contracts and relationships is well understood with basic arrangements in place.
- For the procurements over 100k suppliers' business continuity arrangements are considered as part of the procurement process to ensure and provide assurance of a continued service.
- Working with partners to design and implement solutions for high risk/high value projects.
- Procurement is a key stakeholder in Service improvement and the business case process.
- Members of the Authority scrutinise the performance of the Service through well embedded quarterly financial and performance reporting and presentations.

Where we will be in three years

- A further streamlined approach with procurement embedded at the heart of Service planning, delivery and improvement through, where appropriate, asset decommission and disposal.
- Robust on-going 4-year procurement programme.
- Further strengthening the way managers and the procurement team work together to drive future innovation to generate efficiencies, savings and VFM.
- Procurement more proactively involved in business case process as a key stakeholder including decision making, particularly for high value or risk items.
- Procurement and contract management promoted and understood as a way of supporting and managing organisational change.
- Further opportunities for professional staff development, including apprenticeship opportunities, to retain and grow talent.
- A strengthened approach to integrating and scrutinising social value and modern slavery into procurement and commissioning where appropriate.
- Have procurement linked to the reduction of environmental impacts, potentially through supply chains for goods and services procured where appropriate.
- Enhanced contract and relationship management, at pre and post procurement engagement level, across the Service.
- Stronger engagement with critical suppliers across the Service.
- Maximising our opportunities for partnership working and joint procurement to reduce costs.
- Procurement embedded as a key stakeholder in the pre-procurement engagement process from planning and throughout the process, which will inform the business case.
- Updated and aligned procurement approach to revised legislation published.
- An embedded evaluation approach to high cost/high risk procurements.
- A clearer performance management framework to show the VFM of procurement.
- Further embedded and developed category management within the Service.

- Voluntary, community and social enterprise organisations and local small medium enterprises are well engaged in our procurements.
- Social value is an important part of procurement, and the Service seeks social value as part of the procurement lifecycle.
- Critical Suppliers and supply chains are fully engaged, managed and monitored throughout the procurement lifecycle.
- Procurement performance reporting and evaluations are overseen by the Service Delivery Team.
- Contracts are aggregated to achieve better VFM.

Action Plan (year 1)

Activity	Responsible Officer	Delivery Date	Outcome Required
With wider Service engagement revise the Service position against the National Procurement Strategy to identify the current maturity level.	Clare McCallum	April 2022	A better understanding of the wider Service position to identify a more informed position of maturity and identify actions for years 2-3 .
Identify opportunities for aggregated procurement and ensure inclusion in 4-year procurement programme.	Clare McCallum	April 2022	Improve VFM.
Establish a clear performance and evaluation framework for procurement and contracts management.	Clare McCallum	May 2022	A performance framework to better state the VFM being achieved.
Review the pre and post market engagement processes being undertaken by the departments and the central procurement team.	Clare McCallum	July 2022	Improved pre and post engagement to support increased VFM.
Further streamline the approach with procurement embedded at the heart of Service planning, delivery and improvement.	Clare McCallum	July 2022	Improved VFM.

Review the capacity and capability of the procurement team.	Jill McCrae	September 2022	A team that has the capacity and capability to achieve greater VFM.
A strengthened approach to integrating social value, modern slavery and environmental responsibilities into procurement and commissioning.	Clare McCallum	December 2022	Assured delivery of cross cutting responsibilities and requirements.
Review process (seeking customer and supplier feedback) to help inform and develop future procurement processes.	Clare McCallum	December 2022	Assured delivery of procurement function and provide a consistent approach.

Appendices

- National Procurement Strategy (2018) https://www.local.gov.uk/sites/default/files/documents/11.122%20-%20National%20Procurement%20Strategy%202018_main%20report_V7.pdf
- Procurement 4-year programme

Glossary

Community Safety Plan	Fire and rescue authorities are required to assess risk, determine appropriate strategies, policies and standards of performance, and resource allocation to address it. Together our Strategic Assessment of Risk, the Community Safety Plan and our Service Delivery Plan and associated strategies, set out our approach to integrated risk management.
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.	Independently assesses the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.
Key Line of Enquiry	Identifies where we are, where we need to go and the things we need to deliver.
Medium Term Finance Plan	Puts in place a strategy to guide the Service's financial planning over a five-year period to address national and local challenges and deliver the Service's strategic aims as well as meeting community priorities.
Modern Slavery Act	An Act to make provision about slavery, servitude and forced or compulsory labour and about human trafficking, including provision for the protection of victims
Social Value Act	An Act to require public authorities to have regard to economic, social and environmental well-being in connection with public services