



Office of the Police & Crime Commissioner

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N° 004 / 2017)

TITLE: Cumbria Constabulary Procurement Strategy 2016 – 2020.

Executive Summary:

The Procurement Strategy 2016 – 2020 has been updated by Cumbria Constabulary and is attached for consideration by the Police and Crime Commissioner.

This Procurement Strategy represents a further significant step forward in the plans and strategic direction for procurement activities across both the Office of the Police and Crime Commissioner and the Constabulary in particular in regards to achieving Community and Social Benefits in the tendering process. In addition the strategy embeds a sustainable focus on procurement fraud/ethics.

This covering paper provides an overview of the 2016 – 2020 Procurement Strategy. It includes high-level details of the 11 key themes and priorities. The Procurement Strategy is designed to be a live document that is regularly updated as part of the implementation of the strategy. As the business requirements of the Commissioner and the Constabulary change and also legislative changes, the strategy will be updated to reflect this.

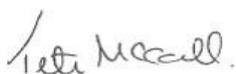
Recommendation:

The Commissioner is asked to approve the Procurement Strategy 2016 – 2020 which is submitted in support of both the Police and Crime Commissioners Crime Plan 2016-2020 and the Constabulary's operational policing plans.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation(s) above



Signature:

Date: 22nd February 2017

PART 1 – NON CONFIDENTIAL FACTS AND ADVICE TO THE PCC

1. Introduction & Background

- 1.1. The revised Procurement Strategy was presented to, and approved by, the Chief Officer Group (COG) on 01 February 2016 and the updated strategy is now submitted for consideration by the Police & Crime Commissioner for Cumbria.
- 1.2. The Procurement Strategy will be refreshed every year or when there is a significant change to the Police and Crime Plan or operational policing priorities and or any changes in law.
- 1.3. Effective procurement is fundamental to securing the best possible value for goods, works and services used across both the Office of the Police and Crime Commissioner and the Constabulary.

2. Issues for Consideration

- 2.1. This Procurement Strategy outlines the current and future direction of travel for Procurement and documents the measures and changes that are required to meet these. Our vision for Procurement is “to provide a respected, affordable and innovative procurement service which actively enables the Constabulary and Commissioner to achieve the aims of the Police and Crime Plan and the Chief Constables operational policing plans in order to meet the needs of the citizens of Cumbria”.
- 2.2. The 2016-20 Procurement Strategy has been developed to actively enable the constabulary to **Keep Cumbria Safe** and to support the priorities set out in the **Police and Crime Commissioners Crime Plan 2016-2020**.
- 2.3. The Procurement Strategy also supports both the Internal Change Programme and the delivery of an effective policing strategy within challenging budgetary constraints.
- 2.4. This strategy aims to provide a link between the strategic objectives of the organisation and our priorities for the procurement service taking into account current and potential future Social Economics and Political landscape from a Local/Regional and National Perspective. The strategy recognises the responsibility Procurement have in collaborating with internal and external partners, working in a fair and transparent manner underpinned by a nondiscriminatory approach. This is a fundamental key to achieving the drive for obtaining best value for both the organisation and the supply chain.
- 2.5. The strategy outlines **eleven key priority areas** of delivery; Providing leadership and building capacity.

- Partnering & collaboration.
- Doing business electronically.
- Stimulating markets & achieving market benefits (Market capacity building) □
Commissioning.
- Developing and maximising supplier relations – Savings & efficiency gains.
- Promoting stakeholder internal / external working.
- Raising awareness of procurement.
- Improving contract management.
- Ethics and Fraud
- Community and Social benefits

2.6. The strategy includes an action plan for addressing these key priority areas over the next four years which will be subject to annual updates.

2.7. This strategy aligns to best practice and builds on the work already undertaken by the Constabulary's Procurement Department in delivering innovative procurement solutions, through the framework for Commissioning, Procurement and Contract Management in full compliance with the Joint Procurement regulations, the public Contract Regulations 2015 and the EU Treaty principles.

2.8. As a result of the 2014 Procurement Review, the Constabulary has successfully introduced and embedded a centralised 'category management' model which aligns procurement expertise with different areas of the business. Procurement Business Partners are in place across each category area with responsibility to undertake all technical aspects of procurement from sourcing and tendering to contract management.

2.9. The three key category areas, including details of (2015/16) annual expenditure are as follows:

- ICT – £6.5m (total capital/revenue)
- Operational (including Fleet & Estates) – £17m □ Corporate – £4.5m.
- Total expenditure-£28m

2.10. The vast majority (approx. 80%) of procurement expenditure is undertaken against a range of over 136 nationally approved Framework Agreements & Contracts.

2.11. The Constabulary Procurement Service is fully supportive of collaborative working with other Blue Light forces / agencies in order to achieve best value.

2.12. The strategy also details the ongoing commitment to local procurement wherever possible with approximately 42% of (2015/16) expenditure being to organisations with a presence in Cumbria.

2.13. The Procurement Department owns and maintains the Joint Procurement Regulations used by both the Commissioner's Office and the Constabulary, ensuring that procurement activities are compliant with local and national / EU regulations as required whilst ensuring appropriate support for transparency requirements

2.14. It is clear that the reliance on procurement within the Constabulary is now higher than at any other time and therefore the strategy focuses on collaborative solutions which will entail building capacity and developing key skills key within the Procurement function which will be coterminous with the drive to build capacity and partnerships of equals in the supply chain

which will provide the organisation with sustainable benefits, cost effectively supporting operational policing needs and the Police and Crime Commissioners Crime Plan 2016-2020.

3. Financial Comments

3.1. The strategy has been produced in consultation with the Constabulary's Chief Finance Officer.

4. Legal Comments

4.1. There are no specific legal implications although to progress some of the objectives there will be a requirement for the Legal Services department to be consulted and offer professional support. This will be formulated as specific procurement activities or initiatives progress.

4.2. The Procurement department works very closely with the Senior Legal Advisor on Procurement matters.

5. Risk Implications

5.1. Specific risks are documented within the Procurement / Corporate Support risk register and are recorded within the project documentation of each project / initiative as required.

5.2. There are a number of challenges faced by the Procurement department specifically regarding the volume and complexity of procurement activities required to support operational and business needs across both organisations.

6. HR / Equality Comments

6.1. None identified with the endorsement and approval of the Strategy.

7. ICT Comments

7.1. The Procurement Team work closely with the ICT Department when procuring goods and services. Larger projects are undertaken in conjunction with the Head of Procurement who is fully involved with the process and forms part of the Tender and Contracts Evaluating Panel.

8. Procurement Comments

8.1. None, strategy produced by the Head of Procurement.

9. Backgrounds / supporting papers

(List any relevant business case, EIA, PID, Media Strategy and append to this form; list persons consulted during the preparation of the report)

- Cumbria Procurement Strategy 2016 – 2020

Persons Consulted:

- The Extended Chief Officer Group
- Stephen Kirkpatrick, Director of Corporate Support
- Members of Corporate Support SMT
- Ruth Hunter, OPCC Chief Finance Officer
- Roger Marshall, Constabulary Chief Finance Officer
- Michelle Bellis, Deputy Chief Finance Officer

<p>Public Access to Information</p> <p>Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would not compromise the implementation of the decision being approved.</p>
<p>Is the publication of this form to be deferred? NO</p> <p>If yes, for what reason:</p> <p>Until what date (if known):</p>
<p>Is there a Part 2 form - NO</p>

ORIGINATING OFFICER DECLARATION:

<p>I confirm that this report has been considered by the Chief Officer Group and that relevant financial, legal and equalities advice has been taken into account in the preparation of this report.</p> <p>Signed: Date:</p>

OPCC OFFICER APPROVAL

<p>Chief Executive / Deputy Chief Executive (delete as appropriate)</p> <p>I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner / Chief Executive (delete as appropriate).</p> <p>Signature: R. Hunter Date: 15th February 2017</p>

Media Strategy

The decision taken by the Police & Crime Commissioner may require a press announcement or media strategy.

Will a press release be required following the decision being considered? **NO**

If yes, has a media strategy been formulated? **N/A**

Is the media strategy attached? **N/A**

What is the proposed date of the press release:



Equality Analysis 2017

The Equality Act 2010 (s.149) imposes a general duty on public bodies to show due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The purpose of the General Duty is to ensure consideration is given to equality and good relations in the day to day business. It is therefore necessary to consider how the introductions of (or a change to) a policy, process, service, project/programme, function or decision could affect different groups. If this is not done it will not be possible to demonstrate 'due regard' to fulfilling those duties.

Having 'due regard' means consciously thinking about those three parts of the duty and considering how decisions taken by the organisation will impact on different people – in particular, those with a protected characteristic, and if any potentially detrimental effects are identified then all reasonable steps are taken to mitigate them.

There is no obligation to arrive at a conclusion that equality will be advanced or that good relations will be fostered, however it needs to be shown that it was considered and that any opportunities to do so have been taken.

The completion of an equality analysis ensures compliance with the Equality Act 2010.

Make sure you do an Equality Analysis before you:

- write or review a strategy or a plan.
- review, change or develop practices or procedures.
- make major decisions about how the Constabulary operates.
- review how a function works or is structured.
- plan a major police operation.
- plan and delivering a project.

Useful reference documents:

- **The essential guide to the public sector equality duty**
- **Equality Act 2010 public sector equality duty – what do I need to know?**
- **Equality Act 2010 specific duties to support the equality duty – what do I need to know?**

- **Constabulary equality objectives in the current policing plan**
- **Equality data workbook on the performance dashboard**
- **Other equality data (e.g. from external sources)**

The essential guide to the public sector equality duty and the Equality Act 2010 quick start guides are all available on the Strategic Development intranet site. Just click on the 'Policies' tab.

Version 1

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Equality Analysis

Date	12 st December 2016 th
Department	Procurement
Business Area	Corporate Support
Title of policy, process, service, project/programme, function or decision	Procurement Strategy 2016-2019
Name of lead person	Leslie Hopcroft
Equality analysis carried out by	Leslie Hopcroft/Sarah Dimmock

- 1. What is the purpose of the (change to) policy, process, service, project/programme, function or decision? (box will expand to accommodate text)**

The Procurement Strategy 2016-2019 clearly sets out the aims methodology and objectives for the procurement of goods works and services for the Police and Crime Commissioner for Cumbria (PCC) taking into account supply chain relationships ensuring greater transparency, Fairness and nondiscrimination. (Treaty of Rome Principles)

The strategy comprises of 11 key Strategic Priorities

<u>4.</u>	<u>Key Strategic Priorities</u>	
<u>4.1</u>	<u>Providing Leadership and Building Capacity</u>	Error! Bookmark not defined.
	<u>Partnering and Collaboration</u>	Error! Bookmark not defined.
<u>4.3</u>	<u>Doing Business Electronically</u>	Error! Bookmark not defined.
<u>4.4</u>	<u>Sustainable Markets and Community Benefit</u>	
		20
<u>4.5</u>	<u>Commissioning</u>	
		20
<u>4.6</u>	<u>Developing and Maximising Supplier Relations – Savings/Efficiency Gains</u>	
		21
<u>4.7</u>	<u>Promoting Stakeholder Internal/External Working</u>	
		23
<u>4.8</u>	<u>Raising Awareness of Procurement</u>	
		23
<u>4.9</u>	<u>Improving Contract Management</u>	24
<u>4.10</u>	<u>Ethics and Fraud</u>	24
<u>4.11</u>	<u>Community Benefits</u>	24

A key theme of the Strategy is to promote a genuine partnership with clients that is based on mutual respect, professionalism, transparency and non-discrimination in all aspects of procurement in accordance with the Equality act 2010 in addition a proactive approach to social and community benefits and a focus on Ethics and Fraud have been included in the updated strategy

2. What is the potential impact in relation to the General Duty of this Strategy on each of the protected groups below?

Protected characteristics	Positive Impact				Negative Impact (provide details)	No Impact (√)
	Does the proposal:					
	eliminate unlawful discrimination (provide details)	advance equality of opportunity (provide details)	Foster good relations (provide details)	Other positive impact (provide details)		
Age	The Strategy recognises the significance on non discrimination	Working in partnership with key stakeholders/Supply chain to promote nondecimation as stated t key strategic Priorities	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	Nom Discrimination will provide a more engaged supply chain resulting in achieving best value	none	
Disability	The ability to complete tenders will take into account reasonable adjustment EG Font size or background colour for those persons with dyslexia	The ability to complete tenders will take into account reasonable adjustment Eg Font size or background colour for those persons with dyslexia	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	The force has been awarded the 2 tick symbol positive about disable people		
Sex	Consideration will be given to gender in regards to Gender specific purchase which supports the needs of the service	Consideration will be given to gender in regards to Gender specific purchase which supports the needs of the service	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC	Individual specific needs are taken into consideration when contracting this will not only value that person and it demonstrable		

			will either have policies and practices that adhere			
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			to the equalities act or agree to adopt the current policing policies			
Sexual orientation	No impact identified	No impact identified	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	No impact identified		
Gender reassignment	Individual needs will be assessed and adjustments made for any person considering /transitioning Gender Re assignment	Individual needs will be assessed and adjustments made for any person considering /transitioning Gender Re assignment	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	Individual specific needs are taken into consideration when contracting this will not only value that person and it demonstrable		

Marriage and civil partnership	Impact Identified	Impact Identified	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	Impact Identified		
Pregnancy and maternity	Individual needs will be assessed and adjustments made for any person who is pregnant	Individual needs will be assessed and adjustments made for any person who is pregnant	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	Individual specific needs are taken into consideration when contracting this will not only value that person and it demonstrable		
Race	Individual needs will be assessed and adjustments made for any person who from an ethnic background	Individual needs will be assessed and adjustments made for any person who from an ethnic background	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	Individual specific needs are taken into consideration when contracting this will not only value that person and it demonstrable		

Religion and belief including non-belief	Religious/cultural practices would be taken into consideration dependent on the services Required	Individual needs will be assessed and adjustments made for any person who have religious or cultural practices	Promote working in partnership anchored on strong ethical grounds and responsibilities Proposed partnering agencies that are eligible to contract with the PCC will either have policies and practices that adhere to the equalities act or agree to adopt the current policing policies	Individual specific needs are taken into consideration when contracting this will not only value that person and it demonstrable		
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If there is no potential impact (positive or negative) please provide a brief explanation why this is the case, e.g. the data utilised in arriving at the decision, summary of responses to consultation etc.

Brief explanation of the 'no impact' decisions above

3. **Are there any other groups of people who may experience an adverse impact because of the (change to) process, service, project/programme, function or decision who are not listed above? Include these findings in the action plan.** E.g. consider part time workers, carers, socio-economic, workers and/or residents in specific geographical locations (box will expand to accommodate text)

For reasons of greater focus on the Treaty of Rome Principles in particular transparency and non-discrimination will significantly mitigate any adverse impact and extra strand for diversity is rural isolation which may have an impact on local supplier tendering for contracts and will include where appropriate the use of Social and Benefit clauses in future tenders

4. **Does the Strategy involve working with external agencies, supplier which may have and/or consultants?**

State Yes or No

Yes

If yes, what steps were taken to ensure that any of the organisations concerned comply with equality and human rights legislation? (box will expand to accommodate text)

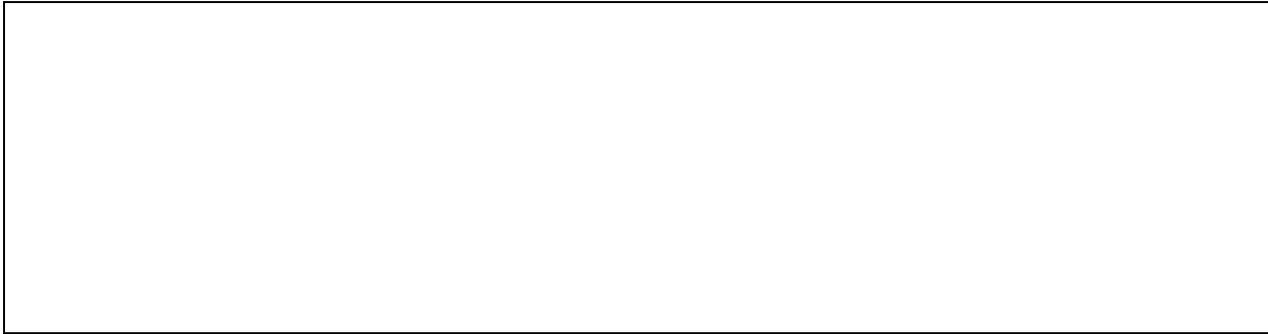
There will be ongoing a significant amount of work with the supply chain and equally important internal stakeholders in regards to ensuring that the principles mentioned elsewhere are communicated and understood by all partner must adhere to the Equality Act 2010

Failure to comply may result in action been taken such as a discontinuation of services

5. **Have you considered the need for internal and/or external consultation?** (Please tick relevant box)

YES	X	NO	
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If 'no' please provide a brief explanation in the box below.



If 'yes' please complete the box below.

NB If your proposal is relevant to equality, diversity and human rights and may affect the public please refer it to Strategic Independent Advisory Group for their views on its impact. For further information contact Sarah Dimmock.

Protected characteristics	Who has been consulted?	Which protected characteristic was represented?	Responses	Briefly summarise any action taken or reasons action has not been taken in relation to any responses
Age	S.I.A.G / V.I.G.	X		
Disability	S.I.A.G / V.I.G.	X		
Sex	S.I.A.G / V.I.G.	X		
Sexual orientation	S.I.A.G / V.I.G.	X		
Gender reassignment	S.I.A.G / V.I.G.	X		
Marriage and civil partnership				
Pregnancy and maternity	S.I.A.G / V.I.G.	X		
Race	S.I.A.G / V.I.G.	X		
Religion and belief including non-belief	S.I.A.G / V.I.G.	X		

Please complete the Action Plan on page 7 to mitigate any negative impact.

Action plan to mitigate any negative impact

Planned action(s)	Action owner	Timescale	How will this be monitored?	Progress update
Consultation externally	S. Dimmock	1/02/2017	Feedback from SIAG	
Consultation Internally	S. Dimmock		Feedback from VIG	
Approve Consultation	S.I.A.G / V.I.G		Consultation Finishes	
COG	Stephen Kirkpatrick			
Communication and publication	Stephanie Stable			
Communication Strategy	Marilyn Farrugia			

