



Office of the Police & Crime Commissioner

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N° 012 / 2016)

TITLE: Cumbria Constabulary Procurement Strategy 2016 – 2019.

Executive Summary:

The Procurement Strategy 2016 – 2019 has been developed by Cumbria Constabulary and is attached for consideration by the Police and Crime Commissioner.

This first Procurement Strategy represents a 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.

This covering paper provides an overview of the 2016 – 2019 Procurement Strategy. It includes high level details of the 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, the strategy will be updated to reflect this.

Recommendation:

The Commissioner is asked to approve the Procurement Strategy 2016 – 2019 which is submitted in support of both the Police & Crime Plan 2013 – 2017 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

Police & Crime Commissioner / ~~Chief Executive~~ (delete as appropriate)

Signature:

A handwritten signature in purple ink, appearing to read 'Pauline Holmes'.

Date: 24th February 2016

PART 1 – NON CONFIDENTIAL FACTS AND ADVICE TO THE PCC

1. Introduction & Background

- 1.1. The Procurement Strategy was presented to and approved by the Chief Officer Group (COG) on 01 February 2016 and is now submitted for consideration by the Police & Crime Commissioner for Cumbria.
- 1.2. This is the first Procurement Strategy produced by the Constabulary. The strategy will be refreshed every four years or when there is a significant change to Police and Crime Plan or operational policing priorities.
- 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 2016-19 Procurement Strategy has been developed to actively enable the Constabulary to ***Keep Cumbria Safe*** and support the priorities set out in the ***Police & Crime Commissioner’s Police and Crime Plan 2013 – 2017***. The Procurement Strategy also supports both the Internal Change Programme and the delivery of an effective policing strategy within challenging budgetary constraints.
- 2.3. 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 non-discriminatory approach. This is a fundamental key to achieving the drive for obtaining best value for both the organisation and the supply chain.
- 2.4. The strategy outlines ***nine 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.
- 2.5. The strategy includes an action plan for addressing these key priority areas over the next four years which will be subject to annual updates.
- 2.6. 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.
- 2.7. 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.
- 2.8. The three key category areas, including details of (2014/15) annual expenditure are as follows:
- ICT – £8.45m (total capital/revenue)
 - Operational (including Fleet & Estates) – £15.6m
 - Corporate – £3.36m.
- 2.9. The vast majority (approx. 80%) of procurement expenditure is undertaken against a range of over 136 nationally approved Framework Agreements & Contracts.
- 2.10. The Constabulary Procurement Service is fully supportive of collaborative working with other Blue Light forces / agencies in order to achieve best value.
- 2.11. The strategy also details the ongoing commitment to local procurement wherever possible with approximately 46% of (2014/15) expenditure being to organisations with a presence in Cumbria.
- 2.12. 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.
- 2.13. 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 Plan 2013 – 2017.

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 – 2019

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

Public Access to Information

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.

Is the publication of this form to be deferred? **NO**

If yes, for what reason:

Until what date (if known):

Is there a **Part 2** form - **NO**

ORIGINATING OFFICER DECLARATION:

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.

Signed: S. Kirkpatrick

Date: 15th February 2016

OPCC OFFICER APPROVAL

~~Chief Executive~~ / Deputy Chief Executive (delete as appropriate)

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).

Signature: R. Hunter

Date: 15th February 2016

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:



PROCUREMENT STRATEGY 2016 – 2019

Version: V1.2

Author: Les Hopcroft, Head of Procurement

Reporting to: Stephen Kirkpatrick
Director of Corporate Support

Date: January 2016



Version Control

Version	Date	Author	Comment
V0.1	13/01/16	LH	Submitted to SK for review
V0.4	15/01/16	SCG	Reviewed and added minor revisions.
V0.5	18/01/16	LH	Amendments completed
V0.7-V0.9	19-20/01/16	SCGK/LH	Final amends before submission to Informal COG.
V1.0 - DRAFT	20/01/16	SCGK	Circulated to C/S SMT before submission to Informal COG
V1.1 - DRAFT	22/01/16	SCGK	Updated to reflect comments from C/S SMT and submitted to Informal COG
V1.2	11/02/2016	SCGK	Updated protective marking as 'Not Protectively Marked.

Acknowledgements

Various officers and staff during consultation



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1. Executive Summary

Keeping Cumbria Safe

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”.

The 2016-19 Procurement Strategy has been developed to actively enable the Constabulary to **Keep Cumbria Safe** and support the priorities set out in the Police & Crime Commissioner’s **Police and Crime Plan 2013 – 2017**. The Procurement Strategy also supports both the Internal Change Programme and the delivery of an effective policing strategy within challenging budgetary constraints.

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 non-discriminatory approach. This is a fundamental key to achieving the drive for obtaining best value for both the organisation and the supply chain.

The strategy outlines **nine key priority areas** of delivery;

- Providing leadership and building capacity.
- Partnering & collaboration.
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- Stimulating markets & achieving market benefits (Market capacity building)
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- Developing and maximising supplier relations – Savings & efficiency gains
- Promoting stakeholder internal / external working
- Raising awareness of procurement
- Improving contract management

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.

The Procurement Strategy was approved by Chief Officers in January 2016 and will be submitted for consideration by the Police & Crime Commissioner in February 2016 and will be refreshed at regular intervals; a 4 year cycle with annual action plan updates or as required.

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 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 Plan 2013 – 2017.

Throughout this document where reference is made to the Constabulary, the principles and actions should generally be considered as being relevant to both the Constabulary and the Office of the Police and Crime Commissioner.



2. Introduction

2.1 Principles

We will provide a policing capacity and capability appropriate to the risks facing Cumbria. We will focus on the service quality, satisfaction and confidence of communities in Cumbria by putting the public at the heart of what we do. We will use Neighbourhood policing teams as the basis for visible policing in Cumbria. We will deliver in partnership. We will be innovative in our approach to service delivery. We will focus on continuous improvement. We will provide a workforce that is highly trained; citizen focused creating a vibrant organisation.

This Procurement Strategy sets out the ambitions for the Constabulary's use of procurement as a tool to positively impact on our economy and communities in recognising the budgetary pressures, social; economic and environmental benefits to be achieved from applying an intelligent approach to our procurement to achieve best value, efficient use of resources, use of technology, innovation and practices and procedures.

The strategy fully recognises the policy and financial challenges faced by Police forces and the wider public sector.

We will rigorously challenge all our procurement decisions, together with effective and efficient procurement procedures. Our approach will in turn generate meaningful cashable savings and in doing so will help to afford some protection of the front line services.

2.2 Background

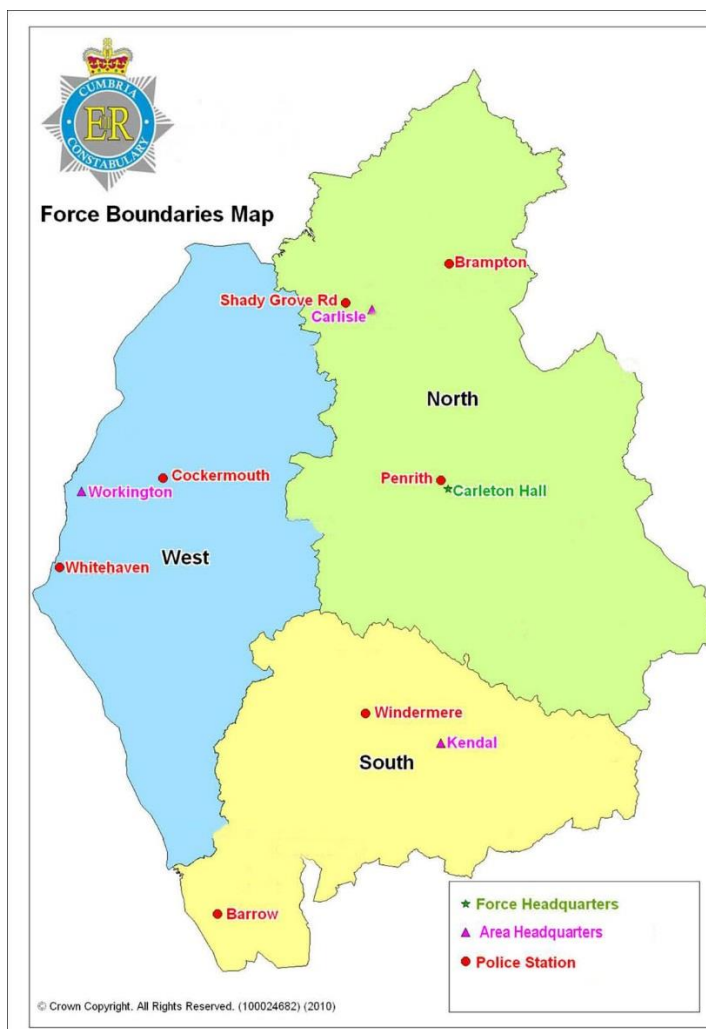
Cumbria Police serves a population of approximately 500,000 people and covers an area of more than 2,600 square miles in the North West of England, from the Scottish border down to Lancashire, and across to North Yorkshire, Northumberland and Durham. The police area covers the rural Lake District and the more industrial areas of Workington, Whitehaven, Carlisle and Barrow.

Kendal is the largest town in the Lake District and tourism its main source of income and jobs. Barrow at the extreme south of the county is industrial with the principle employer being BAE ship builders, this area is the most densely populated at 9.09 persons per hectare. The North and West of the county are more highly populated and the largest population are in Carlisle, Workington and Whitehaven. The population density for the whole of Cumbria is only 0.73 persons per hectare making it the lowest population density in the country. This contrasts sharply with the comparable figure for an all-England average of 398 (ONS, 2012).

Cumbria Constabulary has an annual budget in the region of £108 million for 2014-2015. This budget faces the potential for significant reductions over the next 4 years.

Staffing during the 2016/17 financial year will comprise 1120 Police Officers, 571 Police staff and 95 PCSO's. In common with all Police Forces, funding and staffing arrangements are under review in the light of the 2015 Comprehensive Spending Review and the Funding Formulary Review.

In common with normal policing practice Cumbria Constabulary is organised into Areas which have coterminous boundaries with the Local Authorities.

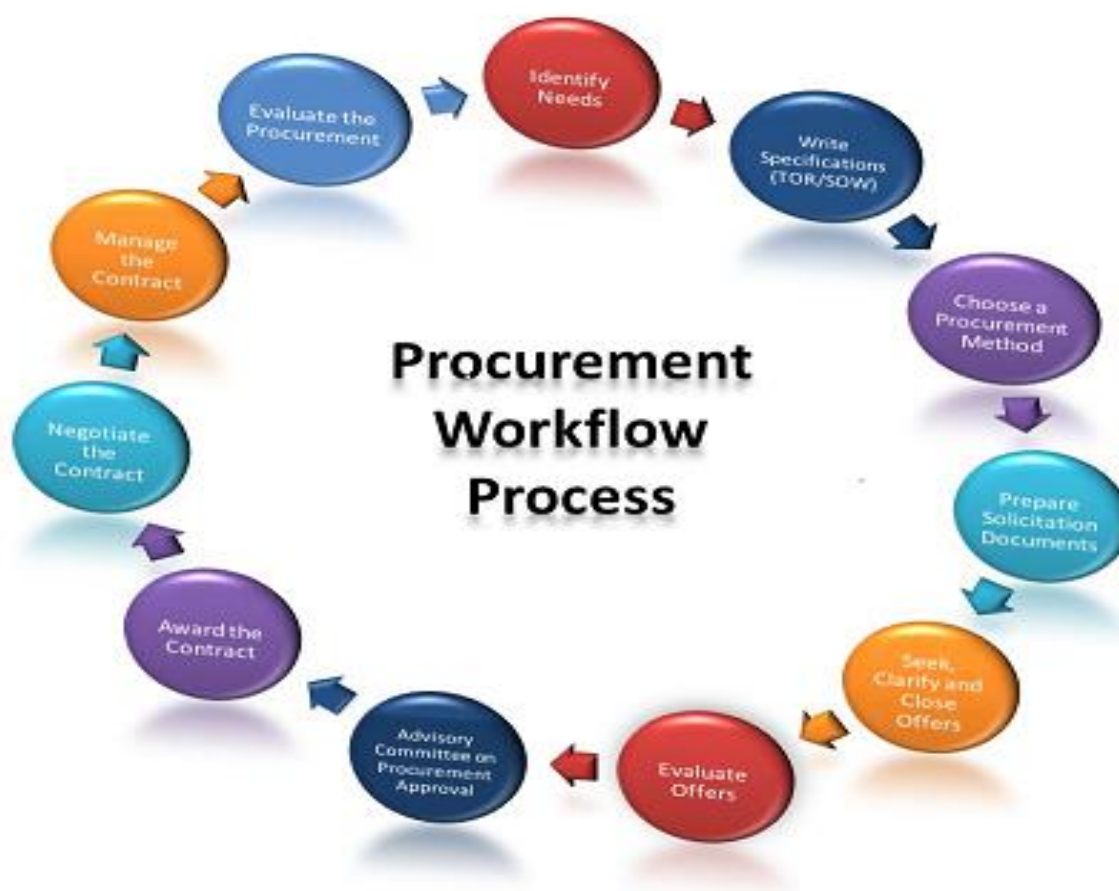


The Constabulary Procurement Strategy has been developed in partnership with internal/external Stakeholders. It provides the Constabulary with an Action Plan to support the Constabulary's key priorities and vision in an era of unprecedented budget cuts which present unique challenges. Specifically the Funding Formula Review may have significant impact on service delivery from a support function perspective.

Procurement has a key role to play in ensuring that we ensure that capital and revenue expenditure delivers maximum benefit both in terms of commercial and sustainable service delivery.

This strategy and associated Action Plan cover the four year period 2016 –2019, this is deemed to be a realistic timeframe given the pressures from central government, a similar time span for delivering efficiencies and the changing environment within which the Constabulary operates. We must adopt a flexible and positive approach to the challenges that lay before us. Without doubt procurement is one of the key tools the Constabulary has to help the organisation achieve its objectives.

Procurement does not just relate to "buying things" but covers the whole process from the initial identification of a need for a good or service, through selecting a supplier or partner, receiving the goods or service, managing a contract, achieving the benefits expected, to finally disposing of an asset or ending of a contract. This procurement process is described in the diagram below.



In summary in 2014/15 the Constabulary spent over £29 million on goods, works and services. We used approximately 1400 suppliers and received over 19,000 e-Invoices.

The Constabulary has strict internal governance through the joint procurement regulations to ensure robust probity, transparency of processes and compliance are embedded in all our procurement activities.

Therefore, delivering value for money from the Constabulary's spending is the collective responsibility of everyone involved with procurement. We rely heavily on Key Stakeholders that carry out purchasing on a daily basis, on Financial Services for budget control and creditor management and Legal Services for advice and guidance on contracts. A fuller description of the various roles and responsibilities in relation to procurement can be found in on the Constabulary's internet site.

The impact of procurement is far greater than a simple definition of a process. The principles set out in this strategy illustrate the positive contribution that effective procurement arrangements make to the communities the Constabulary serves considering socio-economic agendas such as equality and diversity, a successful economy, community benefit and reducing environmental impact. Purchasing of goods, services and/or works represents a significant interface with the economic community on a local, regional and national level via contractual relationships developed with suppliers.

Chief Officers Group (COG) and the Senior Management Team (SMT), particularly through Senior Management Team and Overview and Scrutiny (Internal), have an important role in questioning procurement decisions and ensuring sustainable benefits are achieved. The Procurement Cycle diagram, figure 1 above, identifies the processes/points of decision and review points where a review can take place.

The Constabulary has a track record of working in partnership with others such as the Crown Commercial Services, Yorkshire Purchasing Organisation), other consortia, and Regional/National Police Forces. The Constabulary will continue to strive to work in partnership on procurement.

This strategy aims to provide plans to help us strive for excellence in the procurement of goods, services and works and to articulate the Constabulary's positive commitment to partnering, equality and sustainability through procurement.

2.3 What is Procurement?

Procurement is the process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. The process spans the whole-life cycle from identification of needs, through to the end of a service contract or the end of the useful life of an asset including responsible disposal. It involves initial option appraisal and critical 'make or buy' decisions, which may result in the provision of in-house services in appropriate circumstances" (National Procurement Strategy).

We recognise the role of balancing local economic growth with national action (aggregation of demand), and the need to get value for money from all procurement activity.

A category management business model has been developed to enable the Constabulary to maximise the benefits from procurement collaboration for categories and sub-categories of works, goods and services. The key categories are;

- ICT
- Operational
- Corporate

Currently the Constabulary has in excess of 136 Framework agreements /contracts with a value in excess of £10,000 accounting for 80% of the Constabulary's procurement expenditures

These key categories head up numerous sub-categories and all budget holders have a Business Manager from within the category team.

This team manage a wide range contracts, and provide strategic and commercial support to other business areas that are responsible for managing business critical contracts, and lead in the important area of sustainable procurement.

Currently 80% of capital and revenue expenditure is with National/Regional Framework contracts. The Constabulary is fully supportive of collaborative working with other Blue light forces/Agencies to maximise Best Value.

Specifically in regards to the capital and revenue expenditure across the three categories the monetary breakdown of expenditure for 2014/15 was;

ICT

- Total Capital/Revenue Expenditure £8.45 million.

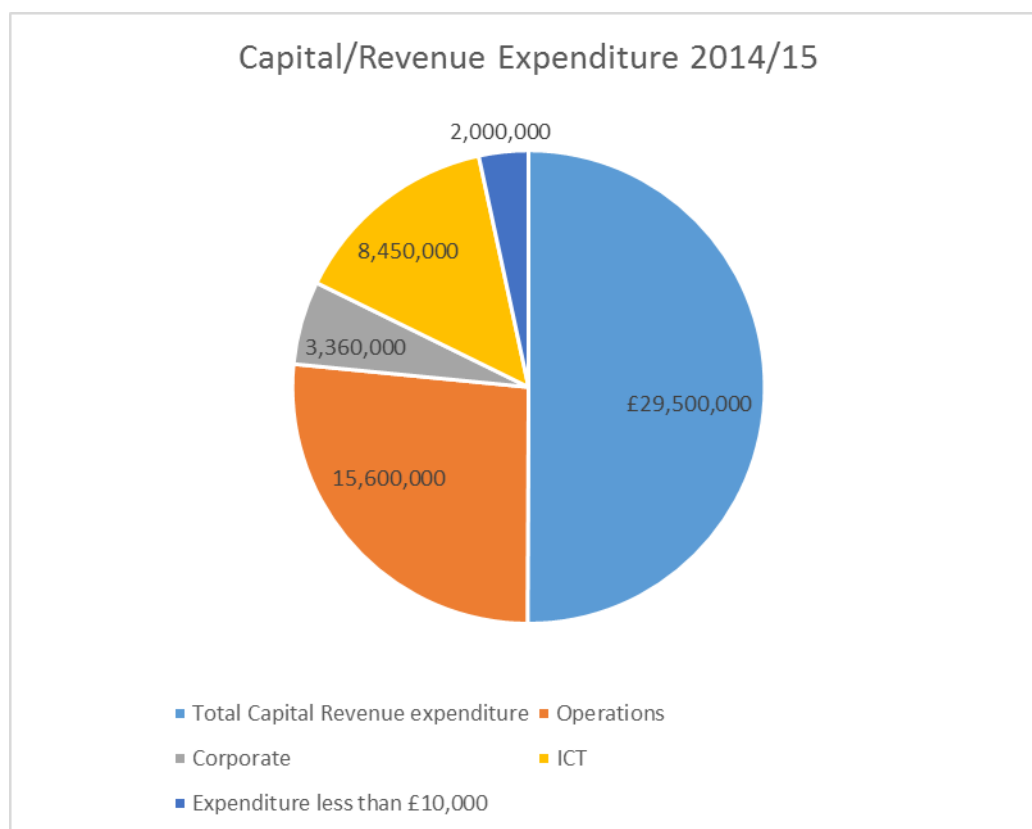
Operational

- Total Capital/Revenue Expenditure £15.6 Million.

Corporate

- Total Capital/Revenue Expenditure £3.36million.

In addition there is expenditure of approx. £2 million that accounts for 7% of the total expenditure across in excess of 1100 suppliers which for the purpose of the analysis will be investigated at a later date.



The top 50 suppliers accounted for approx. £20 million of total expenditure (70%).

Broadly speaking 46% of total expenditure for 2014/15 was to organisations with a presence in Cumbria. This data needs further interrogation to confirm accuracy and to better understand the dynamics behind that expenditure. A key theme will be to increase the expenditure in Cumbria for local SME/Micro Businesses where legally able to do so.

The ACPO National Procurement Strategy to 2011 identifies the following key principals:

- Operational,
- Increasing further police procurement capacity and capability,
- Securing further supplier competition and price leverage, shaping requirements and specifications,
- Developing techniques and practices to reduce costs and risks,
- Reducing procurement overheads and the costs of acquisition and promoting sustainability while at the same time supporting diversity in procurement.

Cumbria Constabulary's Procurement Department's strategy will ensure that these principals are consistently drawn out in its work plan and procurement processes.

For the compliance and transparency in accordance with Government requirements, all contracts over £100,000 will be advertised via the forces E-Procurement portal (Blue light). If the value of the contract exceeds the EU procurement regulation value threshold then that opportunity will be advertised in the Official Journal of the European Journal (OJEU) and the Governments Business portal Contract finder.

The exception being where there is a National/Regional framework already in place that meets the criteria for best value. A recognisable benefit of using a framework while being mindful of the local agenda is that we achieve best value through aggregation and agreed terms.

In addition using the same criteria we will in accordance with the EU Procurement Regulation 2015 ensuring the opportunity is advertised via the Governments Business Portal Contracts Finder.



3. Current Provision, Issues & External Drivers

3.1 Procurement Review - Phases 1 and 2

In May 2013 (Phase 1) and January 2014 (Phase 2) the organisation undertook a Procurement Review and as a direct result the current procurement team was disestablished with a new team forming in its place. This team consist of 1 Head of Procurement, 3 Procurement Business Partners and 3 Procurement Officers. The team provides advice and leadership on procurement in the organisation, and undertakes the majority of procurement activity, with true transactional procurement activity remaining within the Central Services Department and the business still having budgetary and decision making in relation to procurement decisions.

Cumbria Constabulary has successfully introduced and embedded a centralised 'category management' model which aligns procurement expertise with different areas of the business. The categories are: Corporate; Operations (including Estates & Fleet); and ICT. The Procurement Business Partner are expected to undertake all technical aspects of procurement from sourcing and tendering to contract management, whilst the Procurement Officer supports the non-technical procurement activities such as data and spend analysis, reporting, catalogue management and supplier enablement. The Procurement Officers also undertake critical tasks in the procurement system and complete financial reports and records on behalf of the business areas they support.

Procurement also has responsibility for the Constabulary's stores which has a primary function to provide a force wide uniform supply and fitting service to both Police Officers and Police Staff, along with the supply of general stock lines where it is more cost effective for central distribution rather than direct delivery.

To achieve this in the last fiscal year the Stores Department generated 1,136 orders for stock items covering 1175 separate stock lines of which 862 are uniform and the remaining 313 for general stock lines.

Requests into the department equated to the generation of 9,863 individual picking lists for stock items some of which may have one or more items upon them.

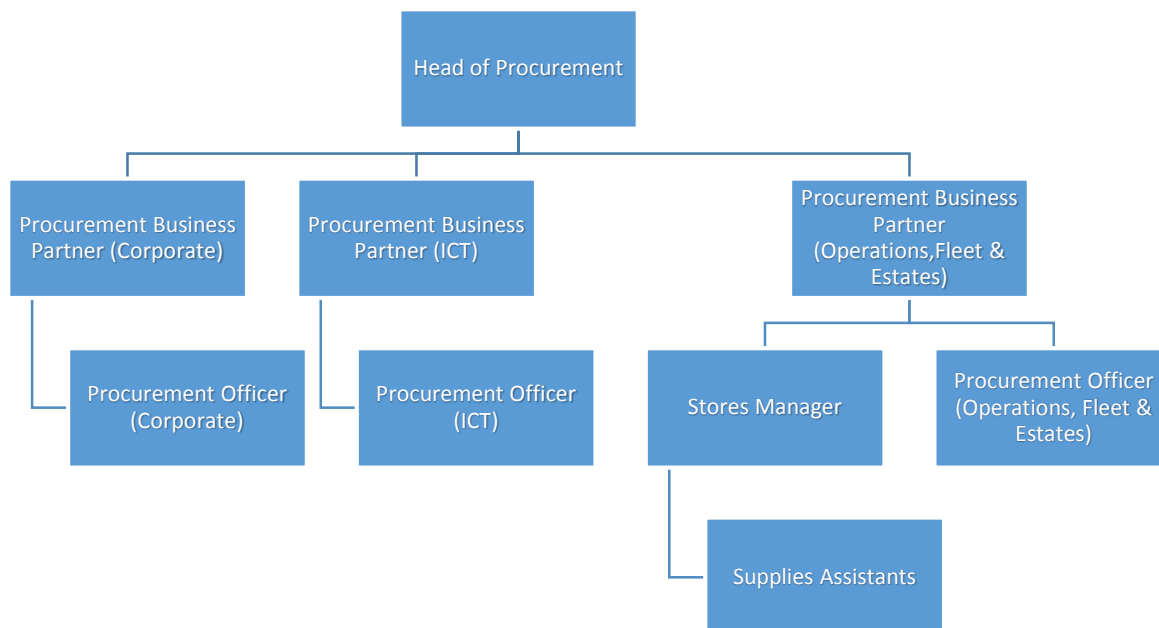
These picking lists covered the issue of 20,726 individual items of which 4717 were for uniform items covering 16,009 individual items at a value of £556,542.73 the remaining 5146 were for general stock lines at a cost of £112,765.95.

Out of the £556,542 spent on uniform items £505,854 was spent with companies where the force are utilising either local, regional or national contracts, the remaining £50,688 or approximately 9.1% was spent on stock lines where no contracts are available at present. Although these items are mainly for specialist units all are kept under review in relation to new contracts coming on line.

In relation to the general stock lines from the £112,765.95 spend £95,262.64 was spent with companies who are under contract the remaining £17,503 or approximately 15.52% was spent on stock lines where no contracts are yet available and again most of the products are for specialist use.

The present aim within the department is to bring the non-contract spend down on uniform items to approximately 5% per annum and down to 10% for general items.

3.2 Current Procurement Structure 2016



3.3 Constabulary & Police and Crime Commissioner Procurement Principles

Procurement supports the achievement of the majority of the Constabulary's & Police & Crime Commissioners priorities, as they all need goods, services, people or skills to be purchased to make them happen. If procurement is not effective there will be less capacity, fewer goods, financial uncertainty and inequality. Good procurement practices specifically support the following Constabulary Priorities in order to achieve both a **balanced budget** and **best value**.

We stated the procurement principles which we will champion to help deliver more effective and efficient procurement across both the Constabulary and Office of the Police and Crime Commissioner:

- **Procure strategically and compliantly** – Procurement will be carried out to support the delivery of the required priorities and in-line with this Strategy. All procurement processes and systems must comply with the Constabulary & Commissioner's Joint Procurement Regulations, Financial Regulations and relevant legislation or regulation.
- **Develop corporate procurement and contracts** – Where efficiencies are anticipated we will move towards the corporate procurement of goods and services. We will use standard documentation, approved suppliers, framework contracts or contracts for the supply of goods and services negotiated on behalf of the Constabulary and Commissioner through a central team.
- **Deliver choice and quality** – We will make purchasing decisions on the basis of quality criteria and price. Stakeholders or specialists will be involved in the selection process and in ongoing contract management to make sure we get the right things for the job.
- **Best Value procurement** – We will use procurement to realise efficiencies and help us work effectively. This will be achieved through partnership / joint working, lower cost, better quality, improved service, better processes and corporate contracts.
- **Build skills and capacity** – We will develop the skills and capacity needed to improve procurement and ensure it contributes to priorities and corporate governance initiatives such as CSR, value for money and use of resources assessments.

3.4 Legislation

The Constabulary & Office of the Police and Crime Commissioner have updated Joint Procurement Regulations to reflect and support recent legislative developments, including:

- **EU Procurement Directives 2015** – The main legislation, which guides how both organisations purchase, is driven by EU Directives that are then brought into UK law. The EU lays down processes for buying goods and services over certain values. Purchases above these thresholds have to be advertised in the Official Journal of the European Union (OJEU) via the Constabulary's EU Supply portal, the government's contract finder and reported to Home Office quarterly. Due to the threshold values the Constabulary carries out very few OJEU procurements each year. Guidance on the process is on the Intranet and assistance is available from the Procurement Team.
- **Data Protection Act 1998 and FOI** – Both the Data Protection Act (DPA) and the Freedom of Information Act (FOI) have implications for procurement. Under the DPA we are required to keep personal information private. Under FOI we are required to make non-personal information available to the public, guidance on how this relates to procurement, where contract information is involved, is available on the Constabulary's Internet/ Intranet.
- **Equality and Diversity Legislation** – Regulations under Equality Act 2010 make it illegal to discriminate in the procurement and provision of goods and services on the grounds of the following Protected Characteristics:
 1. Age
 2. Disability
 3. Gender reassignment
 4. Marriage and civil partnership
 5. Race
 6. Religion or belief
 7. Sex
 8. Sexual orientation

It is important that we take equalities duties into consideration in our procurement practices. This means advertising opportunities widely and openly, not using selection criteria to discriminate illegally and making every effort to ensure suppliers comply with equality in employment legislation

3.5 Government Initiatives

In addition to the impact of legislation a number of government initiatives will affect our procurement strategy and practices.

3.6 Sustainability

To be able to procure sustainably we must understand what sustainability is. It has been described as helping to deliver 'a better quality of life for everyone, now and for future generations. Recent government strategy "Securing the Future – delivering UK sustainable development strategy" approaches sustainability using five principles:

- Living within Environmental limits.
- Achieving a sustainable economy.
- Using sound science responsibly.
- Ensuring a strong, healthy & just society.
- Promoting good governance.

The Procurement Team can support and help achieve these principles in a number of ways. It is proposed that procurements, especially those over the tender limit (£100,000) and those which have specific environmental impacts (e.g. energy, fuel, water, paper, building materials), are reviewed. We will aim to purchase sustainable, renewable goods and services where feasible and effective.



The re-use, recovery, recycling and disposal of our goods and assets will become more of an issues as the EU Waste from Electronic and Electrical Equipment (WEEE) Directive (2003) and the Waste & Resources Action Programme (WRAP) begins to impact on what we can do with assets coming to the end of their life. It will also influence the disposal and recycling services we provide to our customers. The Constabulary will re-use and recycle where possible and ultimately dispose of assets safely and efficiently.

The Constabulary is a major local employer and purchaser. It is important that procurement is mindful of the impact purchasing decisions can have on local small businesses (SME's) and people. Currently approx. **67%** of the Constabulary's suppliers are SME's and **42%** of suppliers are based within Cumbria. We recognise the need to reach out to the local supply base, encouraging and supporting them to work with the Constabulary. Both organisations have a responsibility to its local communities and a strong commitment to promote economic development. The Constabulary will balance the priorities of business decisions and supporting the local economy, whilst complying with legislation and regulation governing public Procurement.

To offer the best in terms of delivering outcomes and reflect the complexity and maturity of markets and the associated supply base, a 'mixed economy' model is most the most appropriate approach.

In turn, these commitments will:

- Drive greater efficiency
- Support local growth
- Improve service delivery

The aforementioned three aims very much reflect the draft National Government Local Procurement Strategy (November 2012).

3.7 Transformation and Shared Services

Procurement has been identified as one potential area for shared services as suggested in the Transforming Government paper. It is also one of the ways the Constabulary can transform its services as it encompasses the need for the Constabulary to answer the "make or buy" questions when reviewing and deciding how to provide services. It also supports the introduction of new working practices through the use of e-procurement.

3.8 Efficiency

Procurement is seen to be one of the main drivers for achieving efficiencies to meet Government targets. It has been estimated that a third of public sector efficiencies can be achieved through procurement savings.

3.9 Partnerships and the Voluntary Sector

The Constabulary is committed to working in partnership to deliver improved services and procurement efficiencies.

The Constabulary actively promotes and collaborates with the Northwest Police Procurement (NWPP) whose members are:

- Cumbria
- Merseyside
- Cheshire
- Lancashire
- Greater Manchester



In addition, the Constabulary collaborates with the County & District Councils, NDA and NHS via the EPIC (Effective Procurement in Cumbria) which meets quarterly to share best practices, Supply chain/tendering opportunities and training.

The Constabulary largely procures from National and regional frameworks where appropriate which helps to ensure we achieve best value through aggregation of volumes. From time to time we also purchase via purchasing consortium such as Yorkshire Purchasing Organisation (YPO) when specialist skills are needed e.g. energy purchasing or as one of the potential supply routes in a tender/quote situation or where they provide a suitable framework agreement. Although the Constabulary uses purchasing consortium there is no formal requirement to do so and best value needs to be proven when using a purchasing consortium such as YPO or Crown Commercial Services.

The Constabulary will work with and learn from those Constabulary's who are deemed to be leaders "Delivering Quality Services through Procurement" and "Transforming the Delivery of Services through Partnership".

Initiate early and meaningful Supplier/Stakeholder engagement events, prior to undertaking any Procurement exercises (where appropriate, providing historical spend and performance trends and likely future spend/performance and specification needs; timetable; Procurement routes to market.

3.10 Aims and Proposed Actions

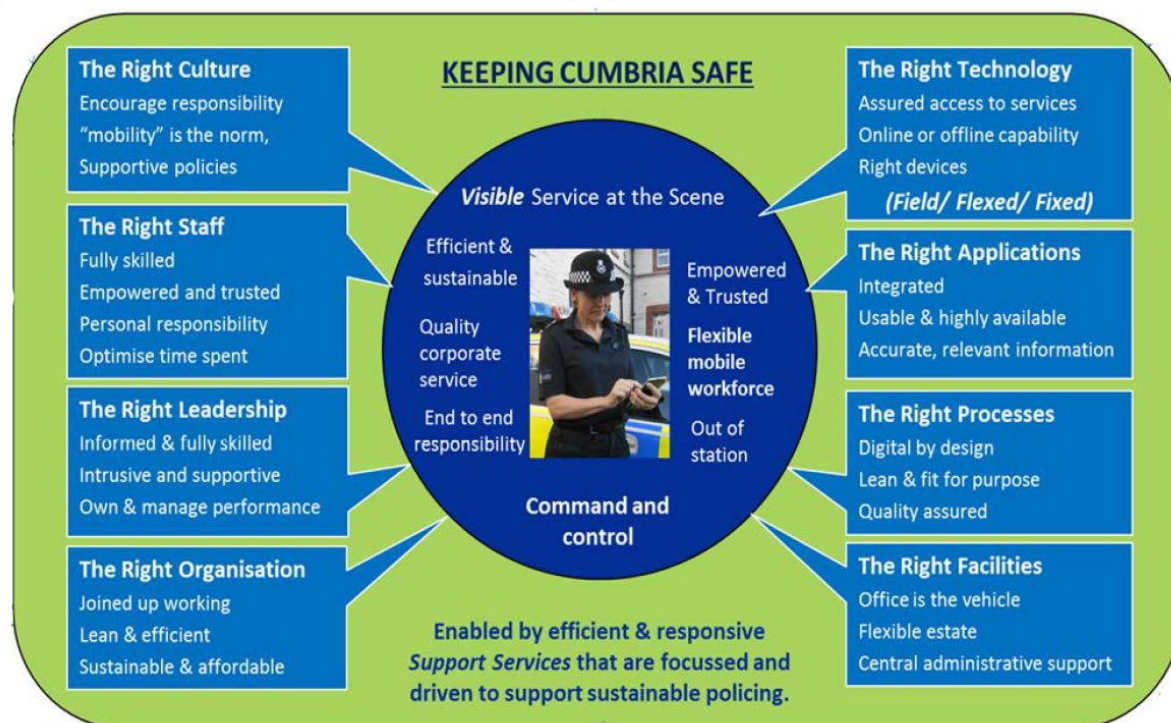
As a Constabulary we want to deliver best value procurement to support the delivery of excellent services by getting the quality of goods, services and people need at a low cost/fair price.

The Constabulary's Procurement Action Plan will be driven by:

- Delivering actions which address the Strategic issues identified in section 4.
- Developing procurement to meet Constabulary priorities and service needs.
- Realising the Constabulary's Procurement Principles.

4. Key Strategic Priorities

The priorities identified within this Procurement Strategy supports the Constabulary Business plan & Change Programme in order to deliver the priorities that are set out in the *Police and Crime Plan 2013 – 2017*. It is underpinned by the principle that we must put the operational officer at the centre of all effort to ensure that they have the; right leadership, the right skills, the right processes, the right policies, the right tools (technology, systems, vehicles, buildings etc.), and above all the right organisational culture and ethos, to provide the best, visible and cost effective service possible to our community.



This Strategy has been developed at a time when Police Forces are facing significant financial challenges (notably for Cumbria regarding the Police Funding Formula) and is therefore a clear drive to achieve savings across our procurement expenditure.

The aim will be to provide the most effective agreed application of those resources and processes involved in the delivery of procurement in Cumbria Constabulary and the Office of the Police and Crime Commissioner for Cumbria (OPCC).

This Strategy identifies a number of **key strategic priorities**. Each theme will be supported by actions and outcomes that support the Constabulary's key priorities and aspirations.

Partnership working remains at the heart of our approach to deliver effective procurement services.

4.1 Providing Leadership and Building Capacity

This objective covers the commitment of the Constabulary to procurement excellence by promoting and managing procurement strategically and resourcing and skilling it appropriately for the Constabulary. We will:

- **Roles and Responsibilities** – Continue to develop the role of Category Management within the Corporate Procurement Team.
- **Stakeholders** – Wherever possible, maximise end user and Stakeholder feedback regarding existing and future commissioning and procurement exercises.

- **Change** – Capitalise on the ability of the team working across other functions, thereby facilitating and supporting change where appropriate.
- **Contract Register** – Maintain the Constabulary's Contract Register and use it to plan and prioritise future tenders.
- **Project Management** – Implement a Project Management approach to Procurement exercises.
- **Networking** – Maintain involvement with the NWPP and the Local Authorities in relation to the joint procurement opportunities.
- **Efficiencies** – Introduce mechanisms for realising and recording savings
- **Standard Procurement Documentation** – Adopt or develop standard procurement documentation e.g. standard (model) Terms and Conditions and Pre-Qualification Questionnaire (PQQ) for below OJEU threshold procurement.
- **Skills** – Assess procurement skills levels and develop a training and awareness programme, using the procurement skills matrix from the Crown Commercial Services.
- **Performance Monitoring & Benchmarking** – Develop a range of performance indicators for Procurement based on Home Office /Audit Commission proposals and carry out benchmarking.
- **Expertise** – Recognise our limitations and source experts, brokers or agents where they are needed to provide specific procurement advice.
- **Supplier Monitoring** – Introduce more formal supplier monitoring and contract management processes for top 20 suppliers.
- **Risk Management** – Undertake appropriate risk management to ensure delivery.
- **Contract Standing Orders** – Ensure the requirements of contract standing orders are being met and monitored around issues such as aggregation, OJEU advertising and whole life costing.
- **Communication** – Communicate the Strategy to staff, members, partners and suppliers.

4.2 Partnering and Collaboration

Partnering - This objective covers the better delivery of services through creating and working in sustainable partnerships between the Constabulary and suppliers in the public, private and voluntary sector to provide services and carry out major projects (e.g. construction projects).

Collaboration - Aims to deliver better value by bringing Constabulary's (and other public bodies) together to combine buying power and identify opportunities for shared services.

We will:

- **Partnering** – Continue to investigate and enter into partnering arrangement where they provide capacity and deliver efficiencies and service benefits
- **Process Improvement** – Review procurement processes, documents and practices to ensure efficiency and to reduce the time for OJEU procurements to 120 calendar days.
- **Supplier Relationships** – New supply and partnering arrangements require us to develop new processes whereby we managed the relationships as well as the contract.
- **Joint Working** – Procure and commission jointly where possible and practical.
- **Consortia** – Make use of consortia such as CCS and Pro 5 where they deliver value.
- **Frameworks** – Use and develop framework agreements such as those negotiated by CCS/Pro 5. Develop our own frameworks where necessary and can demonstrate best value.
- Where ever possible without breaching regulations [have consideration for local businesses](#).
- **Constabulary Standards** – Ensure partners who provide services on the Constabulary's behalf adhere to our standards, aims and values as laid out in Constabulary strategy and policy.

4.3 Doing Business Electronically

This objective covers the use of technology to get improvements and efficiencies in the procurement cycle including reducing the time and cost of purchasing. This is generally known as e-procurement.

We will:

- **Ordering** – Enforce the use of Oracle for all orders not covered by an exemption identified by Financial Accounts. Reduce the number of orders and invoices produced to deliver process efficiencies.
- **Supplier Numbers** – Curtail the addition of suppliers for goods for which we already have suppliers.
- **E-Ordering** – Develop the electronic distribution of orders and electronic communication with suppliers.
- **Electronic Catalogue** – Maintain and develop the oracle e-catalogue and look to integrate with suppliers catalogues to make price and item maintenance easier.
- **Procurement Information** – Continue to develop information on the website and internal procurement advice on the Intranet.
- **E-tendering** – Tender all opportunities on the Constabulary's e- Tendering Portal E,U,supply for advertising opportunities in excess of a total value of £ 100K up to and including the OJEU threshold.
- **E-auctions** – Take advantage of opportunities to participate in e-auctions organised by larger Constabulary's and consortia. Look at e-auctions as a way of finalising price on some goods and services.
- **E-market Places** – Investigate and adopt if/when there is a business case.
- **Procurement Cards** – Review the use of Procurement cards for low value purchases.
- **E-payments** – Continue to develop easy, secure, user friendly, flexible solutions to cover all payments. Encourage people to use e-payment methods.
- **Business Process Review** – Review e-procurement/procurement processes to identify and implement improvements.

4.4 Stimulating Markets and Achieving Community Benefit

This objective covers working with suppliers and using procurement to help deliver the Constabulary's corporate priorities including the economic, social and environmental actions we will provide:

- Support to Cumbrian SME's, where legally able to do so,
- Support to local suppliers, where legally able to do so,
- Support to Third Sector, where legally able to do so.
- **Equality** – Review the Constabulary's procurement processes and documentation and build in diversity and equality duties and considerations. Use the CRE guidance on Race Equality and Procurement.
- **Climate Change** – Use procurement to support the Constabulary's stance on climate change and its commitment to the Nottingham Declaration through green energy, energy efficiency, fuel use etc.
- **Sustainability Accreditation** – Look for suppliers and goods with sustainability/"green" accreditations, compliance with standards and energy efficiency ratings etc. As a small Constabulary we are not resources to address sustainability at the supply chain and production process level.
- **Sustainability Principles** – Review major purchases, that is those in (£50,000 - £100,000) and (£100,001 – OJEU levels) against the 5 sustainability principles to establish the relevance of the environment and sustainability to the procurement as follows:
 1. Low Weight
 2. Few Components
 3. Good Materials
 4. Long Lifespan
 5. Cradle to cradle thinking
(Closed lifecycles)
- **Sustainability Criteria** – The Constabulary will include environmental and sustainability implications, where they are relevant, in the procurement process including in PQQ's Quotes and Tenders and in evaluation and selection criteria.
- **Re-use and Recycling** – Aim to re-use goods (e.g. donating old uniforms, mobile phones to charity) and recycle assets wherever possible.

- **Local Suppliers (SME's)** – The Constabulary will encourage a diverse and competitive supply market including small firms, local firms, social enterprises and the voluntary and community sector. We will do this by making procurement adverts inclusive and making those companies we support aware of opportunities through Local Agencies (Business Link) We will monitor the profile of our suppliers and identify actions to remedy any obvious imbalance.
- **National Concordat for Small Businesses** – Work towards signing the National Procurement Concordat for Small and Medium sized enterprises, which aims to encourage effective trade between local authorities and small businesses.
- **Whole life costing** – The Constabulary will work toward the identification of whole life costs and benefits for all purchases at or above £10k.
- **Community Benefits** – Where it would be possible and practical encourage procurement managers to invite costed proposals for the delivery of community benefits.
- **Customer Choice** – Assess the implications of the ongoing move towards customer choice and its impact on supplier and service selection.

4.5 Commissioning

This objective covers working with the commissioners/stakeholder at the projects inception Grant/Business case stage and using procurement to help deliver the required outcomes we will:

- Engage with supply chain to gain effective market intelligence and understand market dynamics
- Ensure compliance with legislation
- Build on internal relationships between commissioners/stakeholder/procurement and contract management
- Put the outcomes of the Commissioners /Stakeholders at the heart of the strategic planning Process
- Ensure that contracting Process are fair and transparent, facilitating the involvement of the broadest range of supplier
- Ensure long terms contracts and risk sharing wherever appropriate as ways of achieving best value
- Seek feedback from Commissioners/Stakeholders and suppliers in order to review the effectiveness of our approach

Review the alternative delivery models

4.6 Developing and Maximising Supplier Relations – Savings/Efficiency Gains

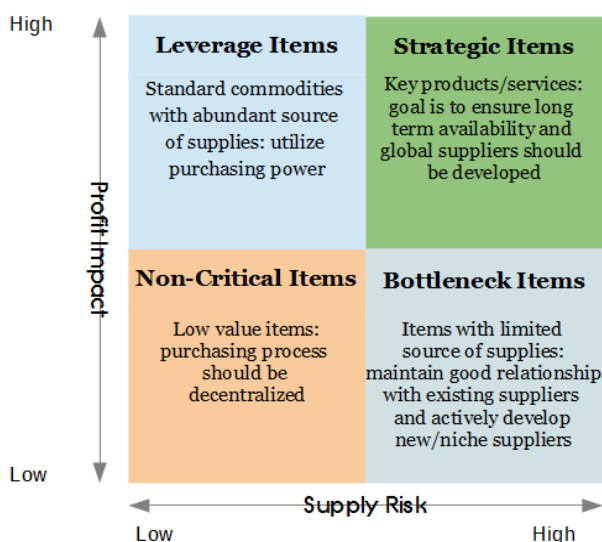
- Action - Develop spend information for goods, works and services.
 - Procurement will annually undertake a full capital/revenue spend analysis The information gained will intelligently enable us to review, understand and maximise the benefits from those suppliers from whom we purchase, what we purchase, how we purchase and the market/commodity profile of our supplier chain for example are the suppliers local, do they depend on us for work, are they used by other local Constabulary's are we unintentionally distorting the market place. This information will help set priorities for new procurement exercises help us better understand the market place and will be used to guide collaboration opportunities.
 - Increase the number of goods and services procured from local businesses where appropriate which will help to stimulate businesses in Cumbria.
 - Procurement will undertake a number of supplier engagement events/surgeries to help promote and better inform the supply chain as to the constabulary's procurement activities, opportunities and our expectations to better engage and understand the dynamics/pressures from both parties which will help lead to achieving best value.
 - Details of all contracts awarded will be published on the OPCC and constabulary website providing in accordance with the governments Local Transparency Guidance Agenda

- Contracts greater than £100,000 will be advertised via the government opportunities portal – Contract Finder and the Constabulary's e-Procurement Portal (EU Supply).
- Supply chain Management/processes.
- We will work in partnership with partner agencies both public and private sector organisations where appropriate in Cumbria to identify collaborative procurement opportunities.
- Challenge all revenue /capital expenditure using the Perato principles and kraljic risk model.
- We will share risk.

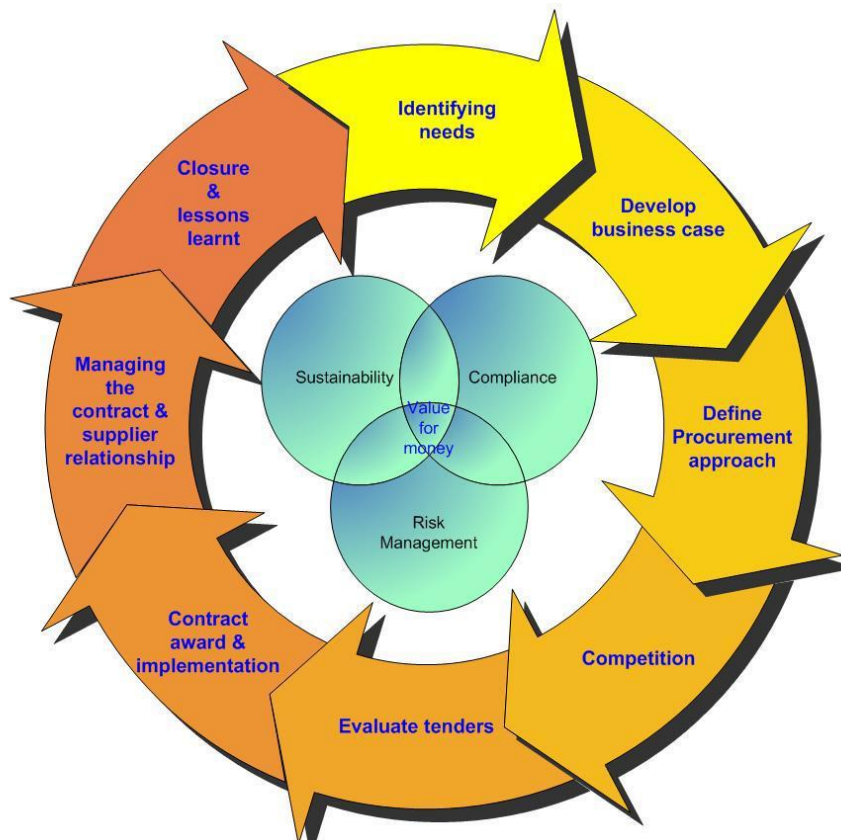
The **Pareto principle** (also known as the 80–20 rule, the law of the vital few, and the principle of factor sparsity) states that, for many events, roughly 80% of the effects come from 20% of the causes applied to the supply chain. The suggestion is that 80% of our Capital/Revenue expenditure is with 20% of the supplier and this is the main area of focus.



The purpose of the **Kraljic risk model** is to help purchasers maximize supply security and reduce costs, by making the most of their purchasing power. In doing so, procurement moves from being a transactional activity to a strategic activity.



Commissioning and Procurement activity within any organisation is widely perceived as forming part of a cycle, which encompasses activities beginning at 'identification of need' and ending with a 'lessons learnt' review, post the end of the contract provision. In order to further strengthen the rigour of the process, the Constabulary will undertake internal '**Gateway Reviews**' at various stages in the life of key projects or programmes of work (high risk, high value; complex and/or politically sensitive).



4.7 Promoting Stakeholder Internal/External Working

- Action - Increase the value of Stakeholder engagements/Interventions.
 - Continue working collaboratively and proactively with key stakeholders to support the commissioning and delivery of services to identify greater areas of opportunities.
 - Continue to provide commissioning procurement and contract management support and advice.
 - Embed procurement in Stakeholder team thinking.
 - Promote a customer based ethos with agreed SLA.
 - Deliver Procurement training to Stakeholders.
 - Encourage challenge from Stakeholders.
 - Ensure that all procurement is fully compliant in accordance with our Joint Procurement Regulation and EU Procurement Regulation.
 - Share Benefits.
 - Appropriate consultation will take place when making procurement decisions, ensuring that consideration is proportionate to the scale, complexity and value of the requirement. Different Stakeholders may be required at different stages of the procurement.
 - Stakeholders may include internal and external members, staff, service users, representative bodies and suppliers.

4.8 Raising Awareness of Procurement

- Action – Promote good practice
 - We will publish appropriate guidance and provide professional support to Stakeholders in procurement activities.

- Updated Financial Regulations and Contract Standing Orders to reflect legislation and best procurement practice.
- Brief staff on new the Standing Orders.
- Promote Best Practices.
- Report quarterly of savings achieved.
- Promote the procurement principles.
- Proportionality.
- Mutual recognition.
- Transparency.
- Non-discrimination.
- Equal treatment.
- Provide procurement effective procurement and deliver appropriate Procurement Training.
- Support the commissioning and contract management
- Engage with Business Stakeholders on a regular basis.
- Publish details of tender awards.

4.9 Improving Contract Management

- Action – Review current procurement processes and structures and skill match sets.
 - Through detailed spend analysis we have compiled a comprehensive understanding of existing expenditure and identified where spend with suppliers is of a level that a competitive tender leading to a contract could be required and by aggregating the volumes achieve a measure of cashable savings.
 - Undertake supply chain reviews to better understand market dynamics.
 - Rationalised the number of suppliers used as part of the supply chain review.
 - Work towards effective partnership approach with suppliers.
 - Provide Contract Management support to stakeholders.
 - Provide a Contract Management Guide.
 - Develop meaningful Supplier key performance indicator.
 - Raise internally the benefits and principles of good contract management.
 - Annually Publish contract performance against set values.

5. Risks

The main risks that may prevent us from achieving our objectives and getting the benefits from better procurement include:

- Using poor data as the basis for procurement decisions.
- Cash savings are not consistently recorded.
- Lack of support for corporate buying and non-adoption of standard documents and processes.
- Lack of Appropriate Procurement skills.
- Failure to engage effectively with Stakeholders.
- Failure to understand the Dynamics of Category Management.
- Senior Management buy in and support.
- New procurement processes, documents and standards are unworkable and non-compliant.
- Procurements have an adverse effect on local suppliers.

It is anticipated that the actions identified in this strategy will mitigate against the impacts of these main risks. Specific risks to individual procurements will be identified as part the Procurement Project.



6. Maintaining the Strategy

The Procurement Strategy (2016 – 2019) will be owned by and updated by the Head of Procurement.

The Action Plan will be updated annually to reflect changing priorities and developments in procurement legislation and best practice.



Appendix 1 – Procurement Strategy – Action Plan

Below are the actions that are required to implement the Procurement Strategy. Detailed deliverables and firm target dates are given for actions that are scheduled for 2016, actions beyond this will be identified in subsequent updates to the Action Plan. This Action Plan will be updated annually and progress against it monitored by the Head of Procurement and reported to Chief Officers Group.

Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
8.1 Providing Leadership and Building Capacity				
8.1.1	Ensure the Constabulary's Contract Register is kept up to date and used to plan tender exercises.	Up to date Contract Register. Prioritized list of tender exercises.	April 2016 March 2019	Proc Team
8.1.2	Implement project management approach to procurement.	Training in project management for procurement staff.	November 2015	Head of Procurement
8.1.3	Introduce mechanisms and reporting format for realising and publishing procurement savings.	Savings realised.	April 2017	Proc. Team
8.1.4	Develop and implement standardised documentation.	Standard procurement documentation e.g. PQQs, Tenders, Terms & conditions.	June 2016	Proc team
8.1.5	Up Date Personnel Development Plans	To Address New technology and approach to procurement/Commissioning/Contract Management to meet Business needs	April 2016	Head of Procurement
8.1.6	Skill assessment and procurement training/awareness.	More skilled staff and capacity.	March 2017	Proc Team
8.1.7	Develop a range of Procurement Performance Indicators.	Performance Indicators identified. Benchmarking carried out.	March 2017	Proc Team,
8.1.8	Monitor compliance with Contract Standing Orders.	Compliance information gathered.	Ongoing	Head of Procurement



Procurement Strategy 2016 – 2019

Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
8.2. Partnering and Collaboration				
8.2.1	Continue to investigate and enter into partnering arrangements where they provide capacity and efficiencies.	Effective partnerships.	Ongoing	Head of Procurement
8.2.2	Review and develop procurement processes.	Quicker procurement exercises	Dec 2007	Proc Team, CSD
8.2.3	Purchase goods & commission work jointly where practical	Joint procurements and contracts.	Ongoing	Proc Team,
8.2.4	Purchase through consortia where they deliver value.	Joint procurements and contracts.	Ongoing	Proc Team,
8.2.5	Use and develop framework contracts.	Framework contracts.	Ongoing	Proc Team,
8.3 Doing Business Electronically				
8.3.1	Reduce the number of invoices that we receive without a Purchase order	Orders processed through oracle	Ongoing	CSD/finance, Proc. Team
8.3.2	Manage the number of suppliers on Oracle	Optimum number of suppliers on Task	April 2007	Proc. Team
8.3.4	Continue to develop procurement information on the Web.	Comprehensive information on Website.	Ongoing	Proc. Team
8.3.5	Take advantage of opportunities to participate in e-auctions.	Purchases through e-auctions.	Dec 2016	Proc. Team
8.3.6	Review the use of procurement cards for low value purchases.	Procurement card review.	Sept 2016	Financial CSD Proc. Team
8.4. Stimulating Markets & Achieving Community Benefit				
8.4.1	Build equality duties and considerations into procurement practices and documents.	Equality impact assessed documentation.	April 2016	Proc Team



Procurement Strategy 2016 – 2019

Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
8.4.2	Engage with local supply chain tendering classes and meet the buyer events	Increase local expenditure.	Dec 2017	Proc Team/Purchasers
8.4.3	Hold Supply Chain surgeries	Better understand the issues in managing business relationships with the Constabulary	July 2016	Proc Team/Purchasers
8.4.4	Look for “green”, sustainability accreditations as part of supplier and goods selection.	Use green and sustainability criteria in supplier and goods selection.	Ongoing	Proc Team/Purchasers
8.4.5	Work collaboratively with Local Authorities to raise Business opportunity awareness	Raise and maintain local awareness of Business opportunities	Ongoing	Proc Team/Purchasers
8.4.6	Review major purchases against the 5 sustainability criteria and include sustainability and environmental consideration in PQQ's, Quotes and Tenders where relevant.	Include sustainability criteria in the selection and evaluation of purchases.	Ongoing	Proc Team/Purchasers
8.4.7	Re-use or recycle goods and assets	Re-use & recycling arrangement in place.	Ongoing	Proc Team/Purchasers
8.4.8	Encourage a diverse & competitive market including SMEs, local firms, social enterprises and community organisations.	Widely advertised opportunities.	31 st March 2017	Proc. Team
8.4.9	Investigate signing the Nations Procurement Concordat for SMEs.	Advantages and disadvantages explored and decision on signing made.	June 2017	Proc Team
8.4.10	Encourage and enable local suppliers to bid for appropriate work	Supports the Local Agenda	March 2017	Proc Team/Purchasers
8.4.11	Encouraging suppliers to pay 'living wage' through our Procurement processes	Responsible procurement	March 2017	Proc Team/Purchasers



Procurement Strategy 2016 – 2019

Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
8.5 Commissioning				
8.5.1	Engage with supply chain to gain effective market intelligence and understand market dynamics.	Supplier workshops/early engagement	Ongoing	Proc Team/ Commissioners
8.5.2	Ensure compliance with legislation	Review of procurement process	Ongoing	Proc Team
8.5.3	Build on internal relationships between commissioners/stakeholder/procurement and contract management	Regular stakeholder engagements	Ongoing	Proc Team/ Commissioners
8.5.4	Put the outcomes of the Commissioners / Stakeholders at the heart of the strategic planning Process	Ensure that the outcome is the key to the process	Ongoing	Proc Team/ Commissioners
8.5.5	Ensure that contracting Process are fair and transparent, facilitating the involvement of the broadest range of supplier	A non- discriminatory approach will be embedded	Ongoing	Proc Team
8.5.6	Ensure long terms contracts and risk sharing wherever appropriate as ways of achieving best value	Undertake and understand risk assessments	Ongoing	Proc Team
8.5.7	Seek feedback from Commissioners/Stakeholders and suppliers in order to review the effectiveness of our approach	Introduce a feedback form with tender documents	Ongoing	Proc Team
8.5.8	Review the alternative delivery models	Better understanding the market dynamics and maturity	Ongoing	Proc Team/ Commissioners
8.6 Developing and maximising supplier relations – Savings & efficiency gains				
8.6.1	Work with suppliers in an open and transparent manner	We will take a non- discriminatory approach to working with suppliers	On Going	Proc Team
8.6.2	Procurement will annually undertake a full capital/revenue spend analysis	The information gained will intelligently enable us to review, understand and maximise the benefits from those suppliers from whom we purchase, what we purchase, how we purchase and the	Annual	Proc Team



Procurement Strategy 2016 – 2019

Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
		market/commodity profile of our supplier chain. This information will further help set priorities for new procurement exercises provide a more informed understanding of the market place and will be used to guide collaboration opportunities		
8.6.2	Share the risks and benefits where appropriate to do so	Identify risks and benefits through mutual dialogue	On Going	Proc Team
8.6.3	Work with on the basis of mutual respect Equality and cooperation for mutual benefit	Treat all suppliers with dignity and respect to create a partnership approach	On Going	Proc Team
8.6.4	Increase the number of goods and services procured from local businesses where appropriate and legal to do so	Stimulate businesses in Cumbria and support the local agenda.	Ongoing	Proc Team
8.6.7	Potential savings will be identified in the against each procurement activity. The procurement team will work with Stakeholders to deliver the identified saving and monitor further efficiencies through contract management	Publish achieved savings Quarterly	On going	Proc Team/ Commissioners
8.6.7	Facilitate performance review meetings with established strategic suppliers	Identify issues/Opportunities and best practices	On Going	Proc Team/ Commissioners
8.6.8	We will undertake a number of supplier engagement events/surgeries	to help promote and better inform the supply chain as to the constabulary's procurement activities, opportunities and our expectations to better engage and understand the dynamics/pressures from both parties which will help lead to achieving best value	When Appropriate	Proc Team/ Commissioners
8.6.9	Details of all contracts awarded will be published on the OPCC and constabulary website	In accordance with the governments Local Transparency Guidance Agenda		



Procurement Strategy 2016 – 2019

Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
8.7 Promoting stakeholder internal / external working				
8.7.1	Proactively engage with Stakeholders and understand positioning/priorities	Provide advice and support through Commissioning ,Procurement and contract management	Ongoing	Proc Team
8.7.2	Share best practices and promote procurement as a tool to support and achieve outcomes	Informed procurement to maximise benefits and opportunities	Ongoing	Proc Team
8.7.3	provide a form of internal consultancy for Stakeholders –provide the technical know-how and advice on how Stakeholders can best secure their outcomes	Reduce the risk of not achieving the required outcomes	Ongoing	Proc Team
8.7.4	Appropriate consultation will take place with stakeholder/Commissioners when making procurement decisions	To Ensure that consideration is proportionate to the scale, complexity and value of the requirement. Different Stakeholders may be required at different stages of the procurement	Ongoing	Proc Team
8.8 Raising awareness of procurement				
8.8.1	Provide appropriate Procurement training to stakeholders	Provide stakeholders with a understanding of procurement which in turn may inform commissioning decisions	On Going	Proc Team
8.8.2	Ensure that procurement is seen as an enabler	Taking Positive approach to engagement	Ongoing	Proc Team
8.8.3	Engage with Business Stakeholders on a regular basis	Review of procurement current and future activities	Ongoing	Proc Team
8.8.4	Promote and embed the procurement principles.	That all procurement is undertaken in accordance with the E.U Treaty Principles	On Going	Proc Team



Ref	Action	Deliverables	Target Date	Responsibility & Involvement.
8.9 Improving contract management				
8.9.1	Understand and develop Learning of Contract Management	Apply Learning to maximise benefit realisation	On Going	Proc Team
8.9.2	Promote and embed contract life management cycle into the organisation	Increase benefit , reduce risk and maximise opportunities	On Going	Proc Team
8.9.3	We will embed project governance into high value/high risk contracts	Structured approach clear understanding of role and responsibilities	On Going	Proc Team
8.9.4	Where appropriate undertake risk life cycle processes	Identify risks in the different stages of the risk life cycle Assessment, Treatment ,Monitoring and reporting	On Going	Proc Team

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