



# South Yorkshire Fire & Rescue

WORKING FOR A SAFER  
SOUTH YORKSHIRE

## **Procurement Strategy** **2009-11**

September 2009

# Procurement Strategy 2009-2010

Contents	Page No
Contacting Us	2
Forward	3
<b>PART 1 OUR VISION AND COMMITMENTS</b>	4
<b>PART 2 THE NEED FOR A PROCUREMENT STRATEGY</b>	5
<b>PART 3 MAIN PROCUREMENT AIMS</b>	6
<b>Section 1 - Financial Issues</b>	7
- Risk reduction	8
- Value for Money	9
- Regional/National perspective	11
<b>Section 2 – Social and Environmental</b>	12
- Communication and our business	13
- The environmental agenda	15
<b>Section 3 – Our Staff and How We Work</b>	16
- Ability and capability	17
- Communication	18
<b>GLOSSARY OF TERMS AND ABBREVIATIONS</b>	20



## CONTACTING US:

Please contact us if you have any questions or comments about this Strategy.

Contact: Richard Gould – Procurement Manager

Email: [rgould@syfire.gov.uk](mailto:rgould@syfire.gov.uk)

Tel: 0114 2532390

Fax: 0114 2532392

Write to: South Yorkshire Fire & Rescue  
197 Eyre Street  
Sheffield  
S1 3FG

Website: [www.syfire.gov.uk](http://www.syfire.gov.uk)



## FOREWORD

This is our second Procurement Strategy for South Yorkshire Fire and Rescue (SYFR) covering the period 2009-2011.

The main purpose of the document is to set out quite clearly what procurement objectives we want to achieve and why. We have examined what has been achieved to date and unashamedly identified areas that are proving to be barriers to effective and efficient procurement. As a result the Strategy contains clear actions to overcome these barriers and to achieve continuous improvement.

The development of this new Procurement Strategy sends a clear signal that this Authority recognises the importance of procurement and the key role it has to play in a high performing organisation along with the wider business community. Any reader of this document may be assured that Members are fully supportive and committed to delivering this Strategy.

**Councillor Jim Andrews**  
**Chair of the Fire Authority**



## **PART 1**

### **OUR VISION AND COMMITMENTS**

These are outlined in our Corporate Plan 2008-2011

#### **OUR VISION**

“Working for a Safer South Yorkshire”

#### **OUR COMMITMENTS**

Commitment number 1:

We are committed to reducing deaths and injuries and safeguarding property.

Commitment number 2:

We are committed to responding quickly and effectively to emergencies and other requests for assistance.

Commitment number 3:

We are committed to helping build stronger communities and a safer environment for people to live and work.

Commitment number 4:

We are committed to helping our communities thrive and prosper.

Commitment number 5:

We are committed to attracting, developing and retaining people with the right skills, knowledge and values to deliver what matters.

Commitment number 6:

We are committed to providing a professional fire and rescue service to the highest standard.

Commitment number 7:

We are committed to managing our resources effectively and responsibly.

Commitment number 8:

We are committed to excellent performance.

The Corporate Plan establishes for each commitment a series of objectives. In this Procurement Strategy we identify how each of the main procurement aims support these over-riding commitments and objectives.

## **PART 2**

### **THE NEED FOR A PROCUREMENT STRATEGY**

The Fire Service like any other organisation depends on a wide variety of goods and external services in order to function. This may range from office supplies such as paper and pens, to the recruitment of consultants and the procurement of appliances. During 2008/09 we spent a total of £10 million on these varied goods and services.

The current National Procurement Strategy for the Fire Service and the now emerging Strategy covering the period 2009-11 both recognise the importance of good procurement practice and the opportunities this presents to release efficiencies. At South Yorkshire Fire and Rescue (SYFR) during 2008-09 we achieved an annual efficiency savings of £160,000. This Procurement Strategy will set out how further improvements can be made and how efficiencies will continue to be achieved.

This Procurement Strategy though is not just about financial efficiencies; we recognise that in order for excellent service delivery we need to ensure that all our goods and services meet the needs of our departments and the organisation as a whole. The Strategy makes clear reference to our Corporate Plan and the high level priorities of the organisation. It will be used to co-ordinate procurement activities identified within departmental business plans to help support strategic outcomes.

We recognise within this Procurement Strategy the influence procurement activity can have on local businesses, suppliers and how uncontrolled procurement may either directly or indirectly harm the environment.

#### **AIMS OF THE STRATEGY**

The high level aim of the Strategy is to provide a clear focus for our procurement activities in order that officers, members our partners and the general public may have clear guidance and confidence that we know as an organisation where we are, what we want to achieve and how we are going to achieve it.

In particular the strategy aims to:-

- Promote the importance of procurement activities for a high performing organisation
- Provide guidance to procuring officers on aims and responsibilities
- Provide a link between ad-hoc procurement decisions and the Corporate Plan to ensure that procurement activities reflect our values and aims
- Provides an opportunity to examine what has been achieved, to set out clear targets for improvement and a framework for how those improvements are to be secured
- Recognise the importance of procurement decisions on the local community in terms of job creation, investment and the environment
- Recognise that we operate in a national and at times international arena, where we are required to respond positively and pro-actively to regional and government initiatives
- Provide a framework for effective procurement planning and securing financial efficiencies
- To encourage long –term and innovative thinking

## **PART 3**

### **MAIN PROCUREMENT AIMS**

The main procurement aims have been considered under three broad headings:-

#### **Section 1- Financial issues**

#### **Section 2- Social and Environmental**

#### **Section 3- Our staff and how we work**

Under each of these main groupings we examine key procurement elements, identify in a simple tabular format what we are doing now, what isn't working well and how we aim to improve.

In order to achieve some of these aims there may well be a requirement to support this Strategy with the development of specific policies. Such policies will be identified and brought forward for development as and when required as part of the annual business planning process.



## **PART 3 - Section 1**

### **FINANCIAL PROCUREMENT ISSUES**

We identified earlier in this Strategy the level of spend undertaken by SYFR in procuring goods and services and the significance of Fire Service spend throughout the UK. We are committed as an organisation to ensure that procurement is undertaken in a professional manner, is efficient and wherever possible aligns with and supports local and national policies. Issues for consideration are:-

**Risk reduction**

**Value for money**

**Regional/National perspective**



## RISK REDUCTION

Like any public body SYFR has a responsibility to ensure that there are appropriate controls and regulations in place to provide confidence to the community in general that public money is being used in an appropriate manner.

MAIN AIM
----------

To make sure that suitable controls are in place to maintain consistent high standards and to ensure there is a managed approach to risk reduction.

Position Statement	Main Issues	Targets	Year
The following are the main controls that relate to procurement:-	1. A need to make sure that we keep up to date with relevant changes affecting procurement.	a) We will review CSO & financial regs. every year and report the review & publicise updates.	2009/10
Contract standing orders	2. Our suppliers need clear information on controls and procedures.	b) We will provide a dedicated procurement officer who will be responsible for monitoring new legislation and providing procurement advice to departments.	2009/10
SYFR financial regulations	3. Controls need to allow for flexible / innovative procurement and should not be overly bureaucratic.	c) Plain English guidance will be produced outlining steps on how to do business with SYFR.	2009/10
European Union Directives and national regulations	4. Controls and procedures need to be regularly reviewed.	d) The need for extended delegated powers for officers will be reviewed and reported.	2010/11
Internal risk management review procedures	5. Procurement decisions should be based on objective information.	e) We will ensure that all major corporate procurement projects are supported from project initiation by a dedicated procurement officer to proactively advise and report.	2009/10
Project Management procedures e.g. Prince 2	6. Lack of clear procurement procedures in sections undertaking procurement activities.	f) Procurement; Property and Transport to review and improve internal procedures.	2010/11
Reports to Members			

### Links to Our Corporate Plan 2008- 2011

This will support the following strategic objectives:

- Risk reduction (Commitment 1)
- Comply with regulatory and statutory standards (Commitment 8)

## VALUE FOR MONEY

Improved Procurement is a major influence in achieving Value for Money and Efficiency. This should be achieved for each procurement, linked to an efficient procurement process.

<b>MAIN AIM</b>
-----------------

We will seek to achieve efficiency gains but maintain or improve standards of quality on goods, services and works. Innovative Procurement methods will be investigated, including the use of electronic systems.

<b>Position Statement</b>	<b>Main Issues</b>	<b>Targets</b>	<b>Year</b>
In a limited number of cases we work to Whole Life Cost principles.	1. Lack of consistency and standardisation in procurement.	a) Update & simplify procurement guidance notes for staff	2010/11
We consider 'best value' when under taking procurement activities that includes aspects other than price.	2. Difficulty in establishing efficiency savings across departments.	b) We aim to develop electronic procurement opportunities by considering the further use of Government Procurement Card, Electronic tendering, Electronic Auctions, Electronic Invoices and Develop further the Contracts Database	2009/10
Reviews of all Procurement departments is being undertaken.	3. Lack of knowledge in some departments of Procurement options i.e. Framework Contracts.	c) Introduce procedures for identifying efficiency savings across departments.	2009/10
Reviews of all Procurement departments is being undertaken.	4. Lack of usage of modern methods of procurement.	d) We will develop efficiency targets.	2009/10
Efficiency savings register is maintained.	5. Specifications being restrictive on Suppliers, not encouraging innovation.	e) Adopt all of the suggested CIPFA (KPIs) for procurement (as appropriate), setting challenging targets.	2009/10
Certain electronic procurement is undertaken including electronic requisitioning, bacs payments and online purchases.		f) Develop a medium term procurement profile.	2009/10
Limited Key Performance Indicators (KPIs) are maintained within the Procurement section.		g) Add the clause in all tenders "What extra value could you bring to this contract.	2009/10

### Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- We are committed to managing our resources effectively and responsibly (Commitment 7)

Government Procurement Cards (GPC) are used within the Procurement Section.			
---	--	--	--



## REGIONAL / NATIONAL PERSPECTIVE

We will work with partner organisations in the public sector including other Fire and Rescue Services, Local Authorities, Central Government Departments, Procurement Consortia, National Procurement Board for the Fire and Rescue Service, Firebuy, Emergency Services the Voluntary Sector and Private organisations.

<b>MAIN AIM</b>
-----------------

Procurement will be undertaken at a level most likely to achieve the greatest efficiencies of purchasing power. This will include working with a range of organisations to develop long term relationships at a local, regional and national.

<b>Position Statement</b>	<b>Main Issues</b>	<b>Targets</b>	<b>Year</b>
Currently utilise National, Regional and Local Contracts, where appropriate we develop regional Fire Rescue Contracts as appropriate.	1. National Procurement Board lacks influence on National Procurement Issues.	a) Develop a Regional Procurement Strategy once the National Procurement Strategy for the Fire and Rescue Service is published.	2009/10
We have a senior Officer who represents the region on the NPB, who maximises the opportunities to influence the direction of Firebuy to ensure where possible the National procurement initiatives compliment our own.	2. Lack of co-ordinated regional approach on Performance Management.	b) Work with a Beacon Authority to develop opportunities for shared service delivery.	2009/10
We have elected member involvement with Yorkshire Purchasing Organisation.	3. Limited involvement in Regional public sector procurement.	c) We will seek Regional Fire & Rescue Services sign-up to core KPI's and recording of efficiencies.	2009/10
Currently we are lead Fire Authority for Regional Procurement.	4. Terms & Conditions not always meeting specific needs of South Yorkshire Fire and Rescue.	d) Appointment of part time procurement Co-ordinator.	2010/11
Quarterly reports are sent to Yorkshire & Humberside RMB.	5. Lack of clarity on role and responsibilities with regard to risk, when regional authorities act as the lead authority.	e) Review Governance arrangements with legal advisor at South Yorkshire Joint Secretariat when finalising contracts.	2009/10
We are members of Buy4Sheffield.		f) Development and memorandum of understanding when Joint collaborative procurement is proposed.	2009/10

### Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- We are committed to managing our resources effectively and responsibly (Commitment 7)

## **PART 3- Section 2**

### **SOCIAL AND ENVIRONMENTAL PROCUREMENT**

The way we work in the 21<sup>st</sup> Century bears little resemblance to working practices in the past. The transport of goods across the world is now common place, there is increased movement of people and staff and the widespread use of computers and the internet allows almost instantaneous access to communication and information remote from the work place. The globalisation of goods and services offers numerous advantages and opportunities. However, there is an increasing recognition that we all have a responsibility to ensure that our resources are used in a fair and sustainable manner. Issues for consideration are:-

#### **Community and our business**

#### **The Environmental agenda**



## COMMUNITY AND OUR BUSINESS

We will ensure expenditure on works, goods and services promotes and protects equalities in employment, through the procurement processes.

MAIN AIM
----------

Fostering Client / Customer relationships on equality, removing barriers to local business and seek to encourage contractors to employ local labour.

Position Statement	Main Issue	Targets	Year
Procurement documentation meets the Race Relations (Amendment) Act 2000, Disability Equality Duty 2006, Gender Equality Duty 2007.	1. Being fully aware of changes to Equality legislation and how it affects procurement.	a) Continue to work with organisations to improve opportunities/communication for Small Medium Enterprise, diverse groups, the Third Sector and Local Companies to bid for our business.	2009/10
Supplier questionnaires & PQQ includes relevant equality questions.	2. Lack of understanding of the Procurement Process.	b) Issue guidance to our suppliers who do not align with the desired Equality & Diversity profile.	2009/10
Equality Impact Assessments have been completed for Procurement policies and plans.	3. Ensure Equality and Diversity is embedded in the Procurement Process.	c) Develop a guide on "how to do business with South Yorkshire Fire and Rescue."	2009/10
We engage with local business by attending events arranged by Chambers of Commerce, Local Authorities, Voluntary Sector and Small Business Service that promote local trade.	4. Lack of opportunities for the third sector to bid for our business.	d) Establish targets for employing local labour for the supply of goods and services over £75,000. Also revise tender evaluation process to take account of this target.	2010/11
We publish our Contracts register on our website, to enable possible suppliers to see when contracts will be renewed.			
Tenders are advertised where appropriate on our Website, South Yorkshire Buy Local.			
Website, Buy4Sheffield Website of promote business locally.			
We are one of the few Fire Authorities who have signed up to the CLG "Small Business Friendly Concordat".			

### Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- We are committed to helping our communities to thrive & prosper (Commitment 4)
- We are committed to helping build stronger safe communities and a safer environment (Commitment 3)



## ENVIRONMENTAL

At SYFR we have already accepted that our activities can have a negative impact on the environment and in order to mitigate this impact an environmental policy was adopted in 2007. This policy recognises procurement practices have a key influence in helping to reduce harmful Co2 emissions that arise from our activities and those of our suppliers.

### MAIN AIM

Where possible encourage the purchasing of those goods and services that either directly or indirectly minimise environmental impact. In particular seek to reduce energy, waste and promote fair trade and ethical procurement indirectly assisting areas of deprivation.

Position Statement	Main Issues	Targets	Year
Environmental Policy and declaration of commitment.	1. In times of financial constraint lower initial cost may be more attractive than environmental benefits.	a) All procurement activities that exceed a single or aggregated spend of £20,000 p.a. will be required to provide an environmental appraisal identifying lower impact options (if available).	2009/10
Draft Sustainability policy.	2. Lack of understanding of environmental benefits and associated costs.	b) Provide and report on whole life costing appraisal for all procurement activities that exceed a single or aggregated spend of £20,000 p.a.	2009/10
Carbon Footprint Assessment completed during 2009.	3. Specialist nature of suppliers provides limited.	c) Encourage and promote the use of suppliers who have fair trade and recognised ethical procurement policies.	2010/11
Initiatives undertaken under the direction of the Environmental Forum.	4. Whole life costing not widely adopted.	d) Actively engage with our neighbouring Fire Services to establish a regional approach.	2010/11
Electronic procurement processes.	5. Environmental benefits has a low priority weighting during procurement assessment process.	e) Seek member approval to the draft sustainability policy on environmental procurement issues.	2010/11
Tender evaluation process.			
Property Asset Management Plan.			

### Links to our Corporate Plan 2008-2011

This will support the following strategic objectives:-

- Reduce energy ( Commitment 4)
- To reduce waste ( Commitment 4)

## **PART 3 - Section 3**

### **OUR STAFF AND HOW WE WORK**

At SYFR there are three sections which undertake direct procurement, Property Services, Transport and the Procurement section.

We are committed to ensuring that staff who engage in procurement activities have adequate support and training, who aspire for continuous improvement and where information and advice is freely available.

Issues for consideration are:-

#### **Ability and capacity**

#### **Communication**



## ABILITY AND CAPACITY

The key to effective procurement is that staff directly or indirectly involved in the Procurement process is suitably trained and where necessary qualified to provide the necessary professional input. The levels of expertise needed range from a basic knowledge of procurement techniques to a formal qualification and wide experience.

<b>MAIN AIM</b>
-----------------

To make sure there is a structured approach to education, training and development to ensure there is increased knowledge and skills for all those staff involved in the procurement process.

<b>Position Statement</b>	<b>Main Issues</b>	<b>Targets</b>	<b>Year</b>
Personal Development Reviews (PDRs) are undertaken for all staff on an annual basis.	1. Lack of succession planning, represents a risk to service delivery.	a) Staff involved in procurement to undertake APPFS training modules.	2009/10
Membership of the Chartered Institute of Purchasing & Supply (CIPS), Society of Procurement Officers in Local Government (SOPO) and Association of Procurement Professionals in the Fire Service (APPFS) is encouraged.	2. Lack of training opportunities.	b) Arrange training for all staff with procurement responsibility on generic themes e.g. Contract Standing Orders, Financial Regulations, Equality & Diversity, OJEC procedures, Environmental management System , Anti Fraud & Corruption Strategy, CIPS code of Ethics and Responsible Procurement.	2011/12
Collaborative procurement training is encouraged for procurement and non-procurement staff, with training courses being arranged on a regional basis.	3. Need for continual improvements in procurement practices.	c) Complete the restructure of the Procurement Section.	2009/10
Use of specialist consultants.	4. Attract, retain and motivate high-quality, skilled procurement professionals.	d) Complete training requirements identified in staff PDRs. (Resources allowing).	2009/10
	5. Assisting other sections in collaboration and partnership working.		

### Links to our Corporate Plan 2008- 2011

This will support the following strategic objectives:-

- Attracting, developing and retaining people (Commitment 5)

## COMMUNICATION

The exchange of and access to accurate and reliable information is essential in providing an efficient procurement function.

MAIN AIM
----------

To actively raise awareness of; procurement activities; the importance of good procurement practices and to change the mind-set of the organisation.

Position Statement	Main Issues	Targets	Year
On-going restructure of the supplies section.	1. Procurement activity despite its importance does not tend to be the focus for publicity, quite naturally there is greater tendency to communicate messages that involve the core service delivery function.	a) Complete restructure of the supplies function and re-launch as Procurement.	2009/10
Lead organisation for procurement for the Yorkshire and Humberside Fire Service region.	2. Departments not actively seeking procurement advice prior to start of a procurement activity.	b) Provide quarterly procurement news letters and circulate to officers, members and regional partners.	2010/11
The use of the intranet and internet for providing information to suppliers on procurement opportunities and procedures.	3. Lack of centralised contract register and management leading to inaccurate information.	c) Review presence on intranet and internet and aim to improve content for internal staff and suppliers.	2009/10
Regional procurement newsletter.	4. Reluctance from some regional fire services to contribute to regional newsletter.	d) Review and report on contract management arrangements across departments.	2010/11
Departmental service planning.		e) Report on medium term procurement plan identifying historical and potential efficiency savings.	2009/10
Emerging contracts register, and medium term procurement plan.			

**Links to our Corporate Plan 2008-2011.** This will support the following strategic objectives:-

-To improve capacity and efficiency through collaborative and partnership working with our partners (Commitment 7)



## GLOSSARY OF TERMS AND ABBREVIATIONS

**APPFS** - Association of Procurement Professionals in the Fire Service. An association for procurement managers to promote procurement as a strategic professional function within the Fire and Rescue Service (FRS).

**Beacon Authorities** - Beacon Councils are identified by the Government as Authorities who have delivered excellent service within a particular theme. It does this within the intention of helping others to improve.

**Buy Local Website** - Is a website set up by Local Authorities in the local to area advertise and promote business locally.

**Buy4Sheffield** - Is a Sheffield based public sector organisation, with the aim of promoting local business.

**CIPS** - Chartered Institute of Purchasing & Supply – the professional organisation for procurement officers.

**CLG** - Communities & Local Government. A Central Government department that has responsibility for the Fire Services in England.

**Contract Standing Orders** - Contract procedure rules & code of practice – the Authority's internal rules and regulations governing buying and offering contracts.

**E- Procurement** - Electronic procurement carrying out certain parts of the procurement process electronically.

**European Union Directives** - Rules governing public sector contracts which all Fire Authorities must follow.

**Firebuy** - The national procurement agency for Fire Related Contracts.

**Framework Agreements** - Contracts that combine the savings made from forming larger contracts with the facility to place more than one order under the same contract agreement. These are normally offered through purchasing consortia.

**Government Procurement Cards (GPC)** - A payment system best suited for low value purchases, this works as a credit card.

**National Procurement Board for Fire & Rescue Service** - Board made up of regional representatives, to co-ordinate the national procurement agenda for the Fire & Rescue Service.

**National Procurement Strategy for the Fire & Rescue Strategy** - This was first published in 2005 and ran to 2008, we are currently waiting for the publication of the follow on Strategy.

**OGC** - OGC a department of the Treasury. A section of which is Buying Solutions that offer framework agreements for public authorities.

**OJEC** - Official Journal of the European Union. The main source for tender information relating to public works, services and supply contracts in the UK and across the European Union.

**PQQ** - Pre-Qualification Questionnaire. A method of assessing the suitability of companies who wish to work for our organisation.

**Prince 2** - Is a project management method used extensively by Government. Developed by OGC.

**Procurement** - Procurement can be defined as “purchasing the right quality of material, at the right time, in the right quantity, from the right source, at the right price”.

**Regional Management Board** - The Yorkshire and Humberside Fire Authorities Regional Management Board is comprised of members from the regions' four Fire Authorities and exists; to promote regional working this includes procurement.

**SOPO** - Society of Procurement Officers in Local Government.

**Small Business Friendly Concordat** - This is a voluntary, non-statutory code of practice. It identifies what small firms and others supplying local government can expect when tendering for our contracts.

**SME** - A small to medium-sized enterprise, which is defined as one with fewer than 250 full time employees.

**SYFR** - South Yorkshire Fire & Rescue.

**SYFR Financial Regulations** - Internal rules that govern the financial elements linked to procuring goods and services.

**YPO** - Yorkshire Purchasing Organisation, a procurement consortia of Local Authorities to provide a purchasing service.

## USEFUL LINKS

### Other Regional Fire Contacts:

Regional:      Humberside Fire & Rescue  
                  Steve Scrivener  
                  Tel: 01482 567461  
                  Email: [sscrivener@humbersidefire.gov.uk](mailto:sscrivener@humbersidefire.gov.uk)

                  North Yorkshire Fire & Rescue  
                  Farrell Boyde  
                  Tel: 01609 788571  
                  Email: [farrell.boyd@northyorksfire.gov.uk](mailto:farrell.boyd@northyorksfire.gov.uk)

                  West Yorkshire Fire & Rescue  
                  Jonathan Page  
                  Tel: 01274 655779  
                  Email: [jonathan.page@westyorksfire.gov.uk](mailto:jonathan.page@westyorksfire.gov.uk)

### Useful Websites:

#### **Yorkshire & Humberside Fire Authorities Regional Management Board**

[www.yorkshireandhumbersidefire.gov.uk](http://www.yorkshireandhumbersidefire.gov.uk)

Regional Management Board for regional working within the  
Fire Services of Yorkshire and Humberside

#### **Firebuy**

[www.firebuy.gov.uk](http://www.firebuy.gov.uk)

The National procurement agency for Fire related Contracts

#### **Buying Solutions**

[www.buyingsolutions.gov.uk](http://www.buyingsolutions.gov.uk)

Executive Agency of the Treasury who arrange contracts on behalf of  
Government departments.

#### **Buy4Sheffield**

[www.buy4Sheffield.gov.uk](http://www.buy4Sheffield.gov.uk)

Promoting Public Procurement in Sheffield

#### **Department for Communities and Local Government**

[www.communities.gov.uk](http://www.communities.gov.uk)

Copies of the National Procurement Strategy for the  
Fire & Rescue Service in England 2009-12  
Can be obtained

**Dates refer to calendar years not financial years.**