

NORTHUMBRIA POLICE AUTHORITY PROCUREMENT STRATEGY APRIL 2008

1. NEED FOR AN EFFECTIVE PROCUREMENT STRATEGY

The police service is facing the significant challenge of slower funding growth to 2010/11. Resources will be tighter than over the period of expansion since 2001 and cashable efficiencies will need to increase significantly to ease the pressure of the funding settlement. This is not simply about financial savings but an improvement in productivity to deliver increased performance and a change in culture in the service.

There will need to be a more detailed understanding of how to drive increased performance from core processes with more detailed evidence of what works. This represents a strategic productivity agenda for the police service.

Procurement is a process of acquisition of goods, services and works. Effective and transparent procurement has been increasingly promoted by central government and is a key factor in achieving increased efficiency and productivity in a range of police services.

Effective procurement supports our vision of making Northumbria a better place to live, work and visit by reducing crime and fear of crime. Through delivering value for money solutions and effecting savings in public expenditure maximum funding can be directed into front line policing.

The purpose of this document is to provide a clear and effective strategy for the procurement of goods, services and works for and by Northumbria Police Authority. The aims of the strategy are to:

- ensure procurement is used effectively to support the delivery of the priorities contained in Northumbria Police Authority's Strategy Plan;
- provide a framework for all users and stakeholders to implement the Police Authority's approach to the procurement of goods, services and works;
- improve procurement business processes and management information systems to manage procurement performance so that it meets the needs of both service users and external organisations;
- assist in implementing the recommendations from the ACPO National Procurement Strategy, and Police Service objectives;
- align the procurement activities with the Best Value principle of continuous improvement;
- ensure that the procurement function contributes to the achievement of the Police Authority's efficiency savings target;
- ensure that the procurement function plays a full part in delivering the Gershon agenda; and
- pursue resolutions in partnership where practicable.

2. POLICY STATEMENT

This section of the Strategy aims to demonstrate how the procurement process supports delivery of the Police Authority's vision and strategic priorities, and how we propose to evidence that this is happening.

Northumbria Police Authority Vision and Values

Vision

A police service for Northumbria in which all local people have trust and confidence.

Our Values

- Listen to local people and deal with the issues that matter to them and their community.
- Be open and honest in all that we do.
- Make sure that performance improves each year and tell local people about it.
- Provide a police service that reflects the communities it serves and treats everyone fairly, regardless of who they are.
- Provide value for money.

Good procurement can contribute towards the delivery of these strategic objectives. Good procurement practice ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are met.

We will:

- plan and skilfully manage the procurement process and collaborate with other Police Authorities and other public sector bodies in order to maximise benefits;
- ensure that resources are used efficiently and effectively; and
- work with a diversity of providers, challenging existing methods of provision and devising innovative solutions to meeting needs.

Outcomes

The realisation of this vision will make a difference both to the way services are provided and the quality of services that people receive.

There will:

- be a better policing service which meets the needs of the local community more efficiently and effectively;
- have an increase in our capacity through more innovative collaborative working with other Police Authorities and other public sector bodies and implementing more efficient e- procurement solutions;

- have employees who are skilled in procurement and who fully exploit new and emerging procurement techniques.

Performance Indicators

We will measure progress towards achieving our vision and values through a series of indicators including:

- Adopting national procurement performance indicators currently being considered by ACPO
- Percentage of procurement undertaken in collaboration with other Police Authorities and other public sector bodies;
- Percentage of procurement activity transacted on-line; and
- Monitoring the efficiency and effectiveness of this procurement strategy.

Principles

We will ensure that:

- what we procure delivers outcomes of the highest quality that are cost effective;
- how we procure ensures compliance with the EU Public Procurement Directive, UK law and regulations, equalities legislation, Police Authority Standing Orders and any other legislation or local policy;
- the risks associated with procurement are effectively identified and managed;
- the needs of customers are met;
- collaboration is undertaken with other police authorities and public sector agencies in order to maximise purchasing power and harness knowledge and economies of scale;
- developing relationships with suppliers and working with them to produce continual improvement in contracts;
- workforce matters are considered in accordance with the Code of Practice on Workforce Matters in Local Authority Service Contracts;
- our external impact is enhanced by promoting sustainable solutions throughout the entire procurement cycle; from defining the need, evaluating options, designing specifications, supplier selection and tender evaluation through to contract management;
- our impact on local people is improved by:
 - promoting economic development and diversity by encouraging local companies and ethnic minority businesses to compete for Police Authority business;
 - promoting equality of opportunity in both employment and service delivery; and
 - realising our strategic vision of making Northumbria a better place to live, work and visit by reducing crime and the fear of crime by procuring the best policing technology and equipment.

Governance

We will manage procurement through a framework, which will involve contributions from, and collaboration between, members and officers of the Police Authority. This framework will provide:

- clear leadership at Police Authority member and officer level that promotes clarity about objectives, roles and responsibilities; and
- consistent and robust systems, processes and procedures that support accountability and demonstrate integrity through the development of officer training.

3. DELIVERY OF THE STRATEGY

This section is founded on the policy statement and principles and explains the processes by which the Strategy is delivered. It will be supported by other documents appropriate to the type of procurement undertaken in which more detailed guidance will be provided.

Procurement will deliver:

- ***Outcomes of the highest quality and cost effectiveness***

The Police Authority has systems in place to ensure that service delivery is continually reviewed in order to meet the policing needs of the local community. Procurement activity will underpin value for money initiatives and will facilitate the outcomes of the highest quality.

How we procure ensures:

- ***Compliance with the EU Procurement Directive, UK law and regulations, Equalities Legislation, Police Authority Standing Orders and any other legislation or local policy.***

In order to ensure high standards of probity, it is essential that all staff involved in the procurement activity understand their own roles and responsibilities and the rules governing procurement, particularly the EU Procurement Directive, Equalities Legislation, UK law and Police Authority Standing Orders.

- ***The risks associated with procurement are effectively identified and managed.***

In conjunction with the Police Authority's Risk Management Strategy, the Police Authority will ensure that all risks associated with procurement are identified, assessed and if appropriate included in the Police Authority Strategic or Operational Risk Register.

- ***Procurement activities are carefully planned and meets strategic needs***

It is important that procurement activities are carefully planned. This requires significant time to explore all options for delivery and ensure outcomes meet the needs of procurement legislation and internal policy.

Procurement Staff will need to be well trained and skilled. Professional Development of procurement staff is a priority for the Police Authority and where appropriate will be carried out in

collaboration with professional organisations such as the Chartered Institute of Purchasing and Supply.

- ***Collaboration is undertaken in order to maximise purchasing power and harness knowledge and economies of scale***

The Police Authority will participate in national/regional Police Service contracts and other collaborative arrangements wherever possible in order to maximise purchasing power and harness knowledge and economies of scale. This will result in cashable efficiency savings as well as reducing administrative workload.

- ***Developing relationships with suppliers and working with them to produce continual improvement in contracts.***

The Police Authority will manage contracts with suppliers and continually review quality and performance to ensure best value, seek improvements and monitor suppliers to ensure that they meet equalities duties throughout the life of a contract.

- ***Workforce matters are considered in accordance with the Code of Practice on Workforce Matters in Local Authority Service Contracts.***

Quality services cannot be delivered without a well – trained and motivated workforce. Only prospective partners with high standards of employment practices, health and safety and training will be selected to provide services to the Police Authority. If the outcome of a selection process involves a transfer of staff from the Force to a new service provider, or where staff originally transferred from the Force are transferred to a new service provider under a re- tender of a contract, the Code of Practice on Workforce Matters will form part of the service specification and conditions of contract.

- ***Promoting sustainability and supporting diversity and equality in procurement***

The Police Authority is committed to the procurement of sustainable buildings, goods, works and services which minimise its impact on the environment.

The Police Authority will develop sustainable procurement solutions for the construction, maintenance and refurbishment of its estate which minimise carbon emissions, waste and water consumption and which increase energy efficiency.

The Police Authority will promote economic development and diversity by encouraging local companies and ethnic minority businesses to compete for Police Authority business.

The Police Authority will promote equality and ensure that organisations that provide services to the Police Authority comply with equal opportunities legislation and promote equality of opportunity.

- ***Realising our strategic vision of ‘a police service for Northumbria in which all local people have trust and confidence’.***

The Police Authority will seek to source and procure innovative policing technology in order to ensure that the Police Authority uses its resources to maximise benefits for the local community.