

**HAMPSHIRE FIRE AND RESCUE SERVICE**



# **BEST VALUE REVIEW**

# **PROCUREMENT**

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**MAY 2002**

**HAMPSHIRE FIRE AND RESCUE SERVICE**

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**CONTENTS**

	Summary of Key Findings	Page 1
	Summary of Key Recommendations	Page 2
	Management Action Plan	Page 3
1	Introduction	Page 4
2	National Studies and Findings	Page 4
3	Our Objectives for the Review	Page 5
4	Current Procurement Practice	Page 6
5	Total Value of Procurement - Year 2001	Page 7
6	Best Value Review Team	Page 8
7	CACFOA's Process Benchmarking	Page 8
8	Scope and Aims of the Review	Page 9
9	Review Process	Page 10
	9.1 Best Value Process Checklist	Page 11
	9.2 Determining Need for Procurement	Page 14
	9.3 Project Planning	Page 17
	9.4 Formulation of Specification	Page 20
	9.5 Evaluation and Decision to Purchase	Page 23
	9.6 Tendering and Contract Award	Page 26
	9.7 Supply	Page 29
	9.8 Monitoring and Effectiveness	Page 33
	9.9 Renewing Contracts	Page 36
	Appendix A - Departmental Review Notes	- Training Support - Personnel - Community Safety - Technical Fire Safety
	Appendix B - Customer Based Internal Survey	
	Appendix C - Procurement Performance	
	Appendix D - List of Evidence Items	

## Appendix E - List of Publications Used During the Review

ylgM/Procure4.bv/31 May 2002

## **SUMMARY OF KEY FINDINGS**

- 1 The Service has no Procurement Policy as suggested by the Audit Commission.
- 2 Most personnel involved in procurement were aware of Hampshire Fire and Rescue Service Standing Orders (Financial Regulations) but had never seen them and were not sure of what was required of them under these regulations.
- 3 There appears to be no official list of authorised suppliers (as laid down in Standing Orders). Each department has its own lists and the assumption was also made that if a supplier is on HCC Financial Management System that they have been checked, this is not always the case.
- 4 All major procurement of highly specialised products and services are usually put out to tender, but there are other areas that could be considered as being appropriate for tender (eg, printing and stationery (£ 154,935.00)).
- 5 With the exception of the catering contract, we do not always check that suppliers are committed to and operate an Equal Opportunity Policy.
- 6 Our Standard Conditions of Contract appear in only a very basic form on our current order forms, these are more detailed when tenders for procurement are used.
- 7 In both Service Stores and the Workshop Stores there are computerised stock systems, but the IT Department have a large quantity of stock of high value that does not seem to be fully recorded. Divisional Operations Offices also have consumable stock levels with only basic controls.
- 8 All equipment (including Personal Protective Equipment) is issued with relevant information and a 'Scheme of Safe Working' for all equipment is provided.
- 9 There is no structured approach to obtaining feedback from users and passing this to suppliers, with the exceptions of when items are undergoing trials.
- 10 There is no regular self assessment and benchmarking carried out within the Service/Departments to check the overall performance of the procurement process.

## **SUMMARY OF KEY RECOMMENDATIONS**

- 1 The Service look to the appointment of a Procurement Manager who would be responsible for making sure that the management of the procurement process for all goods services complied with Standing Orders and Financial Regulations. The appointment would help in the implementation of all recommendations contained in this Review. Additionally this person would be tasked with seeking opportunities available through grants and sponsorship.
- 2 The Service should produce a Procurement Strategy covering Policy and Culture; Leadership and Responsibility; Rules and Best Practice; Competencies and Training; and the 'process management' of procurement.
- 3 Hampshire Fire and Rescue Authority's Standing Orders (Financial Regulations) - especially in those areas that affect procurement - should be simplified. This could be produced as a flowchart summarising the main points that should be taken into account when procuring goods and services. This flowchart could have references to the main Regulations so that further clarification and advice can be sought as appropriate.
- 4 An Authorised Suppliers List should be maintained for the benefit of all departments.
- 5 Training should be organised for all relevant personnel to ensure that they are aware of the following:
  - Hampshire Fire and Rescue Authority's Standing Orders (Financial Regulations)
  - Hampshire Fire and Rescue Authority's Procurement Strategy
  - Authorised Suppliers List
  - Best Value - what it means specifically for the procurement process

Following training all Authorising Officers to be provided with suitable written information and documentation relating to procurement for future reference.

- 6 The Service should produce 'Standard Terms and Conditions of Contract' which should go out with all orders or be sent to all other authorised suppliers. This should contain an 'Equal Opportunities' clause, as required under the Audit Commission Best Value guidance.
- 7 The Service should examine the potential for greater collaboration with other agencies so as to maximise purchasing power to achieve better pricing arrangements.
- 8 The Service should examine current procurement arrangements to see if savings can be made through the purchase of common goods or services from a single source: areas highlighted include Printing/Stationery and IT equipment. Regular checks should be made on services that are bought from outside agencies ie, gas, electric, fuel, etc. Whilst looking at other systems and methods, the Service Management Team takes the view that it does not want to be at the leading edge and will wish to watch carefully the outcomes of initiatives started by others, learning from this experience in the interests of cost effectiveness.
- 9 Formal procedures should be introduced to obtain feedback from users which could both benefit the Service and the supplier.

- 10 Regular benchmarking should take place in accordance with the CACFOA Benchmarking Guide. This would include a check that the core competencies required in the procurement process are being understood and acted on.

**MANAGEMENT ACTION PLAN**

Shown below is the Management’s Action Plans with relation to the Summary of Key Recommendations (page 2).

KEY ISSUE	RESPONSIBLE OFFICER	COMPLETION DATE
1 Appoint a Procurement Manager. (See Note 1)	Principal Officers	September 2002
2 Produce Procurement Strategy.	Supplies Manager	June 2002
3 Produce simplified Hampshire Fire and Rescue Service (Financial Regulations) in relation to those areas that affect procurement.	Supplies Manager	June 2002
4 An Approved Suppliers List to be created and maintained (Hampshire Fire and Rescue Service Financial Regulations).	Procurement Manager (subject to appointment)	December 2002
5 Training of staff involved in Procurement.	Procurement Manager (subject to appointment)	April 2003
6 “Standard Terms and Conditions of Contract” to be produced for the Service.	Procurement Manager (subject to appointment)	December 2002
7 Collaboration with other agencies to be actively pursued to maximise purchasing power and savings.	Procurement Manager (subject to appointment)	Ongoing commitment
8 Examine current procurement arrangements with reference to common goods and services being purchased centrally from a single source.	Procurement Manager (subject to appointment)	Ongoing commitment
9 Introduce a formal procedure where feedback can be obtained from users which could be both beneficial to the Service and the suppliers.	Supplies Manager	September 2002
10 Benchmarking - subject to revision of CACFOA Benchmarking Guide.	Procurement Manager (subject to appointment)	March 2003

Note 1: A trawl of advertised posts (June 2002) indicates that the salary range for a procurement officer would be £29k to £32k plus on costs.

## **HAMPSHIRE FIRE AND RESCUE SERVICE**

### **BEST VALUE REVIEW**

#### **PROCUREMENT**

## 1 **INTRODUCTION**

- 1.1 All Fire Services were instructed to perform a Best Value Review of Procurement to be completed by 31 March 2002. The review looks at the whole procurement process of acquisition of goods and services from initial concept and definition of business needs through to the end of the useful life of the acquired asset or end of a contract.

## 2 **NATIONAL STUDIES AND FINDINGS**

### 2.1 **Audit Commission Study: A Uniform Approach**

The Audit Commission carried out a national study of Fire Service procurement which was published in January 2001. This was intended to be a precursor to the Best Value reviews of procurement which have been carried out in 2002 by all brigades. The subject was chosen as a national study because the government saw improved procurement as an important way of increasing productivity in the public sector, and as a means for the fire service to delivery its 2% efficiency improvement target. Overall the service spends £300 million a year on procurement. However, the general thrust of the Commission's comments relate to the need for a strategic approach to the procurement both of non-operational and operational goods and services, extending collaborative procurement and standardising equipment wherever possible; a more professional approach to the management and monitoring of procurement, including post purchase evaluation.

### 2.2 **Department for Transport, Local Government and the Regions; Local Authority Procurement - A Research Report**

In June 2001 the DTLR published a research report on local authority procurement. This was intended to address the role of modern procurement practice in delivering best value and recommended practical measures for local authorities to secure benefits from efficient and effective procurement. However, the main issues which it covered were the organisation and profile of procurement, particularly the balance between corporate and delegated procurement and the authority's procurement strategy; tendering processes; training and capacity; electronic procurement, joint procurement and commissioning, green procurement performance monitoring and developing effective markets. Authorities suggested the following areas for improvement in procurement; attitude and culture; organisation; electronic procurement, procurement of services (as opposed to goods); joint procurement; skills and training; performance measurement; regulation and controls; inter-relationship between corporate objectives and procurement advice and 'good practice'.

### 2.3 Fire Service Inspectorate - Expectations

The 'Expectations' document published by the HMFSI includes a section on procurement. This is broadly based on the Audit Commission approach and promotes as good practice the use of risk assessment processes, a range of collaborative approaches to purchasing, formally documented tender procedure, and the use wherever possible of previously agreed standards or specifications. It also recommends structured maintenance and replacement policies, and the use of management information to support procurement decisions.

### 2.4 Performance Indicators: CACFOA Benchmarking Study

CACFOA carried out a Benchmarking study, published in June 2001, based on information collected in August 2000 by the Audit Commission, prior to the publication of 'A Uniform Approach'. The benchmarks identified by the report were:

- Cost of procurement staff per staff member (FTE)
- Cost of procurement staff as a percentage of annual spend
- Basket of goods (specified by Audit Commission)
- Purchase cost per appliance (based on designated standard unfitted appliance)
- Cost per appliance per annum

The report gave each authority its own results compared with both the national and the family group benchmarks. It concluded that variances in performance between authorities were not statistically significant and could not be explained by reference to an authority's size structure or grouping. It also recommended some good practice guidance and recommended the adoption of the benchmarks nationally for best value reviews, with the data being updated and disseminated at agreed review periods supported by CACFOA.

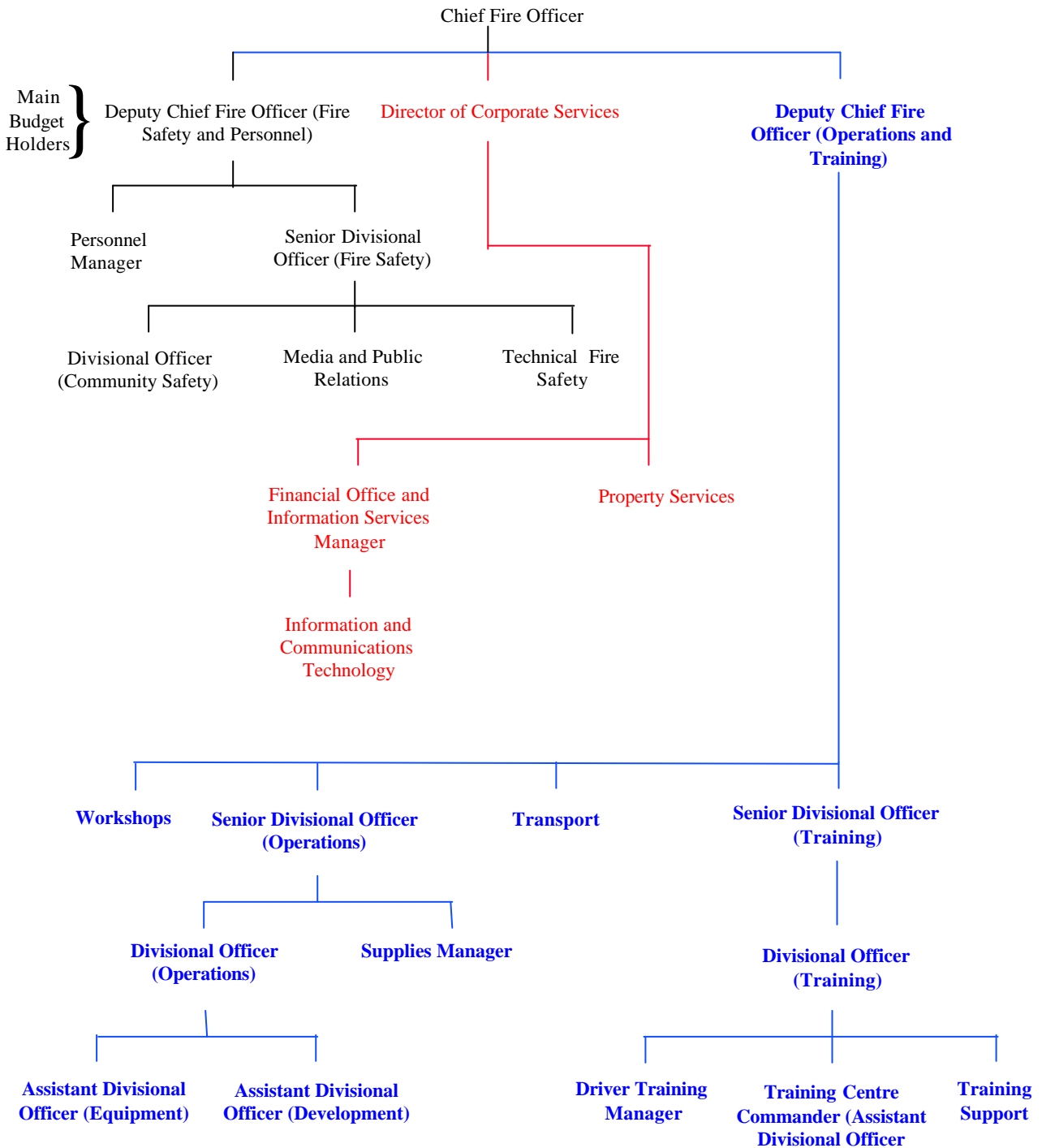
## 3 OBJECTIVES UNDERPINNING THE REVIEW

- 3.1 To ensure that all goods and services are obtained in an open and transparent way, so as to secure best value and long term continuous improvement, taking into account; price, quality, transaction and life cycle costs.
- 3.2 To ensure the service works in partnership with the private sector, voluntary sector and other public bodies where possible to achieve the aims of Best Value.
- 3.3 To ensure that, where feasible, Environmental Sustainability will be taken into account when determining procurement of goods and services.
- 3.4 To ensure that suppliers are operating a Fairness and Dignity at Work Policy.
- 3.5 To ensure that staff within the Service who are involved in the procurement process are fully conversant with financial regulations and are aware of the Service's procurement strategy.

4 CURRENT PROCUREMENT PRACTICE

The Service policy is to devolve procurement budgets to Budget Holders who then delegate the management of these budgets to personnel in departments under their control.

Shown below is the current organisation structure showing those posts that manage and control the procurement function.



5 TOTAL VALUE OF PROCUREMENT - FINANCIAL YEAR 2000/2001  
(TAKEN FROM REPORT FMS/BDO1 DATED - 9 JANUARY 2002)

Revenue Budget

Training Courses	-	Uniformed personnel	£ 383,135.00	
		Non-uniformed personnel	£ 51,363.00	
				= £ 439,498.00
Facilities	-	Electricity	£ 142,571.00	
		Gas	£ 74,734.00	
		Fuel Oil (Heating)	£ 34,551.00	
				= £ 251,856.00
Cleaning Materials				= £ 12,721.00
Contract Cleaning Service				= £ 143,229.00
Vehicle Fuel	-	Petrol	£ 11,512.00	
		Diesel	£ 256,935.00	
				= £ 268,447.00
Vehicle Running Expenses		Paraffin, Lubricant etc	£ 5,557.00	
		Tyres and Tubes	£ 38,292.00	
		Batteries	£ 9,544.00	
		MOT Plating/Testing	£ 2,242.00	
				= £ 55,635.00
Workshops		Materials and Spares	£ 181,701.00	
		Consumable Spares	£ 15,758.00	
				= £ 197,459.00
Furniture				= £ 64,568.00
Operational Equipment				= £ 525,718.00
Domestic and Cleaning Equipment				= £ 44,318.00
Training Equipment				= £ 62,820.00
First Aid and Medical				= £ 7,150.00
Publications and Books				= £ 17,952.00
Clothing and Uniform				= £ 386,351.00
Printing and Stationery (covers IT Consumables, Photocopying etc)				= £ 154,935.00

Consultancy Fees

= £84,867.00

Other Communications (covers Telephones, Call Out Equipment, Mobile Phones, Chem Data, Radio)	=	£ 817,748.00
IT Services change (current) (covers Maintenance, Hardware, Software, Installation, Development, Training and Disk Space)	=	£ 355,234.00
Revenue Budget (Procurement) Total		£ 3,890,506.00
Capital Budget (Procurement) Total		£ 1,451,000.00
<b>Total Procurement Budget 2000/2001</b>		<b><u>5,341,506.00</u></b>

Total Fire Service Budget for Financial Year 2000/2001

Revenue Budget	£ 41,205,000.00
Capital Budget	£ 2,095,000.00
<b>Total</b>	<b><u>£43,300,000.00</u></b>

Analysed in this way, the value of procurement represents 12.3% of total budget.

## 6 BEST VALUE REVIEW TEAM

A team for this review was formed from existing staff representing a cross section of expertise.

Team Leader	DCFO House (Operations and Training)	Budget Holder
Deputy Team Leader	SDO Long (Operations)	
Quality Manager	SDO Webb	
Team Co-ordinator	David Parsons	- Supplies Manager
Members:	StnO Bowers	- Station Commander (Fareham)
	Lff Wadmore	- Operational (Winchester)
	Mr L Phillips	- Administration Manager (Workshops)
	Mrs J Truckel	- Senior Administration Assistant (ICT)
	Mrs J Matthews	- Accountant
HFRA Members:	Councillor M F Cartwright	
	Councillor Mrs E S M Barron	
	Councillor K Chapman	

## 7 CACFOA's PROCESS BENCHMARKING

Prior to starting the review it was decided that a "procurement process benchmarking" exercise be conducted to show how the Service was performing when measured against the content of the CACFOA Process Benchmarking Guide - June 2001.

<u>Key Areas</u>	<u>Score %</u>	
General Organisation*	- 24%	*(issues to be considered throughout the procurement best value process)
Determining Need	- 52%	
Project Planning	- 56%	
Formulation of Specification	- 80%	
Evaluation and Decision to Purchase	- 85%	
Tendering and Contract Award	- 87%	
Supply	- 58%	
Monitoring and Evaluation Effectiveness	- 46%	
Contract Renewal	- 56%	

These findings were examined by the Review Team so that they could compare them with the findings from their interviews with Budget Managers. See Review Findings (Section 9.1 - 9.9).

## 8 SCOPE AND AIMS OF THE REVIEW

It was agreed that only departments holding major expenditure budgets would be targeted, and to this end the following departments were selected for interview.

<b>Department</b>	<b>Budget</b>
Information Services	£ 1,411,700.00
Supplies	£ 1,348,172.00
Workshops	£ 323,200.00
Property Services	£ 179,900.00
Transport (Purchase of Vehicles - Capital)	£ 1,451,000.00

The following departments were also informally interviewed and their expenditure can be summarised as follows. (See Appendix A)

<b>Department</b>	<b>Budget</b>
Training Support (Courses)	£ 439,498.00
Personnel (Recruitment)	£ 55,000.00
Community Safety	£ 80,000.00
Technical Fire Safety	£ 63,500.00
*Divisional Support Managers	£ 500.00

(\*This is for use on Community Education, otherwise they use main Budget Holders codes for expenditure.)

The aims of the Reviews are to ensure that:

- Goods and services are only procured to meet a defined need of the Service
- The relevant specifications are met
- Goods and services are procured at minimum cost
- Controls are in place to minimise amount of capital tied up in stock
- The procurement function supports the strategic aim: 'To achieve best value'.



## 9 REVIEW PROCESS

This was carried out using the criteria laid down in the Audit Commission booklet 'A Uniform Approach - a good practice guide on fire service procurement'. Review teams interviewed Budget Managers, these findings are in the evidence documentation (see 23). These were then analysed and put together in one common set of documents to cover the whole Service. The following documents (9.1 to 9.9) show the recommendations of the review team and the management response.

## ***9.1 BEST VALUE PROCESS CHECKLIST***

**Has the Service ...**

<i>Key Issue</i>	<i>Yes/No/ Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/ Expectations Reference*</i>
9.1.1 Challenged the need for the procurement function?	Partly		The Service has only looked at the total care package for PPE but this was not progressed further. Generally, the need for the procurement function has not been challenged	Given the specialist needs of the Service, the procurement function should remain in-house: However, procurement processes and systems should be improved and additional awareness training given to those with responsibilities for procurement.	Accepted. Appropriate training and guidance will be arranged in line with the outcomes of this review.	CA 1.1 EX 1.1
9.1.2 Considered how the function might be delivered by external providers or some form of partnership arrangement with other authorities?	Partly		Have looked at consortium purchasing and do use HCC Supplies for Gas, Electric, Fuel. Also HCC provide payroll, financial management and some IT services.	Continue to use those agencies and external providers who themselves follow Best Value principles.	The policy of utilising external providers and the participation in collaborative/partnership initiatives will continue to be explored and adopted.	CA 1.2 EX 4.1
9.1.3 Defined the scope of the review sufficiently broadly in order to encompass all aspect of their procurement activity?	Yes		See para 4 - Best Value Review Report (Scope and Aims)	None.	None.	CA 1.3

PPE = Personal Protective Equipment  
ylgM/Procure4.bv/25 March 2002

AUDIT COMMISSION - EXPECTATIONS DOCUMENT (EX)

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.1.4 Obtained access to accurate information about its own procurement performance and compared it with that of other authorities?	Yes	Appendix C	See - cost/recruit; cost/appliance; procurement staffing. These were compared against the findings taken from Audit Commission "A Study of Fire Service Procurement".	Benchmarking and comparisons should continue in pursuit of Best Value and good practice.	Accepted. Use Family Group 4 for benchmarking purposes.	CA 1.4
9.1.5 Consulted widely with staff, other best value authorities, current suppliers and other commercial organisations and the public as part of the BV Review?	Yes	See 24	Represented at Review. Attended BVR meetings and obtained documentation from other authorities.  Questionnaire sent to staff. See Appendix B for findings.	That the procedure used for delivery of goods and services be reviewed in the light of comments from the staff survey.	Accepted. A review will be conducted over the next 12 months. This could involve streamlining the system by use of IT developments.	CA 1.5

## **9.2**      ***DETERMINING NEED FOR PROCUREMENT***

**Can the Service ...**

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.2.1 Demonstrate the link between recent major purchases and strategic plan objectives?	Yes	See 2, 8	Equipment for new appliances as per Vehicle Replacement Programme; New Fire Station (St Marys). Confirmed under review of fire cover. Handheld radios, alerters, servers, examined in Operations/Strategic Plan.	None.	All major purchases are in accordance with the corporate aims and objectives.	CA 2.1 EX 1.1
9.2.2 Show that its research resources are targeted at high value procurement projects, including non operational goods and services?	Yes	See 5, 19 and 22	IT Strategy (March 01) in relation to IT 2000 procurement. Purchase of new appliances and equipment evaluated by ADO (Development) and SubO for Operational Equipment	None.	Specialist ad hoc teams are frequently formed for evaluation of major purchases.	CA 2.2 EX 1.1
9.2.3 Be confident that it has up to date information on legislative, market or technological changes and that it has assessed any impact on procurement?	Yes	See 19	PPE legislation has resulted in the supply of more items with EU standards requirements - costs of PPE have increased. HSE regulations have also had an impact. We receive regular advice from HSE, DTLR, Insurance Companies.	None.	We have a robust system for receiving and circulating relevant information as it arrives.	CA 2.3 EX 1.1

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.2.4 Be confident that changes it makes to policy or strategic direction take account of procurement implications?	Yes		This is undertaken at Fire Authority and Service Management Team level and relevant budgets reflect these changes	None.	The Service Management Team Will continue to take into account procurement implications when making strategic decisions and policy.	CA 2.4 EX 1.1
9.2.5 Show that users of goods and services have open and accessible channels through which to provide feedback and that this is acted on?	Partly		Except in respect of items under evaluation, the Service does not have a laid down procedure to cover feedback. This is usually done in an informal manner.	Introduce a more formalised system for obtaining feedback from 'customers/end users'.	To be included in the general review conducted during the next 12 months. See also 9.1.5 above.	CA 2.5

## **9.3**      ***PROJECT PLANNING***

**Does the Service ...**

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.3.1 Deliver new goods and service to users within budget and on time?	Partly		Generally goods are delivered on time, there is no laid down schedule for delivery times. Generally all goods and services are within budgets allocated.	Annual questionnaire to end users to check on customer satisfaction with delivery and prices.	Accepted. See also 9.1.5 and 9.2.5.	CA 3.1
9.3.2 Have a project plan for all on-going procurement projects?	Yes	See 2,5	Examples: IT 2000 rollout plan. Corporate Plan. Vehicle Replacement Programme. 'Points' programme for uniform replacement	Issue updates to all major plans at regular intervals.	Accepted. Will be included in considerations being given to project planning in the Service as a whole. Internet/Intranet will be utilised.	CA 3.2 EX 5.2
9.3.3 Approve only those procurement projects that are identified in the business plan?	Yes		Examples: Maintenance and repairs to service buildings (continue survey); new fire stations (fire cover review); vehicle replacement programme.	Continue current practice	Some procurement projects may result of circumstances that arise outside of normal planning but would be subjected to approval of either Fire Authority or Service Management Team level.	CA 3.3 EX 1.1
9.3.4 Know who is involved in what project and for how long?	Yes	See 9	Example: Building of St Marys Fire Station. Updates published regularly in Routine Notice	Continue current practice	The current use of ad hoc project teams works well.	CA 3.4

<i>Key Issue</i>	<i>Yes/No/ Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/ Expectations Reference</i>
9.3.5 Know when decisions and funds are required?	Yes	See 18	Departments have annual budgets and budget managers meet regularly to clarify purchasing decisions. This is the Budget Holders responsibility. Major acquisitions are reported to F&GP Committee.	Continue current practice.	We consider 'funding-gaps' and potential underspends as part of the budget preparation process in the Autumn of each year. Major variations reported to the F&GP Committee.	CA 3.5 EX 5.2

## ***9.4 FORMULATION OF SPECIFICATION***

**Does the Service ensure that ...**

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.4.1 Specifications for goods and services are formulated in consultation with: - Other authorities? - Users? - Technical experts? - Suppliers	Yes	See 3, 4, 8, 11, 12, 15, 16 and 17	Generally, other agencies are contacted where appropriate; but, there seems to be very little documentation with the exception of the purchase of IT, operational equipment and where PPE and HSE Regulations apply. Vehicle specifications are always sent out with tenders. A large number of items are placed on evaluation before being accepted. All evaluations are documented.	Any discussions with other agencies on procurement decisions/evaluations should be documented to demonstrate that best value principles are being applied.	Accepted. This will be emphasised in the planned training and guidance review.	CA 4.1 EX 2.1
9.4.2 Service requirements are specified in terms of output and performance, rather than how the supplier is to go about providing the service?	Yes		Depending on the item there are in some cases delivery dates specified, eg, vehicles and building projects. Others seem to be more fluid, eg verbal agreements with suppliers.	Any agreements including those made orally, should be recorded so that both customer and suppliers know where they stand.	Accepted. This will be emphasized in the planned training and guidance review.	CA 4.2 EX 1.1

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.4.3 Opportunities for standardisation of goods and service requirements between different departments are vigorously pursued?	No		Because some budgets are devolved (eg, stationery, certain IT items and clothing) there is no central control.	Consideration could be given to centralising the purchasing of common items so that standardisation and economies of scale can be pursued.	Accepted. Information on select lists and preferred buyers will be made more widely available.	CA 4.3 EX 4.1
9.4.4 Specifications are drawn up in accordance with relevant UK and EU Legislation and standards?	Yes	See 19	All items that come under UK and EU Registration have this in their specification. It was found that the suppliers who currently deal with the Service are well aware of legislation affecting their products and publicise it accordingly.	Personnel involved in procurement should be kept aware of UK and EU legislation that affects the service.	Accepted. The training of relevant staff will be strengthened.	CA 4.4 EX 3.1
9.4.5 It does not deter voluntary section organisations, smaller firms and new entrants to the market, by specifying unnecessary requirements?	Yes		This is being used across the service quite successfully. These are usually all low value orders. Examples: canvas work; printing; simple sewing repairs; embroidery. We also use workshops for the disabled (eg, Mount Industries).	This should be encouraged where possible as it gives a boost to local economy.	Accepted.	CA 4.5 EX 4.1



## ***9.5 EVALUATION AND DECISION TO PURCHASE***

**Does the Service ...**

<i>Key Issue</i>	<i>Yes/No/ Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/ Expectations Reference</i>
9.5.1 Thoroughly evaluate different options for meeting performance specifications, including an appraisal of technical, market, financial and risk matters?	Partly	See 20, 22	Generally all major purchases are evaluated against specifications and usually by tendering or quotations. The only authorised list of suppliers is that provided by HCC. Generally the Service has been dealing with the same suppliers for several years.	A more robust list of suppliers should be established covering a wider range of goods and services.	Accepted.	CA 5.1 EX 1.1
9.5.2 Require that a detailed business case be prepared for all major procurement projects?	Yes	See 6, 7	All major procurement projects, eg, vehicles, fireground radios, breathing apparatus etc, are presented to SMT and the HFRA for authorisation.	Continue current practice.	Accepted	CA 5.2 EX 2.1
9.5.3 Involve members and senior management in considering business cases for high value, strategically important purchases?	Yes	See 6,7	All such procurement has to go before SMT and the HFRA as a matter of course. Authority members are involved in opening tenders.	Continue current practice.	Accepted	CA 5.3 EX 3.1

<i>Key Issue</i>	<i>Yes/No/ Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/ Expectations Reference</i>
9.5.4 Delegate other purchasing decisions to a level appropriate to the value and strategic importance of the goods/service?	Yes	See para 4 of report	All budget holders delegate purchasing decisions to staff within departments.	Ensure a robust audit trail and up to date list of staff who are authorised to take procurement decisions is maintained.	Accepted. This will be included in the process and guidance review.	CA 5.4 EX 4.5

## **9.6 TENDERING AND CONTRACT AWARD**

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.6.1 Have financial standing orders that set out how contracts for supply of goods and services are to be provided, ie, where you need competitive quotes and where tendering is required?	Yes	See 27	During interviews it became apparent that though most personnel who are involved in procurement know of the existence of Financial Regulations they had never seen them and did not know where to look for them. Most followed previous practice without specific reference to them.	That a simple flowchart showing the areas of Financial Regulations that relate to procurement be produced; and, that all staff involved with procurement be aware of both Financial Regulations and the Service's Procurement Strategy.	Accepted. Additionally, simplified guidance will be issued. Appropriate training will also be arranged in conjunction with Internal Audit.	CA 6.1
9.6.2 Promote strong competition for highly specialised products and services by shortlisting potential bidders?	Yes	See 8, 20	This operates mainly in the procurement of vehicles. Other specialised products such as PPE, radios etc are usually selected after extensive trials so therefore there is usually only one supplier (cost, quality and life of item are also covered by Trials Team).	The Service must always look for new suppliers and methods of procurement so that strong competition can be maintained.	Accepted. This will be emphasised in the review of training and guidance.	CA 6.2 EX 4.2
9.6.3 Ensure that its competitive processes comply with UK and EU legislation.	Partly		High value procurement: eg, appliances, communications are advertised as laid down in UK and EU Legislation.	That importance of compliance with regulations be reinforced.	Accepted. This will be covered in guidance notes and training sessions.	CA 6.3 EX 4.4

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.6.4 Subject all potential service providers, including in-house bids to the same requirements.	Yes		HFRS complies.	Continue current practice.	Accepted.	CA 6.4
9.6.5 Enter into dialogue with bidders in order to clarify requirements and deal with queries?	Yes	See 10, 11 and 12	This is common practice within the Service.	Continue current practice.	Accepted.	CA 6.5
9.6.6 Evaluate tenders systematically and objectively demonstrating a clear audit trail.	Yes	See 10, 27	The evaluation and acceptance of tenders within the Service follows rules laid down in HFRA's Standing Orders and, as appropriate, involves members of the HFRA.	Continue current practice.	Accepted.	CA 6.6 EX 4.4
9.6.7 When comparing, do costs take into account acquisition costs; operating costs; maintenance and replacement costs; training costs?	Partly		Wholelife and training costs are not always explored.	That wholelife and training costs should be taken into account.	Accepted. A reminder to do so will be included in guidance notes.	CA 6.7 EX 5.1

## ***9.7 SUPPLY***

**Does the Service ...**

<i>Key Issue</i>	<i>Yes/No/ Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/ Expectations Reference</i>
9.7.1 Ensure that its contractors and suppliers are committed to and operate an Equal Opportunity Policy?	No		There is no evidence that this has ever been done. But all British companies are expected to operate this way under EU legislation. The exception is the catering contract where this is specifically covered.	This should be a part of the HFRS Procurement Strategy and all suppliers on the Approved List should have Equal Opportunity Policy.	Accepted, but it is acknowledged some smaller suppliers may find it difficult to comply.	CA 7.1
9.7.2 Handle TUPE effectively	Yes		This is Service policy	Continue current practice.	Accepted.	CA 7.2
9.7.3 Use standard conditions of contract in all routine procurement.	Yes	See 21	Usually only on major contracts; eg, radio replacement contract; appliances. Normal orders placed using FMS has only basic standard conditions.	The legal position on the standard conditions on orders using FMS needs to be checked.	Accepted. The specification for the replacement SAP system also needs to be checked.	CA 7.3
9.7.4 Make joint commitments with major suppliers to service improvement and supply chain cost reductions during life of contracts.	Partly	See 11	There seems to be no laid down rules regarding this, but there are examples of where it has been used, eg, telephone maintenance contract - larger discount on renewal. IT Service Level Agreement - no unit price increase in last five years.	This should be mentioned in HFRS Procurement Strategy.	Accepted.	CA 7.4

SAP = The County Council's major corporate management systems.

ylgM/Procure4.bv/25March 2002

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.7.5 Involve users and suppliers in working out detailed service standards within the framework of a flexible performance contract.	Partly	See 14	Generally this is not done. Just one example found: change of mobile phone as a result of user feedback. Could not find examples of a flexible performance contract, although the SLA with HCC IT Services allowed in-year variations.	Where feasible, user/supplier input be encouraged as part of the HFRS Procurement Strategy. The scope for flexible performance contracts to be considered where appropriate.	Accepted.	CA 7.5
9.7.6 Allow sufficient flexibility on price to enable suppliers to be rewarded for exceeding targets	No		No evidence for this found.	None.	Not currently considered to be necessary or appropriate.	CA 7.6
9.7.7 Secure longer term (5-10 year) contracts with suppliers that include a commitment to volume.	Partly		Some areas were identified during the review, eg, BA spares; HCC Contracts; IT 2000. Otherwise very few areas would be covered by this.	Consider where appropriate in the future.	Scope for 'call-off' or framework agreements provides some opportunities.	CA 7.7
9.7.8 Keep the number of suppliers to the minimum to meet business needs and to sustain competition.	Yes		Generally most high value purchasing is in a very specialised field with few suppliers. In many cases, use of HCC County Supplies 'approved suppliers' covers this.	Approved Suppliers should be listed in each commodity area.	Accepted.	CA 7.8

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.7.9 Maintain minimum stocks of essential goods to ensure continuity of service delivery, with the majority of items supplied direct to the end user.	Partly		Stores (HQ and Workshops) have a computerised stock system with min/max levels. Only a few items are delivered direct to end users, eg, Fuel; Paper; Hydrant Consumables	In areas other than main (HQ) and Workshops Stores there may be opportunities to reduce stock levels.	Accepted. This will be addressed as part of improvements to inventory systems.	CA 7.9
9.7.10 Use 'call-off' arrangement for all high volume, low value orders.	Partly		A few items fall into this category such as BA spares; Shirts; Pagers; Stationery; next day delivery; Light vehicles	Consideration should be given to making more use of this arrangement.	Accepted. See also 9.7.7 above.	CA 7.10
9.7.11 Ensure that supply is accompanied by sufficient risk assessment, including issue of technical and Health and Safety guidelines.	Yes		All equipment and PPE is issued with manufacturers instructions. Also in-house risk assessment is performed on all equipment prior to issue. Training schedule published if deemed necessary.	Continue current practice.	Accepted.	CA 7.11 EX 3.1
9.7.12 Reduce administrative costs through automated systems ie, requisition, ordering, payment and charge cards.	Yes	See 21	All payments are processed through HCC's computerised (FMS) system. Charge cards are held by financial manager only.	Continue current practice.	Accepted.	CA 7.12

## **9.8**      ***MONITORING AND EFFECTIVENESS***

**Does the Service ...**

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.8.1 Obtain feedback from users and communicate this to suppliers in a structured manner dealing with quality issues as they arise?	Partly	See 14, 20 and 22	Except during evaluation/trials, there is no structured approach to getting feedback when items are issued.	A reporting procedure needs to be established so that customers can comment on quality issues.	Accepted. See also 9.1.5, 9.2.5 and 9.3.1. This would ensure that suppliers are informed and customers know comments are acted on.	CA 8.1
9.8.2 Pay invoices promptly, taking advantage of early payment discounts?	Partly	See 13	The Service monitors the payments regularly and all departments are advised of their success rate (in percentage terms).	The need to comply with the national BVPI to be reinforced.	Accepted. Good management information is produced for this BVPI.	CA 8.2
9.8.3 Co-operate with suppliers to minimise time and cost of managing and monitoring contracts?	Yes		Generally good relationships with suppliers was found. Certain departments meet their suppliers at regular intervals.	The need for regular progress meetings with main suppliers to be promoted in HFRS Procurement Strategy.	Accepted. This will be included in the procurement strategy.	CA 8.3
9.8.4 Develop key performance indicators with suppliers and ensure that they are acted on?	Partly	See 21	Only that information agreed in the original order, ie, time/price was found. This applies to only a few items - for most others usually delivery is unspecified .	The opportunity to develop PIs for the supply of some goods and services to be considered.	Accepted, in principle but this may prove difficult to put into practice with our current IT systems.	CA 8.4

**Does the Service ...**

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.8.5 Ensure consistency in the management of both in-house and external suppliers?	Yes		Assured by all those interviewed that they would deal consistently with both in-house and external suppliers.	The need for consistent treatment to be emphasised in HFRS Procurement Strategy.	Accepted.	CA 8.5
9.8.6 Ensure that performance reporting reflects the chain of accountability - members and managers receive relevant information?	Yes		There were good examples of regular departmental meetings where budget holders are kept informed of progress. Budget Holders pass relevant information to SMT (and to the HFRA if necessary).	Continue current practice.	Accepted. System in place seems to be working at the right level and frequency so that all interested parties are informed - no change to current system.	CA 8.6
9.8.7 Use monitoring information to help manage and control usage and demand?	Yes		Computerised stock systems in place in some areas so that up to date information on levels and usage available. Financial monthly statements issued to all departments and SMT. Budget Holders and their staff have day to day access to financial information on FMS.	Continue current practice.	Accepted.	CA 8.7



## ***9.9 RENEWING CONTRACTS***

**Does the Service ...**

<i>Key Issue</i>	<i>Yes/No/ Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/ Expectations Reference</i>
9.9.1 Market test other supply options?	Yes		Fuel/gas etc, these are a County Supplies Contract which are reviewed regularly. Prices/ specification for PPE (Fire Kit) always checked against other suppliers.	The need to continuously market-test prices/ specifications for major items to be included in HFRS Procurement Strategy.	Accepted.	CA 9.1
9.9.2 Expediently extend contracts for short fixed periods to accommodate organisational changes?	Yes		When expedient to do so, eg, external contract on existing IT servers to cover installation of new IT servers. Also done for catering and HCC contracts.	Continue current practice.	Accepted.	CA 9.2
9.9.3 Leave ample time to negotiate a new contract before old ones expire?	Yes		This was generally found to be the case.	Continue current practice.	Accepted. Need to be emphasised in review of guidance.	CA 9.3 EX 5.2
9.9.4 Fully appraise the strengths, weaknesses, opportunities and threats of existing procurement arrangements?	No		No formal process in place. Existing informal assessments needs to be improved.	The benefits and carrying out 'SWOT' analyses to be promoted in HFRS Procurement Strategy.	Accepted. Consideration will be given as to when and how best to achieve this.	CA 9.4

<i>Key Issue</i>	<i>Yes/No/Partly</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendations</i>	<i>Management Response to Findings and Recommendations</i>	<i>CACFOA/Expectations Reference</i>
9.9.5 Review existing specifications and performance standards?	Yes	See 1, 2	Although this happens, there is no laid down procedure. It is done purely on an ad hoc basis.	There should be an established procedure to check on performance from purchase (specifications) to user satisfaction (performance standard)	Accepted. See also 9.1.5, 9.2.5, 9.3.1 and 9.8.1	CA 9.5 EX 5.1
9.9.6 Involve existing and potential suppliers and users in reviews?	Yes		Some evidence of this taking place but not a firm requirement.	HFRS Procurement Strategy to emphasise the need to include all stakeholders in purchasing specifications.	Accepted. This will be emphasised in the review of guidance and in the procurement strategy.	CA 9.6



**HAMPSHIRE FIRE AND RESCUE SERVICE**

**BEST VALUE REVIEW**

**PROCUREMENT**

**APPENDIX A**

**DEPARTMENTAL REVIEW**

**Department**

**Budget**

**Training Support**

**£439,498.00**

This department is responsible for all training requirements of the Service. They have very little choice on procurement of training so this is laid down and in most cases is only available from one source (Fire Service College). The breakdown of expenditure is as follows:

**Uniformed Course Fees**

**£387,671.00 (88.3%)**

**\*Non-uniformed course fees**

**£ 51,363.00 (11.7%)**

\*These courses cover such topics as Fairness and Dignity, Equal Opportunities, Manual Handling etc. Both uniformed and non-uniformed personnel attend these courses which are usually held on Service premises with an outside instructor.

**Personnel**

**£ 55,000.00**

This expenditure is to do with recruitment and it covers advertising, leaflets, printing etc

**Community Safety**

**£ 80,000.00**

This covers all aspects and special requirements of the Community Fire Safety Team. Special equipment for the Schools Team, also the production of literature and posters that are needed to get the safety message across.

**Technical Fire Safety**

**£63,500.00**

This covers their requirements for technical publications, printing, legal expenses, special IT developments (CAD) and subscriptions (Technical Indexes OHSIS)

All the above departments have very few choices of where they can go for procurement and so an informal interview was conducted to get the bare facts on their expenditure.



# HAMPSHIRE FIRE AND RESCUE SERVICE

## BEST VALUE REVIEW

### PROCUREMENT

#### APPENDIX B

#### CUSTOMER BASED INTERNAL SURVEY (REF PARA 9.1.5)

The customer survey was sent to 34 locations. The breakdown of distribution is as follows:

- 3 to Divisional Officers (Operations)
- 14 to Wholetime Stations
- 16 to Retained Stations
- 1 to Service Workshops

Returns were received from 27 locations and a summary of comments and satisfaction ratings are shown below. (See Evidence No 23 for individual comments).

<i>Item</i>	<i>Satisfaction Rating</i>	<i>Comments</i>
Non-PPE Uniform eg W/Reg	Good - 12 Average - 13 Poor - 2	Generally the feedback is that quality of service is good. There were some minor points referring to change of suppliers causing problems such as size changes and quality. Also some have commented on time taken to get replacements.
PPE Uniform eg, Fire Kit	Good - 18 Average - 8 Poor - 1	There was general agreement that all PPE was good. The only criticism is the delay in replacement caused by system used within the Service. Suggestion was the operational uniform should have priority of issue.
Operational Equipment (Replacement and Servicing)	Good - 12 Average - 12 Poor - 3	The servicing of equipment by Operational Equipment Technicians is good and fast. The main criticism is on time some equipment takes to arrive on station. It was also commented by B17 Fareham that annual servicing of WRC and L4T is in July when they are most needed, could not these be moved to Winter when requirement for these appliances are not critical.
IT Equipment and Support	Good - 6 Average - 15 Poor - 6	IT Help Desk was found to be good. Comments on hardware were varied but was mainly average, but system is slow and in some cases not reliable. It was also expressed that in this age the computer should be used for requesting stores and Service Forms should be on as well thereby cutting down on paperwork and delay.
Property Maintenance	Good - 8 Average - 13 Poor - 5	The feeling here is that there seems to be no planned maintenance programme. That urgent repairs are done generally quickly but other repairs can take a long time. The quality of work by contractors in some cases does not meet the required standards causing problems.



# HAMPSHIRE FIRE AND RESCUE SERVICE

## BEST VALUE REVIEW

### PROCUREMENT

#### APPENDIX C

#### PROCUREMENT PERFORMANCE

This was looked at by the team. The first difficulty was identifying exactly who within the Service was responsible for Procurement. There were the obvious departments (eg, supplies, property services, transport etc), but there seem to be a lot of other personnel, down to station level who also buy, where does one draw the line; so no accurate figure was achieved.

But using the “CACFOA Procurement Benchmarking Report” we checked figures to see if they agreed with the findings. The areas that were looked at were as follows:

- 1 Cost of Procurement Staff as a percentage of amount spent. The report quoted that Hampshire had come out at 11% which was way above the mean of 4%. Discussions with other Services found that their interpretation of procurement costs differed from ours. Some services did not take into account uniform staff who are involved in the procurement process, this makes a difference. Trying to get figures within this service accurately proved very difficult as on questioning certain personnel on their direct involvement in procurement, drew a blank as to the amount of time in a percentage factor procurement involved. Shown below are figures that are the current costs of procurement within this Service.

**Total Procurement Budget 2000/2001                      £5,341,506.00**

Total Cost Procurement Staff 2000/2001:

Supplies and Operations	-	£ 105,000.00
Transport and Workshops	-	£ 45,000.00
Information Support	-	£ 25,000.00
Other Departments/Divisions	-	£ 20,000.00
Property Services	-	£ 30,000.00 = £ 225,000.00

This comes out at about 4.2% which is slightly above the mean as indicated on the CACFOA Report.

The other three areas we looked at were a “Basket of Goods”, “Initial Issue of Uniform Costs” and “Appliance Costs”. These were compared against Kent Fire Brigade and the CACFOA Report (see Evidence No 25).

#### 1.1 Basket of Goods

This exercise can only help to see if the Service has a large difference from the national average, and if so to investigate what was found. The overall difference was not very large, and this can be put down to different specification requirements by a Service for a similar item, eg, Branches.

Costs	-	National Benchmark	£ 4,692.76
		Hampshire	£ 4,588.53
		Kent	£ 5,039.66

## 1.2 Initial Issue of Uniform Costs

This was compared against Kent Fire Brigade.

Hampshire	£ 1,258.02 )	*See Evidence
Kent	£ 1,542.92 )	No 26

The differences are mainly due to the fact that Kent issue three sets of fire suits whereas we issue two sets. There are also other differences in the items issued and quantities. Also costs come into it, we issue a Gallet Helmet and bag, cost £ 153.02 whereas Kent's helmet costs £ 79.95.

## 1.3 Frontline Appliance Costs

This also is an area that needed clarification. The costs shown below are for the basic appliance without the stowed equipment.

### **Kent - average price           £155,000.00**

They use Scania, Dennis and Volvo chassis. They go through as consortium (FSPA) and their appliances are manufactured by Saxon, John Dennis and other agencies for some of the specials.

### **Hampshire - average price   £114,000.00**

We go out to tender and our current chassis is Volvo and the manufacturer is "Emergency One". We have a few specials that are manufactured by other agencies.

The National Benchmark cost for appliances is £ 117,461.61

We feel that as a Service we are getting value for money not using a consortium and our current practice of going out to tender for our requirements should continue.

Overall it was found that the Service performed well against a fire service of comparable size and also against the Benchmark costs as shown in the CACFOA Report. The area that could be looked at to see if savings can be made is the cost of Procurement Staffing.

**LIST OF EVIDENCE ITEMS**

<u>No</u>	<u>Item</u>
1	Confidential Internal Audit Report (HFRS) - Revenue Contracts
2	Confidential Internal Audit Report (HFRS) - Procurement of Vehicles
3	IS Quotation - Macromedia
4	IS Quotation - Servers
5	HFRS IT Strategy - High Level Options
6	HCC - Finance and General Purposes Committee - Code of Practice Relating to Contracts
7	HCC - Public Protection Committee - Internal Audit Report on Contract Letting Procedures for HFRS Command and Control System (Report is Confidential)
8	Tender Documentation, Specification Relating to Purchase of UHF Hand Held Radios
9	Information Services Newsletter
10	Cost Comparisons - Help Desk Software System
11	Mitel Maintenance Charges (12 Month) - IS Department
12	Support and Maintenance Costs - Control
13	Late Payment Legislation Analyses
14	HFRS - Customer Review Statistics
15	Documentation for Purchase of HP Laserjet Printer
16	Tender Specification - Telephone System Upgrade
17	Tender Specification - Compaq Server
18	Budgetary Control Report - F181 Information Services
19	EN 443 - Helmet Specification and EN 1486 - Test Methods for Firefighters Protective Clothing
20	Fire Helmet Replacement (Trials and Recommendations)
21	Copies of Official Orders Plus Associated Correspondence
22	Trials - Lion Apparel Firekit
23	Departmental Surveys (a) Workshops (b) Supplies (c) Property Services (d) Information Services (e) Audio Visual
24	Internal Best Value Survey
25	Cost Comparisons - Hampshire/Kent

**LIST OF PUBLICATIONS USED DURING REVIEW**

CACFOA - Final Report Fire Service Procurement June 2001

CACFOA - Fire Service Procurement - Benchmarking Guide June 2001

HFRS - Financial Regulations

HFRA - Corporate Plan 2001-2006 March 2001

DTLR - A Review of Local Government Procurement in England July 2001

Procurement Expectations Document

DTLR - Guidance Notes on Procurement Following Government Correspondence with the European Commission

HFRA - Revenue Budget 2000-2001 and Capital Programme 2001-2003

Audit Commission - Briefing January 2001

Audit Commission - Seeing is Believing

Audit Commission - A Uniform Approach - A Study of Fire Service Procurement

Audit Commission - A Uniform Approach - A Good Practice Guide on Fire Service Procurement

Home Office - HM Fire Service Inspectorate - Incorporating Best Value

HFRS - Service Workshops Business Plan 2001-2003

Best Value Review Documentation from the following:

Fire Service Inspectorate

Cheshire Fire Authority

Oxfordshire Fire Service

Humberside Fire Brigade

Cleveland Fire Brigade

Kent Fire Brigade

Procurement Strategies - South Wales Fire Service, Kent Fire Brigade and Humberside Fire Authority.

Audit Commission Study - Procurement in the Fire Service