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# National Fire Commercial Transformation Programme

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# The Journey

## Procurement Policy requirements:

- Lean procurement processes
- Greater transparency
- Early market engagement - open door policy
- Outcome based specifications – enables innovation
- Ensure SME's are treated fairly – prompt payment terms and publication of supply chain opportunities.

## Where are we now?

- ✓ Some cases of good procurement practice across the Service
- ✓ Increased sharing of learning across the Procurement Community
- However, much more can be done....



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# Common Issues

- Fragmented approach to engagement with the market
- Closed door negotiations and trading
- Wedded to one particular supplier
- Limited or no notice of forthcoming procurement opportunities
- Poor timing of publication of procurement opportunities
- Unrealistic procurement timescales
- Poorly drafted procurement documents and poor articulation of requirement - open to challenge
- Specifying solution rather than outcome – stifles innovation
- Limited skills and understanding of good contract management
- Lack of understanding of the markets that we are buying from
- Repeating trials already undertaken Nationally
- Changing standard specifications – we are not all different!
- Repeating procurement processes at a local level

**So how do we work together to avoid these issues?**

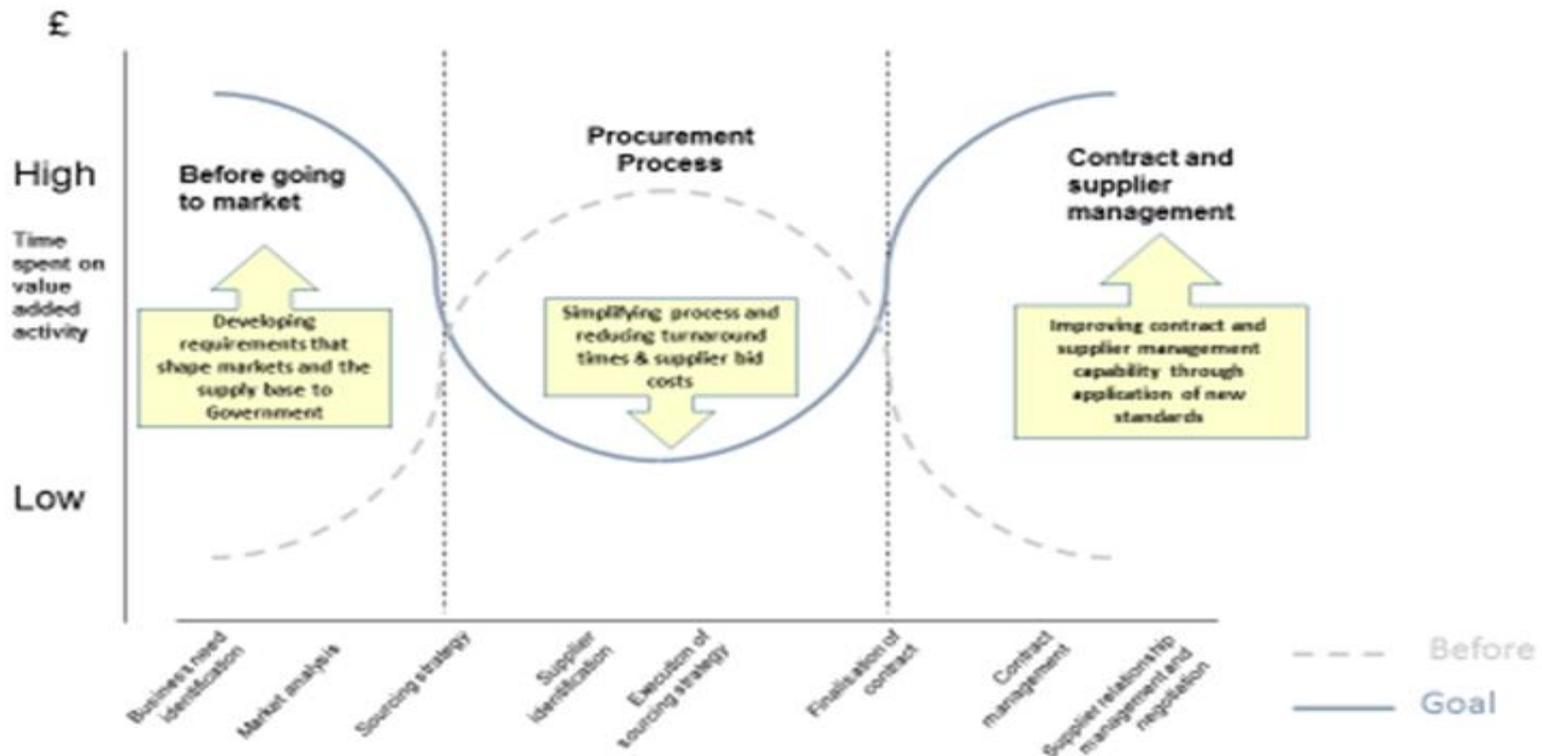


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# A Guide to Best Practice

## When is value added to a contract?

- Process is important, but it won't add real value on its own
- Intelligence (and value) is added pre-procurement
- Effective supplier & contract management add value post-procurement
- Procurement is changing – greater focus on adding commercial value



# A Guide to Best Practice

## Supplier Engagement

- ❖ Many ways in which we can engage
- ❖ Significant benefit to both the Authority and Supplier if we do so, and as early as possible
- ❖ We **must** listen to what the suppliers are telling us
- ❖ Demonstrate how we have listened – what we have and haven't been able to incorporate in our approach and why
- ❖ Engage with integrity!

## Specifications and Innovation

- ❖ Once a requirement has been identified it is natural to try to imagine the solution.
- ❖ This approach limits the scope to what is currently known or available to you.
- ❖ By specifying outcomes rather than a solution you allow room for innovation to create new and better options.
- ❖ Avoid making changes to standard specifications – understand how this impacts the production line and the costs of change.



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# A Guide to Best Practice

## Procurement Timescales and Timing of publication

- ❖ Ensure that the process is lean: Unless the requirement is complex, protracted timescales are costly and unnecessary.
- ❖ Do not go live with any procurement just before a public holiday – Suppliers want to celebrate Christmas too!

## Collaborative Frameworks

- ❖ They are fit for purpose – use them!
- ❖ Trial once! Not all collaborative frameworks have undertaken trials during the procurement process, but if they have been done – don't repeat them during the call-off process!
- ❖ Consider the cost of repeat procurement processes that may include trials for both the Supplier and the public purse. On average, the cost to a supplier for participating in Collaborative PPE (for example) was £80k.



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# A Guide to Best Practice

## Defining the Contract Management Approach

- ❖ Does one size fit all? No single approach to contract management
- ❖ Manage each contract according to its specific circumstances.
- ❖ Clear roles & responsibilities
- ❖ Ensure that your contract is built upon fair and proportionate terms
- ❖ KPI's and SLA's are realistic, and can be measured
- ❖ Manage the relationship too – not just the contract!



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# Summary

*Together we must work towards a common goal of improving the way in which we procure our goods and services, how we engage with the market and ultimately eradicate the common issues highlighted for the benefit of the Tax Payer, our Customers and the markets within which we buy from.*



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# Questions...



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