

# Buy For Bradford

A Strategy for the Bradford District Economy



Procurement Strategy 2021-2025

Department of Corporate Resources



City of  
**BRADFORD**  
METROPOLITAN DISTRICT COUNCIL

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# Executive Summary

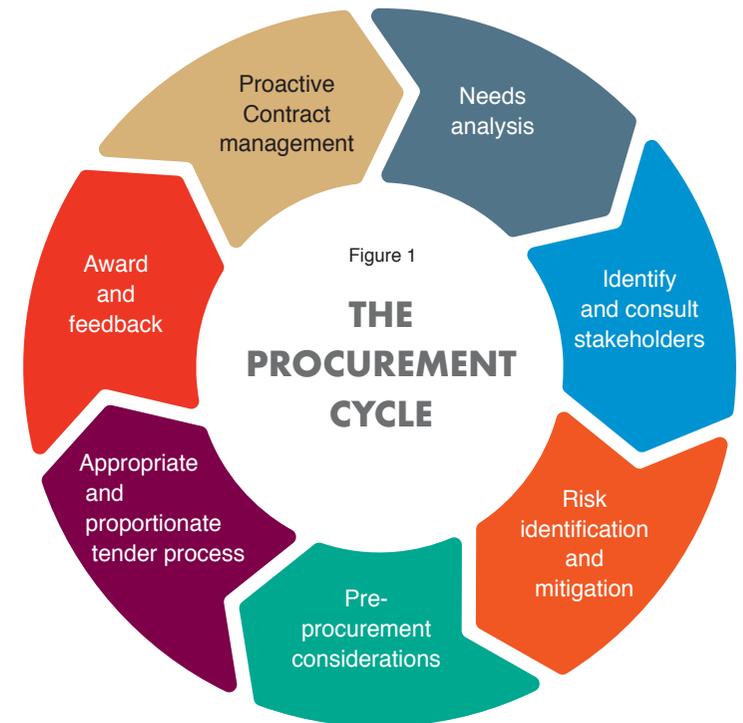
- 1.1 The Council's Procurement Strategy commits to supporting the Bradford District economy. Where possible the Council will, directly and indirectly, use District based organisations to deliver the supplies, services and works it requires.
- 1.2 The Council's vision is to provide a first class end to end procurement service which is effective, efficient, respected and delivers tangible outcomes for the Council and the District.
- 1.3 All procurement activity will be conducted in line with the procurement cycle highlighted in figure 1 giving consideration to both the Council's requirements and the Bradford economy.
- 1.4 The procurement function is embedded within a broader commissioning framework. The procurement function is designed to support and deliver the commissioners intentions in a legal and compliant manner. Commissioning and procurement are not mutually exclusive and the relationship between the two functions is key to delivering this strategy.

The overarching procurement initiatives will transform the Council's approach to procurement including

- Delivering enhanced and embedded social value and inclusive growth in the Council's procurement procedures,
- Adopting good governance throughout the procurement cycle including enhancing visibility of our procurement activity,

- Behaving commercially,
- Engaging and developing the procurement community,
- Digitally transforming procurement processes ensuring our opportunities are easy to access for suppliers and payments to our key suppliers are timely and efficient.

- 1.5 The economic strategy for the Bradford District 2018-2030 states the commitment of both the Council and other anchor institutions to increase the level of local procurement making sure that every penny spent strengthens local businesses and social organisations and supports the wider inclusive economic goals of increasing local supply chains. The Procurement Strategy will be an enabler in meeting this commitment.
- 1.6 The procurement strategy outlined in this document supports the Council's plan for living with COVID-19 and laying the foundations for a better future.



# 2

## Contextual position

### 2.1 Current Spend

2.1.1 The Council currently spends approximately £475 million externally a year on supplies, services and works:

Department	Capital £m	Revenue £m	Total 19/20 £m	% of Total
Health & Wellbeing	3.2	196.9	200.1	42.1
Place	34.9	108.6	143.5	30.2
Corporate Resources	2.3	60.3	62.7	13.2
Children's Services	10.8	54.6	65.4	13.8
Chief Executive's Office	–	3.9	3.9	0.8
<b>Grand Total</b>	<b>51.2</b>	<b>424.3</b>	<b>475.6</b>	<b>100.0</b>

2.1.2 The break down of this spend is as follows:

Indicator	Value of Spend £m	% of Total Spend
Bradford District Spend	195.8	41.2
Leeds City Region Spend	299.3	62.9
SME Spend	351.2	73.9
Voluntary Community and Social Enterprise Sector (VCSE) spend	77.2	16.2
Local Voluntary Community and Social Enterprise Sector (VCSE) spend	22.2	4.7

## 2.2 National Procurement Strategy

- 2.2.1 The leading influence of procurement activities is the National Procurement Strategy published in 2018 by the LGA.
- 2.2.2 This strategy has three themes, showing leadership, behaving commercially and achieving community benefits. There are four enablers: developing talent, exploiting digital technology, enabling innovation and embedding change (figure 2).
- 2.2.3 The Council will be benchmarked nationally, through the Local Government Association Diagnostic Tool, against how it is meeting the themes and enablers of the strategy. All procurement activity must be mindful to these themes and enablers.

# 3

## Aspirations

- 3.1 The Council aspires to provide a procurement function respected and trusted by stakeholders both internally and externally. This service will:
- 3.1.1 Support local businesses and work to enable the VCSE in its activities and enable the local market, both large and small organisations, to feel able and willing to work with the Council.
- 3.1.2 Deliver tangible social value and inclusive growth to benefit the residents of the District.
- 3.1.3 Be an influencer in shaping procurement with public sector organisations within the Bradford District.
- 3.1.4 Achieve value for money through procurement and contract management practice for the Council and residents of the District.



# 4

## Key measures for success

- 4.1 **Local Spend** – We must maximise our spend in the Bradford District, there should be no limit on the amount of spend the Council aspires to, directly and indirectly, in the District.
- 4.2 **Voluntary Community and Social Enterprise Sector Spend** – A vibrant VCSE is important for any economy. The Council wishes to see local VCSE spend increase year on year and the VCSE become increasingly engaged in pre-procurement market consultations.
- 4.3 **Tangible Social Value delivered** – A key measure of the procurement function is how much social value is consequently delivered. We must actively pursue added social value and ensure that it is monitored and delivered.
- 4.4 **Simplicity of Process** – Our procurement processes must be easy to use, equitable, proportionate and relevant, for Council officers and suppliers alike. The Council must be open for business
- 4.5 **Visibility of upcoming tenders** – We must be pro-active in publishing our procurement intentions, communicating them to the market and being visible in our procurement activity.
- 4.6 **Prompt and Efficient Payment** – Our digital transformation programme will mean we are more efficient in how we process orders and invoices. We will be monitored on our prompt payment statistics ensuring that the District's suppliers, SMEs and the VCSE are prioritised for payment. We will contractually enforce payments to second and third tier suppliers, wherever possible.



# KEY DELIVERABLES

## 5

### Enhanced and embedded social value and inclusive growth

- 5.1 A key element of the procurement functions role is to work with the District's businesses, partner organisations, SMEs and the voluntary, community and social enterprise sectors to help develop our economy in a way which includes and benefits everyone.
- 5.2 We will develop a deeper understanding of the Bradford economy through market engagement, we will develop, improve and share our market engagement plans. Market engagement, either through publication of detailed procurement pipeline plans, market position statements or intelligently through project specific dialogue must become the norm.
- 5.3 Equality is at the heart of procurement at Bradford Council. We must ensure that our money is not only delivering high quality but also promotes equality of opportunity. Procurement professionals will ensure equality objectives are incorporated in our policies, strategies and delivery. We expect suppliers to provide services on our behalf to promote equality within their businesses. The promotion of equality in procurement will help us deliver more responsive, accessible and appropriate services that meet the needs of the districts residents.
- 5.4 The Council's ultimate outcome is the success of its Social Value and Inclusive Growth Policy through a buoyant local economy, a supply chain that addresses social and environmental issues, such as the climate emergency, and a vibrant voluntary, community and social enterprise sector (VCSE) where tangible social value is added in addition to specified supplies, services and works. The ambition is to achieve at least 60% local spend and increase spend with the local VCSE year on year.

## 6

### Good governance

- 6.1 The Council's processes will aid streamlined procurement activity whilst being robust in meeting regulatory requirements. We will seek feedback from our suppliers to ensure our processes are fit for purpose and are annually revised. We will ensure they are reflective of the flexibility offered by procurement law such as using, where appropriate, procedures available for both works and social and other specific services subject to the light touch regime.
- 6.2 Our procuring officers must be provided with useable fit for purpose templates documents that allow them to deliver these aspirations. These documents must be usable for both procurers and suppliers, used consistently meeting the statutory requirements whilst also allowing the Council to procure the desired outcomes. We must aim for a 'tell us once' approach with our suppliers to avoid unnecessary duplication in the bidding process.
- 6.3 Councils and businesses have several statutory duties under the Modern Slavery Act 2015, Bradford Council is committed to the adoption of the Charter Against Modern Slavery. This Charter is a way of recognising what councils can do above their statutory obligations to raise awareness and ensure their own supply chains don't contribute to modern slavery. A Supplier Code of Conduct will be developed and implemented proportionately as a contractual requirement and the Council will adopt a reporting tool which connects to Transparency In Supply Chains (TISC) reporting globally and our suppliers will be expected to register their modern slavery statements as part of our terms and conditions.



## 7

### Behaving commercially

- 7.1 The Council will develop and publish a pipeline of opportunities, market positioning statements and commissioning strategies. By sharing these intentions and plans publicly the market will have opportunity and time to engage with the Council pre-procurement in a considered and intelligent manner. This will allow commissioning and procurement officers to gain important market knowledge when developing the Council's requirements.
- 7.2 The Council will think in terms of outcomes rather than process and use feedback to challenge disproportionate procedures. All procurement's should be solution focused considering risk appropriately.
- 7.3 The Council will apply a mature, fair and proportionate commercial approach to the contracts it manages.
- This approach will increase efficiency, provide continuous improvement over time and added social value for the District.

## 8

### Developing the procurement community

- 8.1 Forums will be created to develop critical supplier relationships the governance of our relationship with suppliers will be of paramount importance . Procurement and Contract Management networks will be established, offering good practice guidance, an environment where procurement practitioners and contract managers can share good practice and development opportunities for other staff whose role may not solely be procurement or contract management.
- 8.2 Training will be extended to suppliers with sessions to be held on procurement and contract management with "How to" topics and buyer engagement events. The Council will be proactive in its supplier development
- 8.3 This community extends to our public sector partners in the Yorkshire and Humber region but also within the District. The Council must maintain a presence regionally through active participation in the YORprocure regional procurement group and also aim to establish a network of procurement professionals with the districts anchor institutions such as Bradford University, Bradford Clinical Commissioning Group and other public sector anchor institutions. This should drive a consistent approach to contractual relationship with our supply chain.

# 9

## Digitally transforming our procurement processes

- 9.1 The Council's transactional processes will be transformed with a focus on digitalisation and integration of the different elements of the procurement cycle to the benefit of the Council and suppliers.
- 9.2 We will review the Procure to Pay process, making use of new digital technologies to increase efficiency and transparency. Where we can we must increase the use of electronic communications, such as sending and receiving all purchasing documents by email and paying key suppliers as effectively as possible.
- 9.3 During the lifetime of this strategy the Council's e-procurement portal will be re-procured. This is an opportunity to digitise further and expand the solution in to other areas of the cycle such as commission, contract management and spend analysis.
- 9.4 Exploring digital technology is one of the enablers in the National Procurement Strategy and is an area we will look at not only for performance monitoring but to enhance our forward planning.

# 10

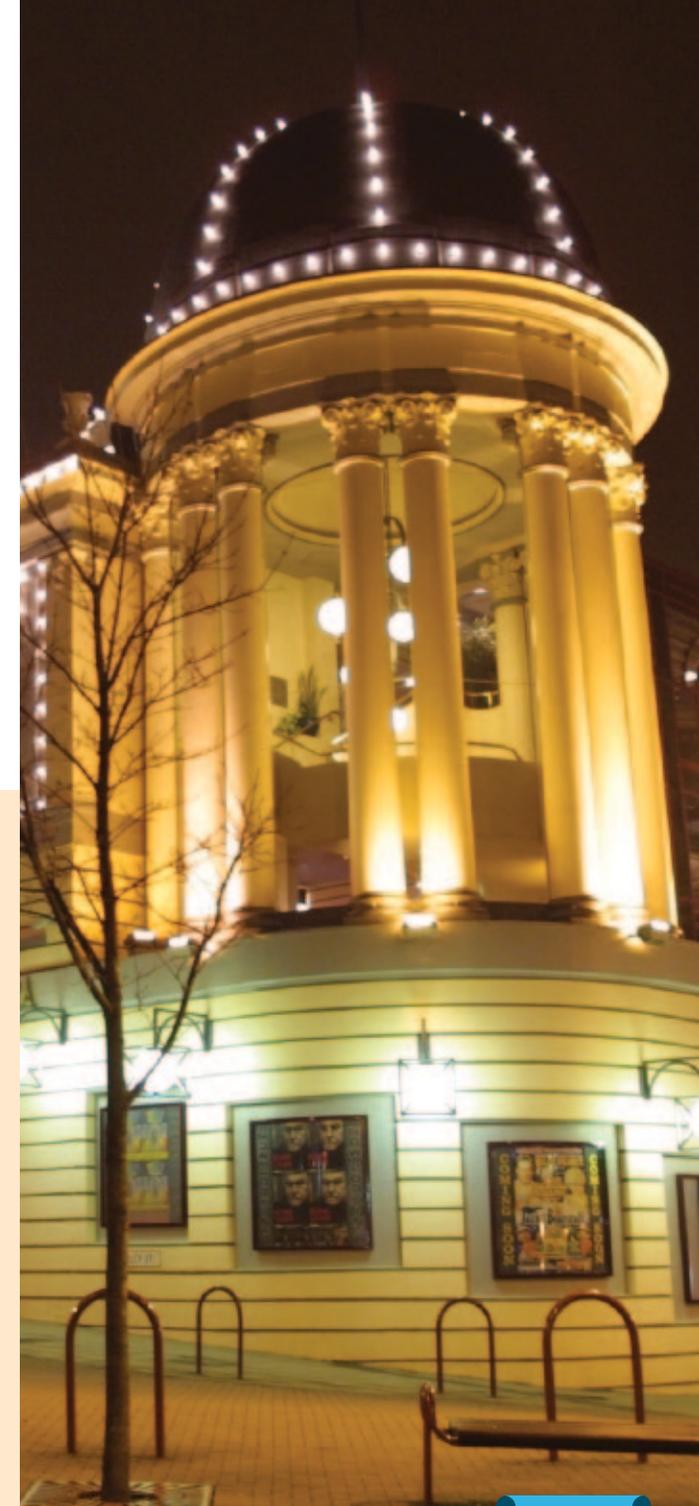
## What next?

- 10.1 This strategy will help guide and shape our thinking in developing the detailed work plans and Key Performance Indicators required to deliver the aspirations and commitments. Although set against a background of uncertainty and change, the impact of COVID-19 and Brexit on the legislative framework provided through the EU Procurement Directives on procurement activities will become clearer over the life of the Strategy.

# 11

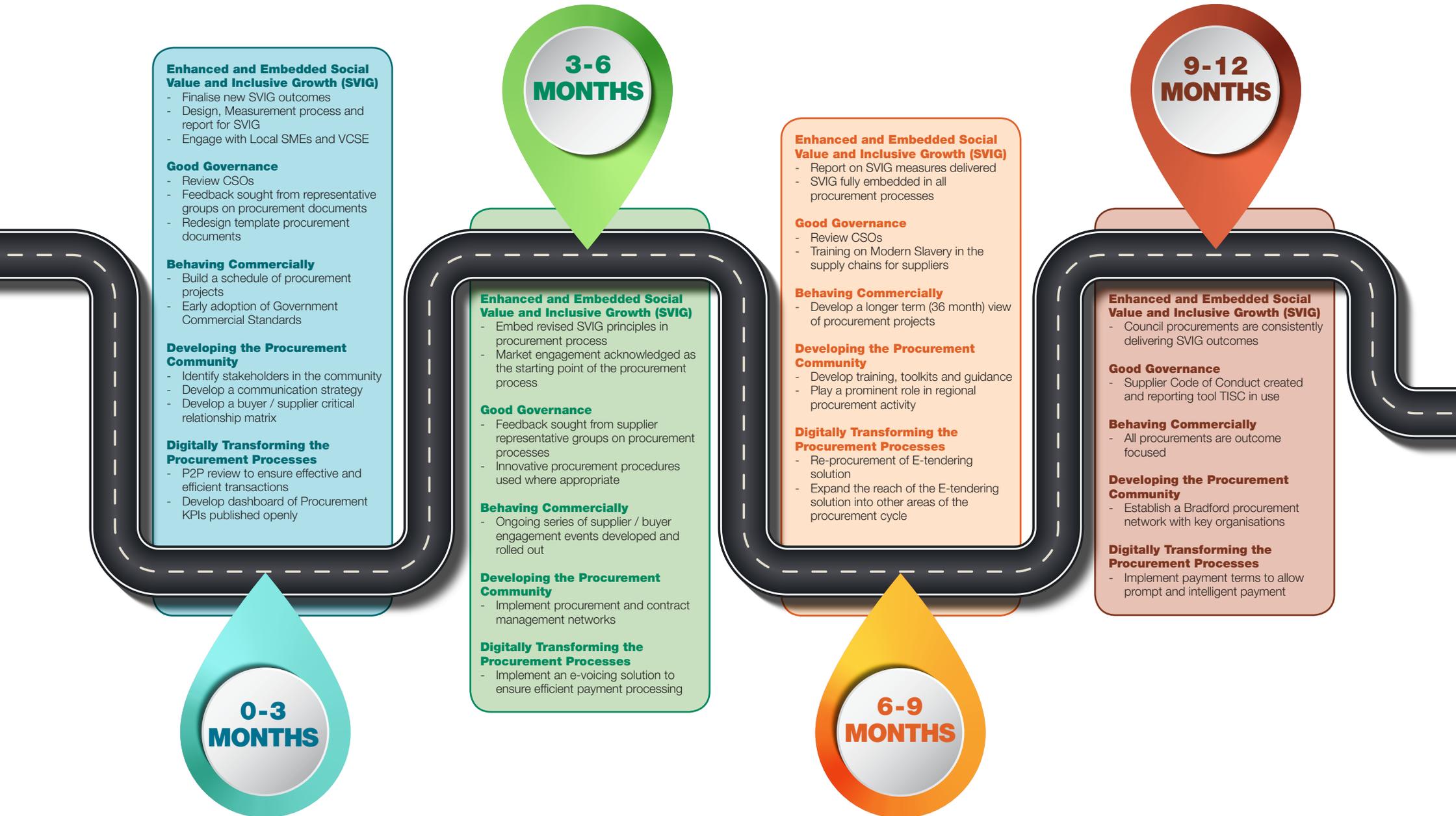
## Contact us

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# Initial road map for success

12.1 The initial road map for the success of this strategy is set out below.



# 13

## Measurable actions

- Local spend is greater than 60% by 2030
- A year on year increase in spend with the local VCSE
- Payment to all our suppliers will be made in 30 days or less from receipt of valid invoices



