



**Our Procurement Strategy  
2022-2026**

# 1. Introduction

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Bury is a metropolitan Borough in Greater Manchester and consists of six towns: Bury, Prestwich, Radcliffe, Ramsbottom, Tottington and Whitefield. Bury is home to the East Lancs Railway and the famous Bury market and was the Greater Manchester town of culture in 2021. Bury Council is committed to working together with the local business community to ensure we have a strong, successful and thriving business base. We want established and incoming businesses to grow and prosper and our role is to help to ensure that happens.

## What is procurement?

Procurement is the process of acquiring supplies, services and works. It includes acquisition from third parties and in-house providers. The process spans the full procurement cycle from identifying the need, through to the end of a contract or the end of useful life of an asset and lessons learnt. It involves early stakeholder engagement, assessing impact on relationships and linkages with services internally and externally, options appraisals and the critical 'make or buy' decision whilst determining the appropriate procurement strategy and route to market. Procurement is therefore much wider than simply purchasing, and through the effective implementation of our procurement strategy we will be able to demonstrate the added value that procurement can bring.

## Why is Procurement Important?

Local Government net expenditure on services is over £70 billion<sup>1</sup> per annum. Therefore the procurement activity that buys in supplies and services is critical to ensuring that best value is being obtained.

- Public procurement is about improving the delivery and cost effectiveness of quality public services to citizens
- Procurement can be a mechanism to challenge current service arrangements and find new models for service delivery
- Savings realised through better procurement can be channelled back into priority services
- Procurement can achieve additional added value benefits to residents through effective use of supply chains
- Ensures that we deliver best value
- Our professionalism and planning can help prevent financial loss to the Council and support our services and reputation

## Why do we have a Procurement Strategy?

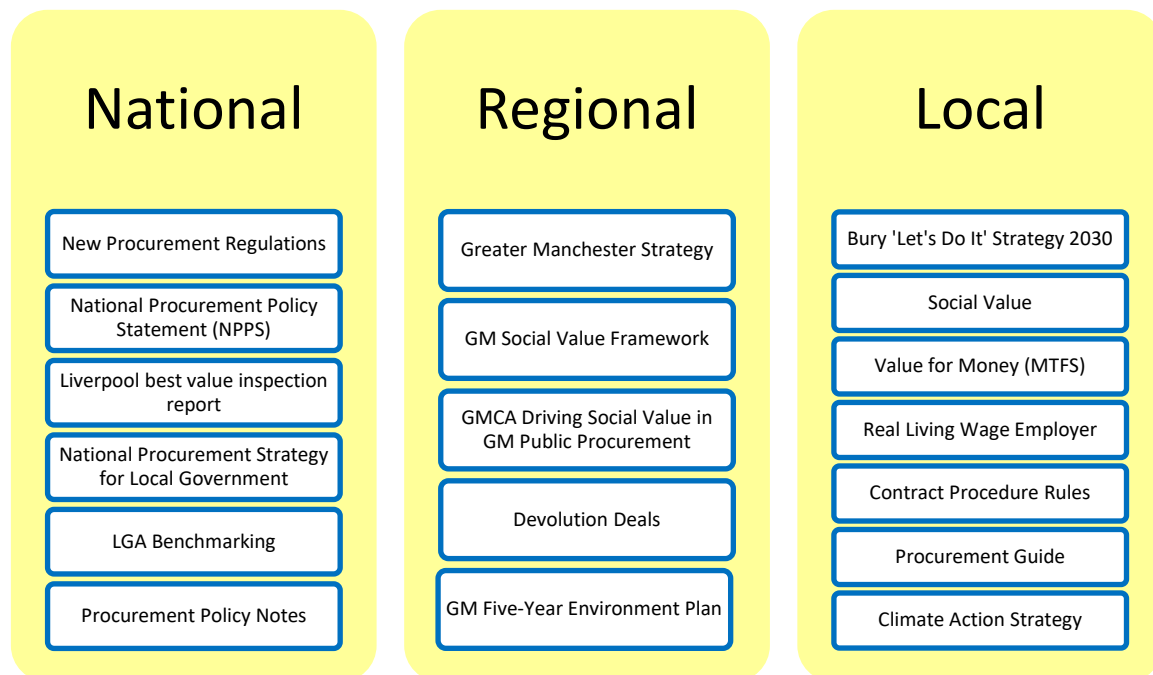
Our Procurement Strategy sets out our strategic approach to procurement activity. It is not intended to be an operational guide to procurement; however the objectives should be applied to all our procurement activity.

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<sup>1</sup> National Procurement Strategy for Local Government in England 2022 | Local Government Association

## 2. Strategic Influence

There is a wealth of national, regional and local strategies and legislation that influences our procurement activity. The diagram below is not exhaustive but gives an indication of the strategic context in which procurement operates.



In this complex and multi-layered context, our Procurement Strategy is designed to provide clarity as to how we will embed the strategic context into our procurement activity.

It will provide a consistent approach to procurement and practical guidance to buyers and suppliers as to how we deliver effective procurement activity.

This procurement strategy supports the delivery of the **'Let's Do It' strategy**, and outlines how we will use procurement to deliver the vision, values and priorities.

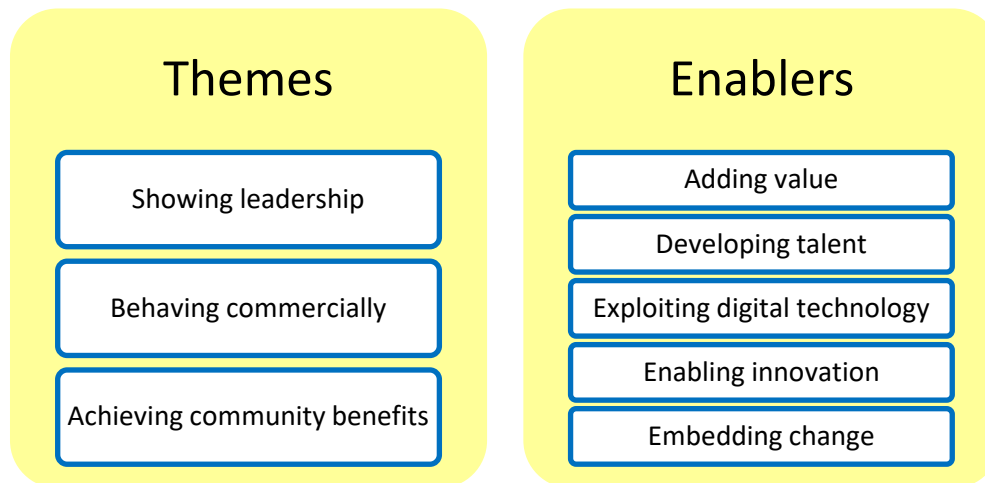
The **'Let's Do It' strategy** sets out the vision and objectives for Bury for 2030.

Procurement will support these outcomes through the efficient and robust procurement of goods, works and services. Procurement will also support economic development, supply chain resilience, and help deliver real outcomes to the people of Bury through social value.

## 3. Our Strategy

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The LGA launched the National Procurement Strategy for Local Government in England (NPS) in August 2022. The strategy sets out the themes and enablers which have been identified by local Councils themselves as being necessary for successful delivery of procurement in local government. These have therefore been adopted by Bury Council as our key priorities for procurement.



### Themes

#### Showing Leadership

We aim to continue to champion procurement and collaboration to support the significant financial challenges ahead and embrace the opportunities the new Regulations will bring. We will use our skills and expertise to develop our added value and ensure that we promote the importance of strategic procurement internally and also share and support wider partners on their journey.

We will engage and work with Elected members, senior managers, partners and strategic suppliers to design solutions and public services which span Council departments and Partners. We will collaborate across our wider Partners to effectively deliver a wider range of outcomes across Greater Manchester. We value the fact that we are stronger together.

#### Behaving Commercially

We will behave commercially and deliver value for money to ensure we maximise the outcomes for Bury and our wider community. There is no one way to deliver savings and efficiencies or reduce costs; so we will deploy a wide range of approaches to ensure we get the maximum possible value for the money spent by the Council. This will be underpinned by the Procurement Savings Strategy.

We will drive efficiencies by adopting a collaborative and planned approach to procurement, contract review and contract management. We will collaboratively across Greater Manchester, drive economies of scale and increase efficiencies.

We will engage with our suppliers and research markets and use the outcomes to shape our procurement approach and to identify new commercial opportunities. This goes beyond the

procurement process itself and includes managing contract and suppliers and managing strategic risk throughout the lifetime of our contracts.

## **Achieving Community Benefits**

We will embrace Social Value to ensure that all of the businesses we contract with are supporting our local communities and adding value beyond their contractual requirement. We will also ensure that we champion Social Value in all that we do.

We are committed to Social Value and support the Greater Manchester Social Value Framework and Driving Social Value in GM Public Procurement paper.

We will develop and implement plans to shift more spend locally and embed social value into purchasing decisions, this includes the creation of a Social Value Framework that will set out how the Councils approach to social value will be strengthened and incorporated in the majority of procurement activities (it will include how Social Value is embraced in procurement, how commitments are linked to key performance indicators, and how commitments are measured when delivered). One of our key activities in this area is to identify and strengthen our local, VCSE and SME spend. There are a number of activities we will put in place to give local suppliers and Small to Medium Enterprises (SME) the best possible opportunity to supply and provide services to us. We will ensure that collaboration still supports our communities through the effective use of strategies and through active engagement with our suppliers.

Social Value will be used to reduce environmental impact in line with our Climate Emergency declaration and commitment to be carbon neutral by 2038. We will support the actions and activities set out in the Climate Action Strategy and a linked 2021 Bury Climate Action Plan to reduce our emissions, promote sustainability, improve air quality as well as the health and wellbeing of our communities.

In addition, consideration will be given through the pre-procurement stages as to any fundamental changes to the Councils requirements that may support the Councils ambitions in relation to its Climate Emergency declarations, e.g. dramatically reducing avoidable single use plastics in the supply chain, reducing carbon emissions in the delivery of the contract, etc.)

Social Value will also be used to further the ambitions of the **'Lets Do It' strategy** in supporting the creation of Community Wealth Building through creating pre-employment opportunities, supporting workless residents, the Working Well Programme, and increasing local people in employment.

## **Enablers**

### **Adding Value**

We will show that procurement is much more than a process to be followed and instead play a key role in adding value to Council spend and delivering against the vision and objectives of the Lets Do It strategy. We will work proactively to understand emerging issues and support the mitigation of risks. We will demonstrate this value through our targets and measures and share good practice within the Council, as well as partners and colleagues across Greater Manchester.

## **Developing Talent**

We will develop and improve our procurement capabilities throughout the Council. We will have an effective training programme and will continue to promote Continuous Professional Development, both within Corporate Procurement and across the Council. We will review opportunities to develop new skills and bring in additional expertise to strengthen our approach when required. We will continue to engage in forums and networks across Greater Manchester and wider to identify best practice and innovation and learn from lessons learnt elsewhere.

Separate but connected to procurement skills and capabilities, are those of contract management. The Council needs to move towards a position of strengthened contract management, and consideration of how this is best achieved across the Council will be necessary to support the requirements of the National Procurement Policy Statement.

## **Exploiting Digital Technology**

We will also look to strengthen and maximise the use of our e-tendering platform and opportunities to streamline processes through digitalisation. However, we recognise that one size does not fit all, and we will therefore continue to engage face to face with our stakeholders through events, drop in sessions, meet the buyer engagement, and training.

There is a wealth of procurement and spend data available to inform decisions and approach. Through robust data analysis we can ensure that we manage, plan, monitor, and report on procurement activity. We can use the data to inform our strategic procurement, forward plan and identify opportunities for a collaborative approach.

## **Enabling Innovation**

Procurement is rarely “black and white”, therefore we adopt a measured and risk managed approach to ensure that we do not stifle innovation and creativity.

We will maximise the opportunities for innovation that will be presented through the new Regulations. We will ensure that we provide an appropriate amount of structure and governance, whilst allowing for flexibility and agility of approach based around risk first, but ensuring simplicity and speed to market.

## **Embedding Change**

We recognise the importance of procurement to achieve our vision and objectives in the Lets Do It strategy . We will ensure that procurement is a priority and is viewed as a vehicle for change. We will champion change and continuous improvement to help build back a better Borough of Bury.

Consideration will be given to the centralisation of the procurement function across the Council into a single team of procurement professionals to deliver a strategic procurement service to the Councils services. Specialist commissioning support will likely remain within Adults Social Care and Childrens & Young Peoples Services.

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## 4. Our Success

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The Corporate Procurement Team will take ownership of this strategy but as a devolved procurement service, the delivery of this strategy is a Council-wide responsibility.

As with any strategy it will be important to measure progress against targets and measures to enable our success to be monitored and reported. However, this needs to be designed in a way that ensures robustness and transparency without being overly bureaucratic and burdensome.

- The **LGA National Procurement Strategy for Local Government Toolkit** provides a useful baseline position from which to monitor and manage the success. This toolkit has been developed to establish maturity levels in each of the key areas of the National Procurement Strategy for Local Government in England 2022, to set our objectives against them and then to assess our progress against those objectives
- **Performance management data** will be developed and reported at least annually. This will include metrics such as savings, social value, local spend and compliance.
- Regular **Feedback** from internal and external stakeholders will be collated so the procurement process can be adapted and continuously improved.
- **Case studies** will be developed to demonstrate the successes made through procurement, including qualitative and quantitative data. These case studies will also help to promote the benefits of procurement and encourage more proactive engagement with the Corporate Procurement team.

### Where can I get more information?

For further information please contact Bury Corporate Procurement:

[CorporateProcurement@bury.gov.uk](mailto:CorporateProcurement@bury.gov.uk)