



West Yorkshire
Fire & Rescue Service

Procurement Strategy 2025-2028



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1. Introduction

The ambition of West Yorkshire Fire & Rescue Service ([WYFRS](#)) is “Making West Yorkshire Safer”. Our Community Risk Management Plan (CRMP) identifies our priorities as below.

1. Provide a safe, effective and resilient response to local and national emergencies.
2. Focus our activities on reducing risk and vulnerability.
3. Enhance the health, safety, and well-being of our people.
4. Work with partners and communities to deliver our services.
5. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
6. Further develop a culture of excellence, equality, learning, and inclusion.

Effective procurement of goods, services and/or works to support front line service provision is vital in order for WYFRS to meet its core ambition and aims. This Strategy provides a strategic roadmap applying to all external procurement and commissioning of goods, services and/or works.

This Strategy sets out a clear framework for compliant procurement throughout WYFRS which adequately reflects the requirements of the Procurement Act, the Home Office collaborative agenda, the Service’s Community Risk Management Plan ([CRMP](#)), adherence to internal CPR ([Contract Procedure Rules](#)) and FPR ([Financial Procedure Rules](#)) (which form part of our Constitution) and our commitment to sustainable procurement, including environmental and social value considerations.

The Service has adopted the [Core Code of Ethics for Fire and Rescue Services](#) and is committed to the ethical principles of the Code, endeavouring to apply them in all we do as reflected in this Strategy.

The role of the Procurement Team is to ensure compliant and commercially advantageous solutions which support front line emergency services and are aligned to our CRMP priorities. The Procurement Team’s key priority is to work efficiently to make the best use of resources, providing ethical governance and achieving value for money to allow for delivery of an effective service to the communities WYFRS serves.

The Procurement Strategy aligns with local, regional and national procurement policy and the critical actions required to ensure delivery of our commitment to providing best value in terms of quality and cost.

WYFRS recognises the importance of a professional Procurement Team which provides effective support, structure, guidance and training to ensure compliant purchasing of goods, services and works is undertaken.

2. How this strategy supports our values

Core values:



- **Teamwork:** We recognise everyone’s strengths and contributions, working effectively as one team.
- **Integrity:** We are trustworthy, act ethically, treating each other with dignity and respect.
- **Learning:** We learn all the time; we share knowledge and experiences, celebrating success.
- **Responsibility:** We are responsible, work positively and take ownership of the work we do.
- **Communication:** We share clear information, in ways everyone understands, having open discussions.

Core Code of Ethics for Fire and Rescue Services – our five ethical principles:



- **Putting our communities first:** We put the interests of the public, the community, and service users first.
- **Integrity:** We act with integrity including being open, honest, and consistent in everything that we do.
- **Dignity and respect:** We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.
- **Leadership:** We are all positive role models, always demonstrating flexible and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

- **Equality, diversity, and inclusion (EDI):** We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

3. Background

WYFRS employs 1459 people (1096 firefighters, 314 support staff, 49 Control staff) and provides a 24/7 emergency service with a fleet of 140 operational vehicles comprising circa 66 Pumping Appliances, 5 Aerial Appliances, 2 Command Units plus 67 other vehicles operating from 40 fire stations with a central command and control centre. The Service's specialised Training and Development Team is based at its Fire Service Headquarters (FSHQ) site.

WYFRS annually spends circa £20m each year with suppliers and contractors for a wide range of goods, services and/or works.

The impact of procurement is far greater than a simple definition of a process. The principles set out in this Strategy illustrate the positive effect that compliant and efficient procurement makes to the communities WYFRS serves, considering socio-economic agendas such as equality and diversity, local economy, community benefit and reducing environmental impact.

Purchasing of goods, services and/or works represents a significant interface with the economic markets on a local, regional and national level. Effective procurement of goods, services and/or works to support front line service provision is vital in order for WYFRS to meet its core ambition and aims.

4. Procurement in WYFRS

The term 'Procurement' has a far broader meaning than simply buying goods. Procurement is defined as the best combination of quality and effectiveness for the most appropriate cost over the period of use the goods, services and/or works are required for.

The procurement process spans the whole life cycle of a product or service from identification of the requirement through to the end of the useful life of a product (also defined as an asset) or service. WYFRS's procurement processes promote fair and transparent competition, minimising exposure to fraud and collusion by effectively managing commercial risk and ensuring optimum value for money is delivered (not necessarily the cheapest).

Procurement activity must comply with internal CPR, FPR and relevant legislative requirements (the framework of rules for procurement is determined by UK Procurement Law, of which compliance is mandatory). These rules and regulations provide a robust governance framework for procurement activity. As a public sector body, WYFRS is subject to the Procurement Act 2023 which requires all suppliers to be treated equally, fairly and without

discrimination and to act in a transparent, proportionate manner without artificially distorting competition.

The Procurement Team provides a professional internal support service to efficiently plan, design, commission and manage purchasing activity with an emphasis on quality, safety and reliability rather than simply the cheapest cost.

5. Governance

The Director of Finance and Procurement is ultimately responsible for the Procurement Team and procurement activity within WYFRS, with delegated management of procurement duties undertaken by the Head of Procurement.

The Service's Senior Leadership Team, Corporate Management Team and Finance and Resources Committee provide governance and due diligence to ensure that procurement decisions are appropriately approved when required.

6. Procurement Principles

Fundamental to this Strategy are procurement principles which guide WYFRS as to how Procurement must be conducted. WYFRS's approach to procurement must:

- Ensure compliance with CPR and the Law.
- Ensure effective and efficient procurement control and management, including continuous improvement.
- Deliver a flexible, cost effective and fit for purpose support service to internal customers.
- Deliver value for money via modern, economically and socially responsible practice, ensuring fairness and transparency.
- Increase professionalism and commercial skill in regard to procurement activity.
- Maximise sustainable solutions and embrace collaborative opportunities in all procurement activity.
- Leveraging our power in the market.
- Provide opportunities to local suppliers and SMEs (Small to Medium Enterprises) to participate by increasing visibility of procurement plans and contract opportunities.
- Deliver cost savings and efficiencies.
- Monitor and measure procurement performance, promoting continuous improvement.
- Augment stakeholder and supply chain engagement.
- Ensure fairness and transparency in awarding of public contracts.
- Ensure the highest standards of propriety, integrity and impartiality are adhered to.

7. General

For all procurement activity, the outcomes and objectives to be achieved and the steps that will achieve them must be clear. The assessment of risk associated with any procurement activity will be assessed and minimised accordingly.

Procurement activity should be adequately planned and consideration given to the resources required to achieve the required outcome. Wherever possible, requirements will be expressed in terms of outcome and performance to provide scope for innovation.

The consistent use of corporate contracts and contracted suppliers across a wide range of goods, services and/or works, whenever possible, ensures that risk is reduced i.e. the contracted suppliers have been evaluated, governance and due diligence has been undertaken and internal systems have been set up to receive and promptly pay invoices. The Procurement Team will assist in undertaking the appropriate process to ensure that improved terms e.g. extended warranty and improved pricing or fixed pricing for the term of the contract are applied. Failure to use contracted suppliers and/or existing compliant arrangements increases transactions costs and should be avoided.

8. Value for money

Procurement procedures focus on enabling the achievement of value for money in terms of both quality and cost. Whole life costing methodologies are used when appropriate i.e. consideration of the life cycle or disposal costs associated with any purchase, for example the procurement of a fire appliance – costs associated with spare parts, ongoing servicing and maintenance and disposal are considered within the specification of requirements.

9. Collaboration

Collaborative working (locally, regionally and nationally) provides the opportunity for working with other fire authorities and public sector bodies i.e. one lead Service can manage a large-scale procurement exercise on behalf of the Yorkshire and Humber region. A regional procurement group is established to consider collaborative procurement arrangements which continues to promote and invest in collaborative arrangements. This group continues to identify potential collaborative contracts, alignment of expiry dates of existing arrangements and mutual support and guidance in terms of procurement best practice.

The Procurement Team reviews all options for the procurement of goods, services and/or works and considers potential collaboration with other fire authorities, local authorities, Purchasing Consortia and the private sector.

10. E-Procurement

E-procurement systems streamline aspects of the procurement process. All WYFRS's procurement activity above £9,999 should be processed via the E-procurement system (Request for Quote or Tender processes). All purchase orders are managed within the Service's electronic purchasing and payment systems.

WYFRS processes transactions electronically. E-procurement solutions that provide efficiencies are implemented and utilised to deliver lower transaction costs, reduce off-contract spend* and minimise paperwork, therefore providing efficiencies and environmental benefits.

Suppliers are encouraged to register on WYFRS's E-procurement system to enable automatic alerts in regard to published opportunities. The Procurement Team ensures guidance, support and training for staff is provided and assists or facilitates compliant procurement processes via the E-procurement system.

*Off-contract spend (or maverick spend) is defined as expenditure for goods, services and/or works from a source outside of a formal existing or compliant arrangement.

11. Sustainable and Ethical Procurement

Sustainable procurement is not simply about purchasing environmentally friendly products. Procurement activity supports and underpins WYFRS's Safety, Health and Environmental, Environmental Management and Climate Change Policies and Strategies.

Suppliers are encouraged to adopt practices that minimise their environmental impact and deliver community benefits in relation to their own operations, throughout their supply chain and within WYFRS contracts. WYFRS contract specifications and operating procedures aim to safeguard the natural environment and avoid any adverse consequences. Sustainability enhancements and targets both internally and within the supply chain are sought to support continuous improvement.

SME's (Small to Medium Enterprises), local suppliers and the voluntary sector are encouraged to bid for appropriate contracts and the Procurement Team aims to diversify supply chains, to ensure opportunities are accessible by newer, smaller and innovative suppliers.

Whole life costs are considered when making purchases or tendering, to investigate not only the product purchased but also maintenance, re-use and disposal etc. to ensure value for money is achieved.

The procurement process aims to reduce the amount of waste going to landfill by encouraging re-cycling of reusable materials and minimise waste generally by encouraging staff, stakeholders and suppliers to consider whether a product or service is required before they buy.

WYFRS seeks to make a positive contribution towards social inclusion, securing improvements to the environment and minimising environmental impact through its procurement activity. Evaluation criteria (where appropriate), involving social considerations will be used as part of the tender evaluation process.

11.1. Equality & Diversity

Promoting equality and diversity throughout the procurement process and supply chain is a crucial objective for WYFRS. Fairness, transparency, honesty, integrity, impartiality and objectivity will be clearly evidenced in all procurement decisions.

Compliance with the requirements of the Equality Act 2010 is mandatory and will be considered appropriately in each procurement process, ensuring that consideration is given to ensure that suppliers follow best practice and adhere to the principles of non-discrimination in regard to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Robust People and Culture policies are in place for recruitment opportunities within the Procurement Team which align with the Service's Modern Slavery Statement and Policy. When procuring facilities or services, WYFRS should ensure they are welcoming for individuals of all sexual orientations and gender identities.

Procured goods or services should ensure accessibility for individuals with disabilities, such as physical structures meeting universal design standards or inclusive digital platforms. Items such as food, textiles or design elements should consider cultural sensitivities to avoid inadvertently excluding or offending particular racial or ethnic groups.

WYFRS will consider the timing and location of procurement activities or services procured to avoid conflicting with religious observances and will avoid scheduling large procurement processes or environmental interventions during major religious holidays.

11.2. Social Value

Compliance with the requirements of the Social Value Act 2012 is mandatory and requires WYFRS (where appropriate) to take into account economic, social and environmental well-being in connection with its contracting arrangements.

In all contracts awarded, WYFRS expects suppliers to commit to pay their employees at least the Real Living Wage.

11.3. Modern Slavery

Modern slavery is a criminal offence under the Modern Slavery Act 2015 and can occur in various forms, including servitude, forced or compulsory labour and human trafficking. All of these involve the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. WYFRS is committed to acting ethically and with integrity, with a zero-tolerance approach, and to implementing and maintaining effective systems and controls to ensure that Modern Slavery is not taking place in the supply chain.

WYFRS are committed to protecting human rights, including customers, supply chain staff, local communities and all who work for the Service, through our zero tolerance of slavery, servitude, forced labour, bonded labour and human trafficking. The Procurement Team ensure published opportunities are inclusive, accessible and evaluation of proposals is undertaken using objective and non-discriminatory criteria. The Procurement Team has implemented our [Modern Slavery Policy](#).

12. Consultation with Stakeholders

Appropriate consultation will take place when making procurement decisions, ensuring that consideration is proportionate to the scale, complexity and value of the requirement. Different stakeholders may be required at different stages of the procurement process. Stakeholders may include internal and external members, staff, service users, representative bodies, suppliers and other WYFRS and UK Fire and Rescue staff.

13. Training and Development

The Procurement Team will deliver procurement training, guidance and advice at a local level, as required, to raise awareness and improve compliance with procurement rules and regulations.

Tailored training and workshops will be undertaken to further develop and strengthen specific procurement and category management capabilities.

Procurement Team staff will be adequately trained and accredited/qualified to undertake procurement activity aligned to the Chartered Institute of Purchasing and Supply (CIPS) accreditation and code of ethics, clearly defining those accountable and responsible for procurement and commercial activity, ensuring sufficient capability and capacity to deliver procurement requirements, including ongoing training and continued professional development.

14. Risk

When contracts are awarded, the level of risk to WYFRS is assessed and scored as low, medium or high risk. Each contract is subsequently managed commensurate with risks, available resources and the need for any further risk mitigation. The following table illustrates typical risk mitigation measures that may be employed for each level of identified risk.

Contract Risk Assessment	Contract Management
High Risk	<ul style="list-style-type: none"> • Close Supplier Liaison. • Performance Management and Monitoring (including KPIs). • Appropriate Contractual Safeguards e.g. Parent Company Guarantees / Performance Bonds. • Fee Retention / Warranties. • Stocks held in stores. • Contract split across multiple suppliers.
Medium Risk	<ul style="list-style-type: none"> • Supplier liaison. • Performance Management and Monitoring (potentially including KPIs). • Appropriate Contractual Safeguards e.g. Parent Company Guarantees / Performance Bonds. • Fee Retention / Warranties. • Stocks held in Stores. • Alternative suppliers Identified.
Low Risk	<ul style="list-style-type: none"> • Light touch e.g. sample checks; annual review meetings with suppliers etc.

WYFRS operates a central Stores Team for service critical supplies which helps to mitigate any short-term supply risks and enables rapid gearing up in emergency situations that are large scale or prolonged in duration.

14.1. Fraud Avoidance

WYFRS recognises that when procuring goods, services and/or works there is the potential for fraudulent activity to occur. This is managed by ensuring that fair and transparent procurement processes are implemented and followed accordingly, due diligence is appropriately undertaken and appropriate audit procedures in place. The detection, prevention and reporting of fraud is the responsibility of all Members and employees of WYFRS. All are expected to:

- Act with integrity.
- Comply with all relevant codes of conduct.
- Comply with CPR and FPR.
- Raise concerns when any impropriety is suspected via the Whistleblowing Policy.

Members, employees and/or the general public are encouraged to raise concerns they may have in respect of fraud and corruption via:

- Line Managers
- Internal Audit
- Directors
- Chief Fire Officer
- Members

14.2. Business Continuity Planning (BCP)

BCP is an integral part of the business planning strategy utilised throughout WYFRS. Procurement projects must seek to protect all services and functions by increasing levels of preparedness and reduce risk to the organisation via a proactive approach to BCP. Suppliers are strongly encouraged to follow the same values and consideration within complex, high value procurement projects.

15. Controls and Standards

WYFRS adopts a Category Management approach, where possible, to analyse and manage markets, using appropriate tools and techniques to procure goods, services and works from suppliers that range from office supplies, building maintenance and computer systems through to specialist operational firefighting equipment, breathing apparatus and fire fighting vehicles. It is vital that WYFRS has the right supplies, in the right place, at the right time and at the right cost.

The Procurement Team shares knowledge, experience, best practice and management information with other blue light, local and national authorities for mutual benefit. The Procurement Team will ensure alignment with the NFCC Fit for the Future initiative which will ensure UK fire and rescue services are best placed to meet the needs of communities, keeping people safe, increasing trust and providing public safety. The Procurement Team will adopt policies, principles and procedures that support this initiative.

A Contracts Register is centrally maintained by the Procurement Team and is utilised to efficiently plan and manage procurement activity. The Contracts Register is updated regularly and is published quarterly on the procurement page of [WYFRS's web site](#).

Contracts are awarded based on the principle of “most advantageous tender” (MAT) which enables WYFRS to take account of quality criteria (qualitative, technical and sustainable) as well as cost. The quality of goods, services and/or works can be critical to the wellbeing of our firefighters and subsequently the safeguarding of the communities it serves. It is imperative that WYFRS can respond to emergency situations rapidly and without any failures

in processes, systems, supplies or equipment. Relevant Health & Safety and European / British Standards (or equivalent) applicable to the procurement are detailed in specifications.

Typically, procurement processes place greater emphasis on quality than cost (within budgetary constraints), and each procurement exercise is appropriately managed on a case-by-case basis, with award criteria and evaluation methodologies clearly communicated to suppliers at the time of tendering.

WYFRS operates a fleet of fire appliances and support vehicles that are maintained in-house to a high standard via the Transport and Logistics Team with a workshop store that is located within the vehicle servicing workshop enabling vehicles to be maintained and serviced without undue delay.

Both central Stores and Workshop Stores are integral to WYFRS's Procurement and Risk Management Strategy.

15.1. Continuous Improvement

Procurement performance is monitored at a Team level and identifies areas of good performance and areas for development. Internal customers are requested to complete satisfaction questionnaires and are encouraged to provide feedback (both positive and constructive criticism) on an ongoing basis to the Head of Procurement, the Procurement Team or the Director of Finance and Procurement. Constructive feedback will be used to develop and progress continuous improvement initiatives.

Procurement Team members will ensure that all relevant accreditations and qualifications are kept up to date and will operate in a professional manner ensuring the highest of standards and probity are upheld aligned to the CIPS code of conduct.

Support and advice is sought from industry experts and other fire authorities to gain experience and upskilling when appropriate. Lessons learned will be captured through the commercial lifecycle to facilitate continuous improvement, maximising opportunities gained from networks, e.g. NFCC, by sharing learning and experiences, collaborating, and contributing to the continuous improvement.

A Procurement Action Plan is in place and is updated monthly and reviewed annually (please refer to Section 19).

15.2. Savings Log

The Service maintains a savings log, aligned with the Cabinet Office guidance, and reports regularly to WYFRS's Management Board and Finance and Resources Committee Members. Procurement savings are included in the efficiency and productivity plan, available [on our website](#) which is a Home Office with a requirement to publish by the 31st March each year.

15.3. KPIs (Key Performance Indicators)

KPI compliance and performance are included in an annual report to Finance and Resources Committee and are listed below:

- a) Total number of contracts (and annual value).
- b) No. of “renewable” contracts that expired without being timely relet.
- c) Efficiencies (revenue budget savings, cost avoidance).
- d) Number of tenders published and progressed (above and below threshold).
- e) % of regional spend procurement (Yorkshire and West Yorkshire Counties).

16. Application of Strategy

The estimated total value of specific requirements (for as long as the contract will be in place) will determine which procedures must be followed under the Procurement Act and as required in CPR.

Prior to commencing a procurement exercise, make or buy vs sourcing discussions are held and the Procurement Team assists in undertaking an options appraisal to identify the most appropriate route to market via the Procurement Initiation Document (PID).

Primary considerations are given to prevailing market conditions and whether framework agreements currently exist, awarded by other fire authorities or through other public sector authorities that WYFRS are permitted to access, such as CCS (Crown Commercial Services), YPO (Yorkshire Purchasing Organisation), ESPO (Eastern Shires Purchasing Organisation) etc.

Collaboration is an effective procurement tool which may achieve economies of scale by collaborating through framework agreements with other public sector authorities or jointly procuring requirements with regional and national partners.

The Service endeavours to award contracts through framework agreements where this offers demonstrable value for money and meet the needs of WYFRS, contributing knowledge and experience to framework agreement development increasing the likelihood of subsequent arrangements meeting WYFRS’s requirements.

The benefits of using framework agreements include:

- Provides greater collaboration (regionally and nationally) between other Fire and Rescue or Public Sector Authorities.
- Provides prompt and efficient procurement solutions that are compliant with the Procurement Act 2024 and CPR.

- Avoids the need for WYFRS to deploy resources in managing an entire procurement process and instead to use these resources in adding value to the required outcomes.
- Offers better value for money as a result of combined buying power of the public sector.
- An annual dividend may be received from YPO based on expenditure.

Where framework agreements are not used, WYFRS will invite quotation or tender responses directly from the market in accordance with the Procurement Act and CPR requirements to optimise service delivery, quality and achieve value for money.

It is our policy to only contract with suppliers and contractors that accept electronic purchase orders, submit electronic (PDF) invoices and WYFRS ensure payments to suppliers and sub-contractors are prompt and in line with contractual requirements.

Implementation of the Procurement Strategy will deliver the following key business benefits:

- Legal & Statutory Compliance.
- Strong governance and due diligence.
- Secure value for money.
- Delivery of the Service's corporate social responsibilities.
- Effective engagement with markets and suppliers.
- Transparency (i.e. publication of information, equal opportunities).
- Procurement best practice.
- Risk management of our supply chain.

17. Transparency

The Government Transparency Code requires WYFRS to publish expenditure as follows:

- Details of each individual item of expenditure that exceeds £500.
- Details of every transaction / payment made using a Government Purchasing Card.
- Details of contracts and framework agreements with a total value in excess of £5k.
- Details of payments under a contract valued above £30,000.

The above information is published quarterly and can be located on the [Procurement](#) and [Transparency](#) pages of WYFRS's website.

18. Monitoring and review

This Strategy will periodically be reviewed for compliance and to ensure continued relevance.

19. Action Plan

Ref No.	STRATEGIC CATEGORY	CRMP Priority	Objective	STATUS (RAG)	START DATE	COMPLETION DATE
SC1	Compliance	5. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.	Continue to effectively promote, develop and ensure compliance with policy, legislative and regulatory requirements in regard to procurement and supply chain management	Underway/On Track	Apr-24	Mar-25
SC2	Procurement Process	5. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.	Continue to develop and deliver effective, efficient and economic contractual arrangements across the organisation	Underway/On Track	Apr-24	Mar-25
		4. Work with partners and communities to deliver our services.	Consider and utilise collaborative framework agreements where suitable for WYFRS	Underway/On Track	Apr-24	Mar-25
		6. Further develop a culture of excellence, equality, learning, and inclusion.	Deliver advice, training and guidance	Underway/On Track	Apr-24	Mar-25
		6. Further develop a culture of excellence, equality, learning, and inclusion.	Implement relevant digital systems	Underway/On Track	Apr-24	Mar-25
SC3	Collaboration	4. Work with partners and communities to deliver our services.	Support and participate in regional and national procurement groups	Underway/On Track	Apr-24	Mar-25
SC4	Strategy	5. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.	Develop, promote and communicate effective procurement strategies including ethical, sustainable, environmental and social value across the organisation	Underway/On Track	Apr-24	Mar-25

		5. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.	Develop procurement strategies with individual departments.	Underway/On Track	Apr-24	Mar-25
SC5	Advice and Guidance	6. Further develop a culture of excellence, equality, learning, and inclusion.	Provision of procurement advice, project management and procurement training across the organisation	Underway/On Track	Apr-24	Mar-25
		6. Further develop a culture of excellence, equality, learning, and inclusion.	Provision of informal and formal training to Procurement Team	Underway/On Track	Apr-24	Jul-25
SC6	Advice and Guidance	3. Enhance the health, safety, and well-being of our people.	Active promotion and delivery of WYFRS values	Underway/On Track	Apr-24	Jul-25