

# Procurement Strategy 2022-2025



**Cheshire  
Constabulary**



**Police & Crime  
Commissioner  
for Cheshire**



# Foreword

**The purpose of the Joint Corporate Strategic Procurement department is:**

“to provide value for money in the procurement of goods and services for the Commissioner and Constabulary, whilst mitigating risk by ensuring compliance with UK legislation”

Effective delivery of the Procurement Strategy will support the Police and Crime Commissioner’s objectives within the Police and Crime Plan.



**Mark Roberts**  
**Chief Constable**



**Dan Price**  
**Police and Crime Commissioner**

# Challenges

The Covid pandemic and Brexit has increased pressure on Procurement operationally. Whilst it is also under pressure to maximise efficiencies, it also needs to respond to the changing demographics in society. There is also now more competition for skilled people. As a result:

- Prior to and during the period of recovery from the Covid-19 pandemic, Strategic Procurement have found it more challenging to recruit new members of staff;
- Over the next 5-10 years, a number of members of the Strategic Procurement team will reach state retirement age.

In addition:

- Managing risk in the supply chain has been particularly challenging as a result of Covid-19 and Brexit, particularly in relation to vehicles and spare parts;
- The introduction of the Public Procurement Bill 2022, which replaces the former EU procurement regulations, will require additional training for both procurement professionals and suppliers.

# Vision and Values

The Police Service has a Competency Values Framework (CVF). The CVF aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values for a range of local and national processes. This framework ensures that there are clear expectations of everybody working both in front-line policing and back office services.

The six competencies are underpinned by four values that should support everything that we do, both as a police force and as a Strategic Procurement unit.

The Strategic Procurement Unit has identified three values from the CVF that sets out the attitudes, behaviours, and commitment expected of everyone in the Strategic Procurement team in the way they work and interact.

They are based on the Code of Ethics and are:

## **Transparency**

We are open in our decision making.

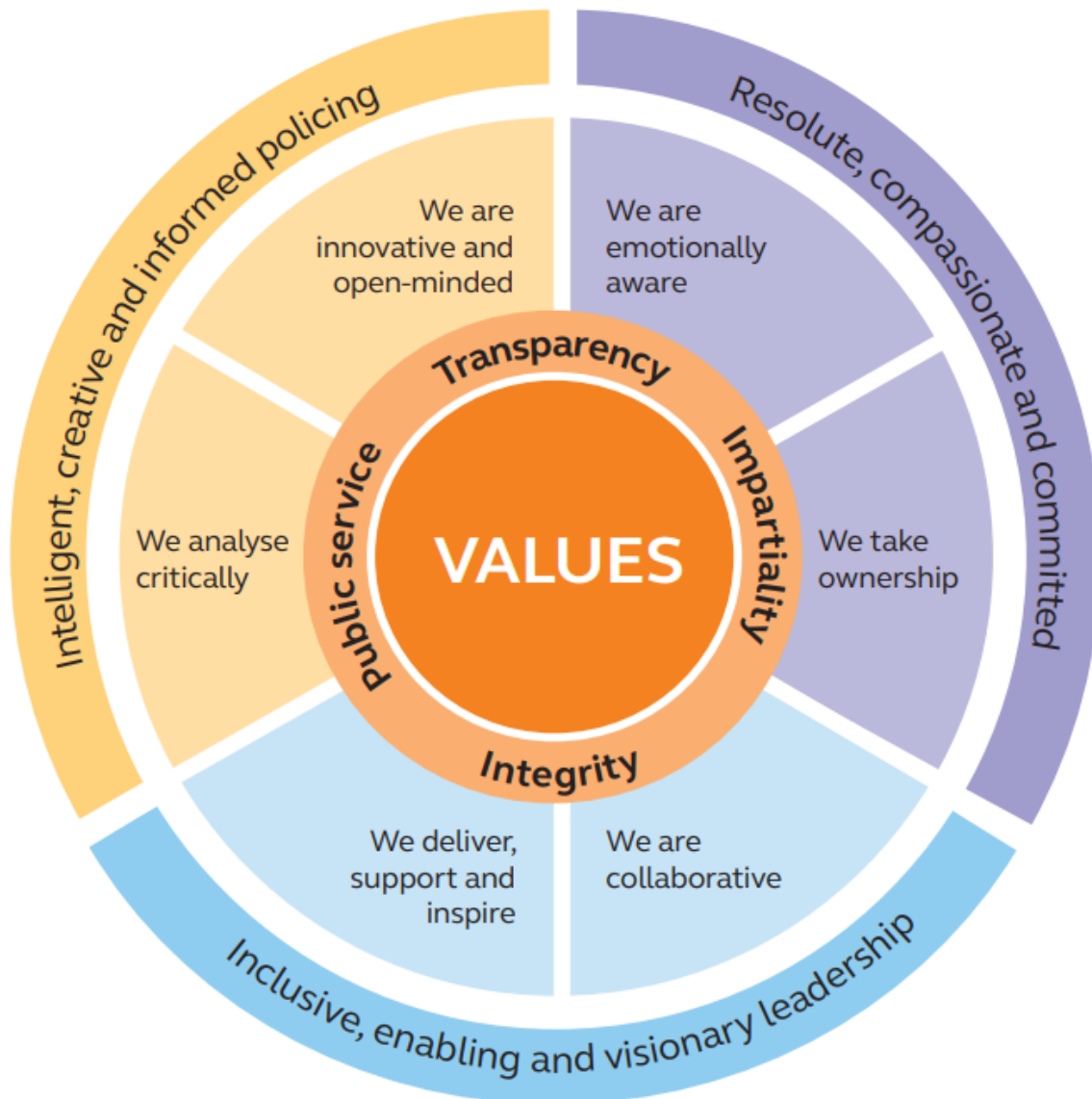
## **Impartiality**

We allow our suppliers equal access to our contracts.

## **Integrity**

We treat our suppliers fairly.

## Competency Values Framework (CVF)



# Key Priorities

## **Our key priorities/actions are to:**

- Demonstrate best value in the goods and services we procure and ensure through fit-for-purpose specifications that we only purchase what is necessary, and consider each service against in-house provision alongside the decision to procure.
- Continue to develop our procurement approach and make savings by collaborative working, and supporting a Police Service that is fit for the future.
- Encourage a more sustainable commercial environment by establishing an Ethical Procurement Policy and a Social Value Policy which are transparent and accountable, which reduce the effects of climate change, support the Commissioner's Modern Slavery Statement, and protects our local communities.
- Ensure early engagement with our stakeholders to proactively develop specifications to support safer communities, including supporting and protecting vulnerable people.
- Deliver continuous improvement through contract management to meet the requirements of our stakeholders and encourage innovation and efficiencies.
- Ensure that the Joint Procurement team is motivated, integrated, and continually developing to be able to deliver the vision and values of Cheshire Police.
- Demonstrate efficient processes that minimise bureaucracy, and ensure that our customers find it easy to do business with us, to enable us to deliver procurement projects in a timely fashion and to a mutually agreed schedule.

# Our approach

## (1) Demonstrate best value in the goods and services we procure

The contracts developed and managed should deliver what the customer needs at the lowest cost over the life of the contract. This will be delivered by;

### **Working with IT**

- Work with IT to identify greater areas of opportunity for innovative developments, for more effective services, including rationalising specifications wherever possible, and ensuring legal compliance.

### **Supplier engagement**

- Explore the potential of holding more supplier engagement days.

### **Review specifications**

- Review specifications prior to going to market.

## (2) Make savings on the goods and services we procure and reduce our costs by collaborating with other organisations

Obtain greater value for the Constabulary in terms of financial savings, and greater resilience by sharing the burden of procurement with other organisations and maximising volume discounts through collaboration.

- Further develop the collaboration between Police and Fire;
- Maximise our partnerships with the Police Digital Service and Bluelight Commercial, particularly in areas of national uniform development.
- To work with the National Commercial Focus Group on the next generation of the Emergency Services Network (ESN).

### **(3) Encourage a more sustainable commercial environment by establishing an Ethical Procurement Policy and a Social Value Policy which are transparent and accountable, which reduce the effects of climate change, support the Commissioner's Modern Slavery Statement, and protects our local communities.**

The Strategic Procurement unit has worked with the Office of the Police and Crime Commissioner to develop a Social Value Policy which aims to embed the culture of 'thinking social value' into our procurement and commissioning activities. Social Value requires the PCC and the Constabulary to look beyond the basic cost of awarding a contract or commissioning a service and look at the potential collective benefit to the local community. The Social Value Policy outlines the social, economic, and environmental outcomes that all parties are aiming to achieve, including supporting the local economy wherever possible, spending locally, and creating employment opportunities for local people.

Moreover, a guidance document on social value for potential suppliers has been created by Strategic Procurement which is included in the tender documentation.

#### **Flexible approach**

- Develop our social value activities further by adopting the guidance given the Public Procurement Note 06/20 dated September 2020. As a result, social value will apply to advertised tenders in excess of £50,000, and a minimum weighting of 10% of the total score for social value will be used. The Procurement team will have the discretion to apply this in a relevant and proportionate manner.
- Carry out supply chain due diligence in relation to modern slavery.
- Carry out supply chain risk assessments in relation to modern slavery.
- A regular review of the supplier base will indicate if our use of the local supplier base is increasing.
- Review our Estates and Fleet contracts with the specific aim of assessing and improving their impact on climate change.

#### **National v Local Procurement**

- Balance the use of Bluelight Commercial agreements and identify which contracts may be more appropriate for local procurement and the use of Small Medium Enterprises (SMEs).
- Consider use of lots to enable use of the local supplier base.
- Prioritise the use of the Framework Agreements which include a locally based supply chain for construction projects.

**(4) Deliver continuous improvement through contract management to meet the requirements of our stakeholders and encourage innovation and efficiencies.**

**Contract Management**

- Ensure that the Business Services Futures contracts offer best value for money.
- Work with Cheshire SPV to ensure the contract offer the best value available.
- Review developments in emerging technologies by attending supplier engagement/workshop events.

**(5) Demonstrate efficient processes that minimise bureaucracy, and ensure that our customers find it easy to do business with us, to enable us to deliver procurement projects in a timely fashion and to a mutually agreed schedule.**

Ensure the unit works in the most efficient way within the UK regulatory framework to match its resources to where the greatest value can be added.

**Reducing Bureaucracy**

- Remove unnecessary form filling.

**Efficient Processes**

- Only apply Social Value to advertised tenders in excess of £50,000 and manage the process in a relevant and proportionate manner.

**(6) Ensure that the Joint Procurement team is motivated, integrated, and continually developing to be able to deliver the vision and values of Cheshire Police.**

Ensure the Unit continues to develop its staff members.

**Integration**

- Develop a training checklist.
- Arrange a minimum of four team events per year.

**Continuous Development**

- Participate in learning events.
- Promote continuous professional development.
- Ongoing training of the procurement team on modern slavery and ethical procurement.

**(7) Ensure early engagement with our stakeholders to proactively develop specifications to support safer communities, including supporting and protecting vulnerable people.**

**Participation**

- To actively engage in catch-up sessions with IT, Estates, OPCC, HR, L&D, Fleet, and Business Change in order to anticipate where our stakeholders will require our support.

# Key Performance Indicators

We will develop our KPI's and measures to include:

- Total value of procurement savings;
- Ratio of total value of procurement savings versus service contribution;
- % of total contracts awarded in collaboration with other public sector bodies;
- % of local suppliers on the supplier database;
- % of third party spend placed with local suppliers;
- Value (£) of supplier claims.

# Appendix 1

## Ethical Procurement Policy

# Ethical Procurement Policy

## Purpose

This Policy outlines the ethical responsibilities and core objectives of the Police and Crime Commissioner for Cheshire (PCC) and the Chief Constable (together referred to in this document as the Force) in conducting its procurement of services.

The Force is committed to ensuring that all goods, works and services procured by it and on its behalf are sourced ethically; both in the way they are procured and the standards that Suppliers, Service Providers and Contractors are expected to meet.

The overarching objective is to ensure the whole supply chain conforms to the stated ethical procurement policy.

## Scope

The policy is not designed to change the procurement processes we currently adopt but to ensure that as part of the process we consider the wider impact of how the goods and services we procure are manufactured and delivered.

We require all our suppliers and contractors to observe and be compliant with our Ethical Procurement Strategy and to ensure that this level of compliance is adopted by their own supply chain.

The Ethical Procurement Policy aims to achieve the following;

1. Set out a definition of ethical procurement
2. Set out a clear statement of ethical practice
3. Set out the core policy objectives
4. Promote the adoption and improvement of ethical practices globally.

The policy is complemented by and should be read in tandem with the Force's Social Value Policy.

### 1. Defining Ethical Procurement

Ethical procurement respects the fundamental standards concerning criminal conduct, human rights and environmental abuse at all levels of the supply chain.

Areas which need to be considered as part of ethical procurement are;

- Human Rights including modern slavery, child employment and working conditions and hours
- Social Value, including use of local suppliers
- Equality and Diversity
- Environmental and Sustainability
- Bribery, Fraud and Corruption

## 2. Ethical Practice Responsibilities

a) Code of Ethics:

Cheshire Constabulary follows a Code of Ethics for policing principles which must be adhered to by all Officers and Staff. In line with this the PCC has produced a Supplier Code of Ethics (SCE) which must be observed by all suppliers (See Appendix B). The SCE focuses primarily on improving labour and working conditions in the supply chain as well as adhering to the laws within the countries of operation. The Supplier Code of Ethics will become a tender and contractual requirement for all suppliers working with the Force.

b) Modern Slavery Act 2015:

Modern slavery is the illegal exploitation of people for personal or commercial gain mainly by the deprivation of a person's liberty by another. Forms of modern slavery can be; sexual exploitation, servitude, forced and compulsory labour, criminal exploitation slavery and human trafficking.

c) Modern Slavery Statement

In accordance with the Modern Slavery Act 2015 the Force recognises its responsibility to prevent slavery and human trafficking throughout its activities and supply chain, and has developed its own Modern Slavery Statement. The Force expects all direct suppliers to be dedicated to preventing slavery and human trafficking within their own activities and through the activities of their supply chain; including their own suppliers and manufacturers.

d) Environment:

The Force endeavours to purchase through suppliers and contractors who are committed to continuously working to improve environmental standards in the supply chain. Examples of this would be Suppliers who work with organisations and accreditations such as, but not limited to, the following;

- i. Environmental Standards - ISO 14001, EMAS Management System
- ii. Good Agricultural standards - GlobalGAP
- iii. Consumer facing standards - Fairtrade, Rainforest Alliance, Tea Sourcing Partnership (TSP)
- iv. Organic – Soil Association
- v. Management of World Forests – FSC, PEFC
- vi. Improving Global Supply Chains – SEDEX

e) Equality and Diversity:

The Force will continue to work with suppliers to raise the awareness and importance of equality and diversity in the workplace and to promote best practice.

Suppliers are invited to take part in a Diversity Audit administered by the Force. The objective of this Audit is to test a sample of existing suppliers and rank how effectively

they are managing their approach to diversity in their workplace. The results are published amongst suppliers to enable them to see how they are performing against their peers. For suppliers requiring assistance, support will be given to aid them in increasing their scores and share with them events that are happening within the Force which may help them to gain a greater understanding of the diversity measures they could put in place in their workplace to make diversity improvements.

### **3. Core Objectives**

Working together with local communities, other police services, and public, private and community and voluntary sector organisations is crucial. The public expect agencies to work together and the PCC and Chief Constable are well placed to provide local community leadership. Both will seek to collaborate at local, regional and national levels to build capacity and capability as well as well as efficiency. They will work closely with elected leaders of local and emergency service authorities to drive forward Cheshire wide priorities and identify opportunities for collaborative working in the areas of economic growth and public sector transformation.

Work is also undertaken to influence and drive close working between local criminal justice, community safety and victim service partners to make sure that effective outcomes are delivered for Cheshire's communities.

The following areas are the focus of the policy;

#### **a. Social Value**

We will welcome and encourage innovative tender submissions from all suppliers (existing and new) which detail how the supplier contributes or plans to contribute to improving public welfare, safer communities, the environment, and the economic well-being of Cheshire. We especially welcome any focus on the improvement to the economic growth of the local economy which will create jobs and opportunities for local people.

We will introduce proportionate weighting in bid evaluation for social value criteria depending on the nature of what is being procured and the market it is being procured in. By default a weighting of 10% will be attributed to Social Value in every procurement exercise to demonstrate our commitment to increasing the focus on Social Value within our supply chain. If appropriate this weighting may be adjusted to reflect the extent to which a particular procurement exercise creates an opportunity for social value.

The PCC and Chief Constable have a Social Value Policy which will be issued as an appendix to all tenders which will act as a guide and support to bidders in their social value journey and contributions.

Appendix A provides contact details for voluntary organisations that Suppliers can contact to volunteer their services, expertise and time to enrich their social value contribution.

b. Third (Voluntary and Community) Sector Engagement

The Third Sector covers organisations that are not categorised as private sector nor public sector. Generally it includes voluntary and community organisations, social enterprises, mutual and co-operatives. Community organisations generally include; registered charities, associations, self-help groups and community groups.

The overarching difference is that these organisations are driven by achieving social goals rather than profit which is why they are often referred to as 'not-for-profit organisations'. Any operating surplus created by the organisation will be re-invested in realising the social goals rather than being paid out to owners/investors.

There are roughly 500,000 voluntary and community organisations in the UK. The PCC is committed to improving engagement with local third sector organisations and creating partnerships through the contracts we procure.

c. Commit to improving engagement with SMEs

The Force is committed to improving engagement with SMEs, voluntary sector and charitable organisations. Where appropriate, tenders will be adapted to the needs of SMEs in accordance with the Public Contract Regulations 2015 which encourages authorities to use the 'Code of Best Practice Facilitating Access by SMEs to Public Procurement Contracts'.

d. Local Suppliers

To increase opportunities to local suppliers we will mandate that at least one of the three quotes (and more where market conditions permit) within a procurement process will be requested from a Cheshire Supplier where feasible.

We will also commit to reviewing our use of Frameworks where local suppliers are not available to use.

e. Market Engagement

We will work to inform our suppliers of our increased expectations around ethical procurement practices and the required roles and responsibilities of suppliers within our current and future supply chain.

With existing suppliers we will introduce this at our regular contract review meetings. With new or perspective suppliers this will be from the commencement of the procurement process and throughout the life of the contract.

## Appendix A

### How to Volunteer your Services, Expertise or Time

Below are the details of Voluntary Organisations across Cheshire who work with voluntary, community and faith organisations in the third sector to meet the diverse needs of the local communities.

Their websites list volunteer opportunities from the third sector organisations who are in need of volunteers to fulfil various roles. Alternatively you can contact the Volunteer Organisations and talk to them about the type of support you could provide.

**Cheshire East CVS**  
[www.cvsce.org.uk](http://www.cvsce.org.uk)  
01270 763100  
[enquiries@cvsce.org.uk](mailto:enquiries@cvsce.org.uk)



**Cheshire West Voluntary Action**  
[volunteerwestcheshire.org.uk](http://volunteerwestcheshire.org.uk)  
01244 401 272  
[info@volunteerwestcheshire.org.uk](mailto:info@volunteerwestcheshire.org.uk)



**Halton & St Helens Voluntary and Community Action**  
[www.haltonsthelensvca.org.uk](http://www.haltonsthelensvca.org.uk)  
01744 457100  
01928 592 405  
[info@haltonsthelensvca.org.uk](mailto:info@haltonsthelensvca.org.uk)



**Warrington Voluntary Action**  
[www.warringtonva.org.uk](http://www.warringtonva.org.uk)  
01925 246880  
[info@warringtonva.org.uk](mailto:info@warringtonva.org.uk)



## Appendix B

### Supplier Code of Ethics

The Police and Crime Commissioner for Cheshire and Chief Constable expect suppliers to maintain high standards of integrity and professionalism in their business dealings as well as adhering to the laws of the countries where they operate.

The PCC and Chief Constable requests that all suppliers pledge to this Code of Ethics and sign to demonstrate their commitment in adhering to the 4 areas covered.

#### **1. Instil a culture of fairness, teamwork, engagement, accountability and enjoyment**

No discrimination - in hiring, remunerating, training, promoting, terminating or retiring either directly or indirectly employed staff, in accordance with the Equality Act 2010 (or subsequent iteration of the Regulation).

Disputes procedure - Provide clear and accessible processes for resolving disputes with employees.

#### **2. Have a written plan to work towards paying the Voluntary Living Wage. Promote fair contracts of employment, deploy recruitment and employment practices that identify and support talent, value diversity and promote aspiration and social mobility**

Employment is freely chosen:

- Ensure employees have the freedom to choose to work and not use forced, bonded or non-voluntary prison labour.
- Employees have the right to join independent trade unions or other workers' associations and carry out reasonable representative functions in the workplace.
- Enable alternative means of democratic representation where laws restrict freedom of association and collective bargaining.

Working hours are not excessive - Comply with national and international laws or industry standards on employee working hours, whichever affords greater protection.

Living and Minimum wages:

- Work towards paying the Voluntary Living Wage and provide wages and benefits at rates that meet at least national legal standards.
- Provide employees with an easy to read contract of employment clearly explaining wage levels. Where employees are unable to read, the contract should be explained to them by a union representative or another appropriate third party.
- Wages should be in cash and not in kind (e.g. goods, vouchers) with no deductions made unless permitted under national law or agreed by the employee, without duress.

Child labour is eliminated:

- Support the elimination of child labour.
- Provide for any children found to be performing child labour to attend and remain in quality education until no longer a child.
- Ensure no children and young persons are employed at night or in hazardous conditions, as defined by the International Labour Organisation.

**3. Commit to the delivery of excellent working conditions, high ethical standards, positive health and wellbeing, training, development and reward opportunities for all.**

Working conditions are safe:

- Operate appropriate health and safety policies and procedures overseen by a senior manager responsible for compliance and monitoring and ensuring employees have the necessary training and health and safety equipment.
- Provide comfortable and hygienic working conditions with clean toilets and water suitable for drinking and washing. Where worker housing is provided it should meet the same standards for health and safety as the workplace.

Good health is promoted - Invest in measures for tackling ill health as healthy employees experience a better quality of life and tend to be more productive.

Training is provided - Raise employees' skills through training and access to professional development as befits their role to improve quality and secure greater value for money.

Privacy - Respect privacy of the individual (whether a customer or employee) and handle personalised data appropriately.

**4. Acting with integrity and transparency**

Dignity and Respect - Treating customers and employees with dignity and respect.

Transparency

There is a strong public interest in public procurements to ensure that:

- Procurement processes are conducted in an open and honest way;
- There is transparency in the spending of public money;
- Suppliers have systems in place to ensure high standards of propriety which make sure public money is used for the purpose it is intended.
- Suppliers are tax compliant.

Supplier Name: .....

Name of Supplier Representative and position: .....

Signature: .....

Date: .....

# Appendix 2

## Social Value Policy



## **POLICE AND CRIME COMMISSIONER FOR CHESHIRE SOCIAL VALUE POLICY**

This Social Value Policy has been developed in response to a recommendation that all public sector agencies fully explore the steps they could take towards meeting best practice, beyond the requirement of the Public Services (Social Value) Act 2012, to ensure the inclusion of social value in all contracts for goods and services.

The policy does not set out a prescribed approach to applying social value but seeks to embed the culture of 'thinking social value' whilst allowing for a flexible approach. The principles behind the Social Value Act align perfectly with the values and ethos of the Police and Crime Commissioner for Cheshire (Commissioner) as outlined in the Police and Crime Plan for 2021 - 2024, and his aspiration to create a safer Cheshire.

### **INTRODUCTION**

The Commissioner is committed to acting in a socially and environmentally responsible way. There is also a legislative obligation to consider economic, social and environmental value in its larger service contracts. In order to embed social responsibility into commissioning and procurement activities, the Commissioner has developed a Social Value Policy to ensure the organisation secures the maximum possible value from the money it spends. Value in this sense does not only refer to the cost of each contract, but includes the wider social, economic and environmental outcomes that each contract can deliver. This policy seeks to embed the ethos of social value within the Commissioner's and Cheshire Constabulary's commissioning and procurement activities and outlines the social, economic and environmental outcomes that the Commissioner is aiming to achieve on behalf of Cheshire residents.

**WHAT WE MEAN BY SOCIAL VALUE?** Social value is a way of thinking about how resources are allocated and requires the Commissioner and Constabulary to look beyond the basic cost of awarding a contract or commissioning a service to look at the potential collective benefit to the local community.

The Commissioner's working definition of social value is 'a process whereby the organisation procures and commissions goods and services in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment'.

**LEGAL CONTEXT:** The Public Services (Social Value) Act 2012, implemented in January 2013, placed an obligation on the Commissioner to take into account economic, social and environmental wellbeing considerations in connection with public services contracts as part of its pre-procurement deliberations. The Act applies to all scales and types of procurement for services above the EU threshold (whilst applicable).

The Waste (England and Wales) Regulations 2011 No. 988 requires businesses and organisations to confirm that they have applied the waste hierarchy. This revised focus on the waste hierarchy is headed by Prevention and Preparing for Re-Use and directly effects the procurement decision making process of goods and services. In order to comply with UK Public Procurement Regulations, however, it is a requirement that these considerations may only be included if they are linked to the subject matter of the contract and that the principles of value for money and equal access for suppliers are observed.

### **SOCIAL VALUE IN ACTION**

The Commissioner maintains a continued commitment to prioritising social value and using its influence to benefit the community through its economic activities. The ethos of the Commissioner is to support the local economy wherever possible, including spending locally and creating employment opportunities for local people.

<b>SOCIAL</b>	<b>ECONOMIC</b>	<b>ENVIRONMENTAL</b>
<b>BUILD RESILIENT COMMUNITIES</b>	<b>REDUCED DEMAND ON PUBLIC SERVICES</b>	<b>LOWER ENVIRONMENTAL IMPACT</b>
Encourage resident participation and promote active citizenship	Support local business and spend money locally	Create a recycling culture that promotes re-use and 100% diversion from landfill.
Provide Health, Wellbeing and Support Packages for those who need it.	Create jobs, Apprenticeships and training opportunities within the local community	Reduce energy consumption and CO2 emissions in all operations where appropriate, seeking to reduce our impact on the local environment.
Build capacity and support for the Third Sector (including voluntary, community, and co-operative sector)	Reduce inequality, raise living standards, and encourage all contracted providers to pay the voluntary Living Wage.	Strive to use sustainable products and services, reducing reliance on raw virgin materials, water reduction, and protecting our local environment and community.

### **AIMS AND PRINCIPLES**

This policy is based on a set of guiding principles which should be considered when undertaking commissioning activity.

These guiding principles are that our commissioning and procurement activities:

- 1) Are based on a clear understanding of the outcomes for social value
- 2) Support delivery of value for money to the Commissioner and Cheshire residents;
- 3) Promote engagement with the community, local businesses, social enterprises and the Voluntary and Community Sector (VCS).

The aim of this policy is to embed the culture of ‘thinking social value’ in all of our procurement and commissioning activities. Whilst the Public Services (Social Value) Act places certain obligations on us to consider social value above set thresholds, the Commissioner aims to go beyond legislation wherever possible to maximise the outcomes that can be achieved.

As such, this policy does not set out a prescribed approach to the consideration of social value in procurement activities.

### **IMPLEMENTATION and EMBEDDING**



Implementing and embedding social value at a local level involves making commissioning and procurement decisions in a new way that ensures wider benefits are considered throughout the commissioning cycle.

The Public Service (Social Value) Act 2012 applies to all scales and types of procurement for services above the Public Procurement Act 2022 threshold. The Commissioner is committed to complying with statutory regulations and encouraging our suppliers to do the same. For those contracts that fall below the limits outlined, our approach will be to maximise appropriate social value outcomes where possible.

### **SOCIAL VALUE OUTCOMES**

In order to maximise social, economic and environmental benefits, the Commissioner must retain a focus on the outcomes we seek to achieve. A set of outcomes has been developed that will allow the Commissioner to consider the economic, social and environmental wellbeing of Cheshire when commissioning and procuring goods and services. These outcomes are based on the values, objectives and outcomes of the Police and Crime Plan 2021-24.

This Plan is centred on the key Police and Crime Plan priorities which correspond with the Social Value outcomes illustrated in the diagram below.

<b>SOCIAL VALUE THEMES</b>		<b>CHESHIRE POLICE AND CRIME PLAN</b>		<b>PROCUREMENT STRATEGY APPROACH</b>
<b>Social</b>		Prevent and tackle crime		Demonstrate best value in the goods and services we procure.
<b>Economic</b>				Make savings by collaborating with other organisations
<b>Environmental</b>		Establish an Ethical Procurement Policy and Social Value Policy which protects our local communities.		
		Early engagement with stakeholders to pro-actively develop specifications to support safer communities.		
		Continuous improvement through contract management to encourage innovation and efficiencies.		
		Ensure the Joint Procurement team is motivated, integrated, and continually developing.		
				Demonstrate efficient processes that minimize bureaucracy.

Examples of relevant outcomes by theme are included in the Social Value Opportunity Assessment below.

### **HOW TO COMMISSION AND PROCURE FOR SOCIAL VALUE**

Consideration for social value should be given at the start of a commissioning or procurement exercises. Where practical and appropriate, relevant and proportionate outcomes should be identified and included as part of the tender evaluation criteria against which bids will be scored. This should be tailored to each exercise.

It is the role of service commissioners and procurement leads to consider, on a contract by contract basis, relevant social value outcomes that could be incorporated into the process. Suppliers can then be asked to demonstrate how they intend to deliver against these outcomes and the responses of the winning bidder may then be written into the final contract.

#### **Responsibility**

The delivery of the Social Value Policy is the responsibility of the Head of Procurement and Contracts, reporting to the Office of Police & Crime Commissioner Chief Finance Officer

#### **Training and awareness**

To maximise the opportunities and benefits presented through the delivery of this policy, there will be a requirement for awareness raising and guidance for commissioning and procurement officers.

#### **Monitoring and Review**

An action plan supporting the delivery of the Social Value Policy will be developed and monitored on an ongoing basis through the Strategic Procurement Report to the Commissioner.

### **SOCIAL VALUE AND SPEND THRESHOLDS**

Because of the value, nature, and diversity of the wide range of goods and services that the Commissioner commissions and procures, there is no 'one size fits all' model for applying and delivering social value.

**£50,000 to Public Procurement threshold** – Social value will be embedded into the tendering process and will make up at least 10% of the tender award criteria. It should be considered by the commissioning and procuring officer when considering the Social Value Procurement Opportunity Assessment below, and utilised in a relevant and proportionate manner.

Social Value Theme	Outcomes	Output Indicator - What the Business and VCS Community could Offer
<p>Social</p>	<p>An effective and resilient VCS sector.</p> <p>Improve health inequalities, including addressing mental health, alcohol, and drugs related conditions.</p> <p>Improve conditions for victims of domestic abuse.</p> <p>More young people in work.</p> <p>Increased skills levels.</p> <p>Reduce re-offender rates.</p>	<p>Build capacity by supporting community organisations with resources and expertise in areas with the greatest need, for example, mentoring and working with youth organisations and services.</p> <p>Make a local impact by improving local facilities and areas, for example staff volunteering schemes.</p> <p>Provide support to third sector organisations and work with third sector organisations to deliver services and contracts.</p> <p>Work with schools and colleges, offering work experience and business awareness to students, especially those from disadvantaged areas or communities.</p> <p>Commit to create employment and training opportunities for local residents, including people with disabilities, and support people into work and work experience placements.</p>
<p>Economic</p>	<p>Responsible businesses effectively contributing to Cheshire.</p> <p>An effective and resilient VCS sector.</p> <p>Improve health inequalities, including addressing mental health, alcohol, and drugs related conditions.</p>	<p>Make accessible all sub-contracting opportunities to a diverse supply base including the third sector and local suppliers, and provide mentoring and support to assist these organisations to tender for these supply opportunities where necessary.</p> <p>Seek opportunities to work with schools to help to ensure that the young people of Cheshire are equipped with the right skills to match the requirements of the labour market.</p> <p>Support the local economy and create jobs and apprenticeships by adopting</p>

	<p>More young people in work.</p> <p>Increased skills levels.</p> <p>Reduce re-offender rates.</p>	<p>procurement strategies that remove barriers to local businesses.</p>
<p><b>Environmenta</b></p> <p><b>I</b></p>	<p>Protecting Cheshire's physical environment.</p> <p>Health related outcomes.</p>	<p>Compliance to the Waste Hierarchy and creation of a Recycling culture</p> <p>Being a good neighbour – minimise negative local environmental impacts such as noise, air quality and emissions where operationally appropriate.</p> <p>Be a positive example and leader for environmental sustainability for the local community.</p> <p>Reduce carbon footprint – be aware of main impacts on carbon emissions including the direct impact of operations and logistics.</p> <p>Protect the environment and minimise the adverse impacts and instill this approach throughout suppliers' supply chains.</p>

## Contact

**Email:**

public.contact@cheshire.police.uk

**Website:** [www.cheshire.police.uk](http://www.cheshire.police.uk)

**Twitter:** @cheshirepolice

**Facebook:** Cheshire Police

**Address:**

Cheshire Constabulary Headquarters  
Clemonds Hey  
Oakmere Road  
Winsford  
CW7 2UA

**Telephone:** 101



Cheshire  
**Constabulary**

**Email:**

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