

PROCUREMENT STRATEGY 2025 – 2028



Cheshire
Police & Crime
Commissioner



Cheshire
Constabulary

FOREWORD

This document sets out the joint Procurement Strategy of the Police and Crime Commissioner and Constabulary.

The Procurement Strategy sets out how the Commissioner and Chief Constable will ensure that value for money is provided in the procurement of goods, services and works.

The Procurement Strategy will also ensure compliance with legislation, public procurement guidance and national procurement strategy whilst delivering for Cheshire and ensuring that the financial regulations and contract standing orders of the Commissioner are followed.

The ambition is much more than that, however. The Commercial Unit is responsible for delivering this Strategy and will work with stakeholders to do so in a manner that maximises opportunities for efficiency and collaboration, supports SME's and the voluntary sector, supports delivery of the Police and Crime Plan, drives innovation and ensures that social value is a priority.



A handwritten signature in black ink, appearing to read 'Mark Roberts'.

Mark Roberts
Chief Constable



A handwritten signature in black ink, appearing to read 'Dan Price'.

Dan Price
Police and Crime Commissioner

PURPOSE

A sound, forward thinking procurement strategy will provide a clear framework by which the Commercial Unit will provide a comprehensive service throughout the procurement lifecycle. This will ensure compliance with the legal and governance framework applicable whilst allowing for shifting demand, changes in technology (including Artificial Intelligence), changing national and local priorities as well as engaging in collaborative opportunities.

Challenges

Changes in the economy, legislation and current national / world events can present significant challenges in varying sectors. This places increased pressure on procurement of goods and services generally. Coupled with challenging budgets and the need to ensure efficiencies are realised, there is not simply increased pressure generally but continuing and varying pressures across a number of sectors.

There also remains difficulty with recruitment not just in Cheshire but across the region in relation to skilled and suitably experienced personnel in niche roles.

The Commercial Unit have been under significant pressure throughout 2024 and 2025 adapting to a new Procurement regime. That legislation is now embedded and in its infancy. However, a review of the new Procurement Act 2023 is on the horizon already.

This Procurement Strategy is designed to plan for the short and medium term to meet those challenges and provide a flexible and adaptable response from the Commercial Unit.

CORE PRINCIPLES AND DELIVERY

The following key principles will be at the heart of our procurement activity with measures embedded into our practice and procedure to ensure delivery.

Multi-disciplinary team

The Commercial Unit aims to provide a comprehensive commercial service to include procurement and legal function. This combined function is designed to ensure that it is adaptable, fit for the future and keeps pace with changes in demand and technology. This means:-

- Staff are motivated, integrated and continually developing with a clear career progression structure in plan for all staff.
- All staff trained in respect of the Procurement Act 2023 via a national certification course provided by the Government Commercial Function.
- Dedicated "superusers" trained in depth in relation to new procurement legislation.
- The team are engaged with regional and national procurement groups as appropriate for both training and development as well as essential networking opportunities and shared experience.
- Commercial Lawyers embedded within the Commercial Unit able to work alongside procurement colleagues.

Expert advice

The Commercial Unit will provide expert advice and support throughout the procurement lifecycle. This expertise will be applied to enable the Police and Crime Commissioner and Constabulary navigate the complexities of the legal and regulatory framework in which procurement operates and ensure appropriate support with contract management. This will include:-

- Dedicated "SPOCs" for key areas including IT, Fleet, Estates and Commissioning activity.
- Training around key topics for key clients.
- Encouraging early engagement with the Commercial Unit to proactively develop specifications to support safer communities and, in particular, vulnerable people and the priorities identified in the Police and Crime Plan.
- Dedicated "duty" mailbox service for any procurement enquiries.

- Dedicated commercial legal support to include a “duty” advice service.
- Minimise bureaucracy and ensure all our customers and suppliers find it easy to do business with the Commercial Unit to enable us to deliver procurement projects in a timely manner with the right level of expertise.

Collaboration

Procurement activity will be conducted in a way that considers all available routes to market with a particular focus on collaborative opportunities both regionally and nationally as well as within and outside policing. This will link to national priorities whilst keeping Cheshire at the heart of our procurement decisions. The Commercial Unit will ensure Cheshire are represented both regionally and nationally in a number of respects:-

- Represented at the North West Regional Heads of Procurement Group / Meetings
- Represented at the National Heads of Procurement Group
- Engaged with BlueLight Commercial and represented in key procurement activities (eg e-procurement review and procurement exercise).
- Engaging as a superuser in relation to the e-procurement system and providing regional representation into national groups.
- Engaging with Police Collaboration and Efficiencies Programme

Value for money

Procurement activity will place value for money at its heart. Whilst changes in legislation mean the emphasis is now on “most advantageous” rather than “most economically advantageous”, the Commercial Unit will seek to provide value for money and the achievement of efficiencies and savings via fit-for-purpose specifications and consideration of procurement options. Contracts developed and managed should deliver what the stakeholder needs with the lowest possible cost over the life of the contract. Our work with stakeholders identified in this strategy will ensure that is delivered.

Value for money is in part driven by compliance with procurement process and the Commercial Unit will be responsible for ensuring compliance with the legislation and internal financial rules applicable.

We will work with stakeholders to ensure contracts are proactively managed so they offer best value for money. This is particularly important in respect of large contracts involving Estates/PFI, IT and Fleet.

In respect of savings, the Commercial Unit will:-

- Maintain comprehensive records of savings (cashable and non-cashable) which will be reported on both internally and via BlueLight Commercial (for onward submission to the Home Office).
- Engage in national discussions regarding savings and nationally achieved savings (for example via BlueLight Commercial).
- Seek to influence future savings by making any proposals for national activity that may result in cost benefit to Cheshire and other forces.

Legal and regulatory compliance

The Commercial Unit is responsible for ensuring that both legislation and the Commissioner's financial regulations (including Contract Standing Orders) are complied with. Compliance does not simply mitigate risk but drives value for money, collaborative opportunity and ensures an objective and accessible procurement function for suppliers and internal stakeholders alike. To this end, the Commercial Unit will:-

- Provide targeted and general training around legal and regulatory matters relating to procurement.
- Be responsible for driving Procurement Strategy and propose changes to Contract Standing Orders where appropriate.
- Maintain records of any exemptions granted and breaches recorded.
- Report on legal and regulatory compliance to the OPCC and Constabulary via a strategic procurement forum.
- Take action in respect of breaches of process via advice, training input or further escalation.
- Maintain records of all procurement activity and a comprehensive contracts register.
- Ensure all relevant publication requirements are met and any exemptions applied are appropriate.

Supporting Suppliers (in particular SME's)

We will ensure that we make doing business with Commissioner / Constabulary as simple as possible. We will provide dedicated information to suppliers and support them signing up to relevant gateways and navigate their way through the procurement process.

We will seek to make our processes accessible and consider the needs of smaller enterprises and the voluntary sector. We will explain in plain English what is required of them and provide suitable links as standard in our communications.

We will signpost to suitable organisations (eg NetPositive) where appropriate to support them in their journey generally engaging with public sector organisations.

We will seek to embed relevant measures into our procurement processes and drive forward supplier engagement with social value measures (including modern slavery).

In suitable procurement exercises we will consider the use of supplier engagement days to provide greater understanding and awareness.

Social Value and Ethical Procurement

We will ensure that social value and ethical procurement are embedded in our procurement processes and encourage more sustainable commercial activity. This requires the Commissioner and Constabulary to look beyond the basic cost of awarding a contract or commissioning a service and factor in the potential collective benefit to the local community.

To that end the Commercial Unit will maintain:-

- An Ethical Procurement Strategy with code of ethics for suppliers (See Appendix One)
- A Social Value Policy (See Appendix Two)

These will be clear, transparent and accountable and support the Commissioner's priorities as identified in the Police and Crime Plan.

The policies include:-

- Social, economic and environmental outcomes that all parties aim to achieve, including supporting the local economy (where possible), spending locally and creating employment opportunities for local people.
- Balancing the use of national frameworks with contracts that may be suitable for local procurement and the use of SME's / the voluntary sector.
- Considering the use of lots to enable the use of a local supplier base.
- Prioritise frameworks that include locally based supply chains for construction projects.
- Develop our activity further by adopting relevant Public Procurement Notices. In particular by ensuring that social value will apply to all tenders in excess of £50,000 and a minimum weighting of 10% of the total score will be used.
- Carrying out appropriate due diligence and including relevant measures in procurement exercises and contract management in relation to modern slavery.
- Engaging with national tools including NetPositive social value dashboard reporting and BLC Social Value toolkit to ensure we consider by sector and include relevant measures and monitoring mechanisms in our procurement exercises and contract management.
- Actively ensuring in our contract management that suppliers are progressing their journey in relation to social value.
- Providing a guidance document on social value for potential suppliers as part of the tender documentation.

- Actively engaging with national procurement and collaboration opportunities including through Blue Light Commercial and the Police Collaboration and Efficiencies Programme.

Transparency

The Commercial Unit will maintain comprehensive records of all procurement and contract activity. This will ensure:-

- A comprehensive contracts register that publishes information as required / appropriate.
- Detailed procurement files to ensure all procurement activity is easily audited.
- Conflicts of interest are considered, recorded and regularly reviewed.
- A fair, objective and transparent procurement process is undertaken for all activity in line with the thresholds set out in Contract Standing Orders.
- Freedom of information requests are easily responded to and as much information as possible is made publicly available.

Innovation

The Commercial Unit will encourage innovation and efficiency of process. This will be achieved by:-

- Engagement in regional and national forums.
- Regular engagement with expert client leads.
- Horizon scanning
- Supporting the development of specifications and procurement exercises that drive innovation and creativity.
- Support procurement activity that drives the exploration of artificial intelligence
- Deliver continuous improvement through contract management that drives innovation and efficiency.
- Recognising that efficiencies involving artificial intelligence or the use of technology may require an "invest to save" approach and supporting our clients in their consideration of that and any associated funding bids.

POLICE AND CRIME PLAN

The Commercial Unit aims to ensure that all procurement and commercial activity is conducted in a way that supports the Commissioner's objectives as outlined in the Police and Crime Plan as well as supporting the Constabulary's strategic plan. The Procurement Strategy and associated activity will support the Police and Crime Plan in the following key areas:-

LISTEN TO THE PUBLIC

Commissioning specialist services to provide support for victims

We will:-

- ensure dedicated support for commissioning activity and prioritise procurement activity that supports victims and vulnerable people as a priority.
- We will support the Commissioner and Constabulary's Prevention agenda and 'children first' priorities.
- Seek to support voluntary organisations and encourage greater participation in procurement projects. We will provide support and guidance around engaging with procurement processes.

MODERNISE

Embracing technology and innovation

We will challenge ourselves to encourage the use of new technology and provide in our process room for innovation and the use of artificial intelligence. We will recognise that this may involve investment and will support clients with information / advice for any funding bids required.

Exploiting new opportunities

We will represent Cheshire at national and regional level. We will ensure we keep pace with opportunities to collaborate with others within and outside policing and take advantage of new ways of working, opportunities offered via BlueLight frameworks and via the Home Office efficiencies programme.

Transparency

Delivery of the key principles will ensure transparency and accountability to maintain public trust and confidence.

Collaboration

The procurement strategy seeks to encourage wider collaborative activity and look for opportunities to jointly commission and work with other organisations both within and outside the police service.

Estate

The procurement strategy seeks to support key client stakeholders. This will ensure we provide expert support and guidance to assist the delivery of the Estates Strategy and an Estate fit for the future.

Horizon Scanning

We will ensure our staff are trained, motivated and engaged with developments in both technology as well as the environment within which we are operating. We will look for and advise on potential future developments and play our part in ensuring we share that information with relevant stakeholders.

KEY PERFORMANCE INDICATORS

We will continually develop the quality of information and challenge ourselves with suitable KPI's and measures.

We will report regularly to the Legal Management Team and Strategic Procurement Group to facilitate scrutiny on behalf of the Commissioner and Constabulary.

Key performance information will include:-

- Total value of procurement savings (broken down to demonstrate cashable and non-cashable savings).
- Exemptions granted – exemptions granted in accordance with statutory scheme for contracts over threshold and in accordance with the Commissioner's Financial Regulations / Contract Standing Orders in relation to below threshold matters.
- Breaches recorded – any breaches of Financial Regulations/ Contract Standing Orders and action taken.
- Contract database – ensuring full and accurate records on the e-procurement database with appropriate publication settings. This will include records of routes taken to enable analysis of use of frameworks (including but not limited to frameworks provided by BlueLight Commercial).

We will challenge ourselves to develop measures around social value utilising the NetPositive dashboard. This is a new system and we will proactively engage to monitor and devise key reporting information as the system is developed and suppliers engage. This will enable us to monitor our activity and enable the development of our measures to include in our procurement processes.

APPENDIX ONE: ETHICAL PROCUREMENT POLICY

Purpose

This Policy outlines the ethical responsibilities and core objectives of the Commissioner and Constabulary in conducting its procurement of goods, services and works throughout the whole procurement lifecycle.

The Commissioner and Constabulary are committed to ensuring that all goods, services and works procured by them (and on their 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 confirms to the stated ethical procurement policy recognising particularly high risk areas such as ICT, manufacturing and recruitment.

Scope

This policy is not designed to change the procurement process we adopt but to ensure that, as part of the process, we consider the wider impact of how what we procure is manufactured and delivered.

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

The Ethical Procurement Policy aims to achieve the following:-

- Set out a clear definition of ethical procurement
- Set out a clear statement of ethical practice
- Set out the core policy objectives
- Promote the adoption and improvement of ethical practices generally.

This policy should be read alongside the Procurement Strategy and the Social Value Policy (Appendix Two).

Defining Ethical Procurement

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

focuses on the people involved in the supply chain as well as the planet and public purse. There are a number of areas that must be considered as part of ethical procurement:-

- Human Rights including modern slavery, child employment and appropriate working conditions and hours. We must consider embedding fair and inclusive employment practices across our supply chain.
- Social value, including the use of local suppliers.
- Equality and diversity and promoting supply chain diversity
- Environment and sustainability
- Bribery, fraud, corruption and criminal conduct.

Ethical Practice Responsibilities

a) Code of Ethics

Cheshire Constabulary follow a Code of Ethics defining policing principles which must be adhered to by all Officers and Staff. In line with this, the Commissioner has approved a Supplier Code of Ethics ("SCE") which must be observed and agreed by all Suppliers (See Schedule One to this Appendix). The SCE focuses primarily on improving labour and working conditions in the supply chain as well as adhering to the laws within countries of operation. The SCE will be a tender and contractual requirement for all suppliers working with the Commissioner/Constabulary.

b) Modern Slavery Act 2015

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

In accordance with the Modern Slavery Act 2015 the Commissioner and Constabulary recognise the responsibility to prevent slavery and human trafficking throughout its activities and supply chain. With that in mind a Modern Slavery Statement has been developed and is filed annually. Suppliers are expected 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.

c) Environment

The Commissioner and Constabulary endeavour to purchase through suppliers and contractors who are committed to continuously working to improve environmental standards in the supply chain. Examples of such

activity and accreditations are as follows (albeit it is acknowledged there are very many more and these are examples only):-

- i. Environmental Standards – ISO 14001, EMAS Management System
- ii. Good Agricultural Standards – GlobalGAP
- iii. Consumer facing standards – Fairtrade, Rainforest Alliance, Tea Sourcing Partnership.
- iv. Organic – Soil Association
- v. Management of World Forests – FSC, PEFC
- vi. Improving Global Supply Chains – SEDEX
- vii. Net Zero carbon
- viii. UK Clean Growth Strategy

d) Equality and Diversity

We will continue to work with suppliers to raise the awareness and importance of equality and diversity in the workplace and to promote best practice. We will encourage (and in suitable cases) direct suppliers to engage with free of charge tools made available via Netpositive to engage in understanding and tracking their progress in varying respects including in diversity in the workplace.

Core Objectives

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

We will also seek to influence and drive close working relationships with local criminal justice, health, 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 details 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 attach proportionate weighting in bid evaluation for social value criteria depending on the nature of the goods, services or works being procured and the market conditions. We will be alive to high risk sectors and look to develop criteria by reference to the specific risks or concerns associated with a particular sector.

By default, a weighting of 10% will be attributed to Social Value in every tender exercise above the threshold of £50,000 to demonstrate our commitment to and the importance of social value. This may be adjusted to reflect the extent to which a particular procurement exercise creates an opportunity for social value.

The Social Value Policy will be issued with all invitations to tender. This will act as a guide and support bidders in their social value journey and contributions.

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, mutuals 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 is generally re-invested in realising the social goals rather than being paid out to owners/investors.

The Commissioner and Constabulary are committed to improving engagement with local third sector organisations and creating partnerships through the contract we procure. We will provide support and guidance around the procurement process, registering on appropriate platforms (with how to guides) and consider in suitable procurement exercises how we might create lots or otherwise structure to maximise opportunity for third sector organisations.

c) SME's and Local Suppliers

We are committed to improving engagement with and supporting SME's and local suppliers. We will take note of our obligations under the Procurement Act 2023 and associated national policy guidance. We will consider lots and our approach to procurement projects that would encourage participation from SME's and local suppliers.

In seeking quotes we will, where possible, seek to ensure that at least one of our quotes (more where possible) within a procurement process is requested from a Cheshire based supplier. We will also review framework options and consider use of frameworks that facilitate a local supplier base.

We will encourage SME's to engage with free of charge tools available via NetPositive to support their journey in public procurement opportunities and enable them to feel ready and confidence participating in future exercises.

d) Market Engagement

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

With existing suppliers we will embed this into our contract management. With new or prospective suppliers this will be from the commencement of the procurement process and throughout the procurement lifecycle (pre, during procurement and post – ie contract management)

SCHEDULE ONE

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 request that all suppliers pledge to this Code of Ethics and sign to demonstrate their commitment in adhering to the 4 areas covered.

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.

Have a written plan to work towards paying the Real 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 Real Living Wage beyond demonstrating a commitment to providing wages and benefits at rates that are above minimum 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.

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.

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 TWO : SOCIAL VALUE POLICY

Purpose

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 with the values and ethos of the Police and Crime Commissioner for Cheshire (Commissioner) as outlined in the Police and Crime Plan for 2025-2028, and the aspiration to create a safer Cheshire.

The Commissioner and the Constabulary are 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 is meant 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 Legislation, 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 and Constabulary maintain a continued commitment to prioritising social value and using their 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.

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

Examples of social, economic and environmental priorities are outlined below but the key to successfully embedding social value and ensuring action is to consider at the outset of a procurement project, the nature of the goods, services or works, the sector to which the activity relates and any risk factors associated with that sector. In doing so this enables targeted priorities with associated evaluation methods to be

embedded into the procurement process and facilitates ongoing compliance and contract management.

Examples of priorities:-

SOCIAL	ECONOMIC	ENVIRONMENTAL
BUILD RESILIENT COMMUNITIES	REDUCED DEMAND ON PUBLIC SERVICES	LOWER ENVIRONMENTAL IMPACT
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 with particular focus on victims of crime, vulnerable people and children.	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.

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

SOCIAL
Outcomes An effective and resilient VCS sector. Improve health inequalities, including addressing mental health, alcohol, and drugs related conditions.

Improve conditions for victims of domestic abuse. More young people in work. Increased skills levels. Reduce re-offender rates. Improving supply chain diversity. Embedding fair and inclusive employment practices and prioritising measures to tackle and prevent modern slavery. Enabling skills, training and employment generally.
What could suppliers do to support? 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. Participate in career events. Career events are a good means of attracting new talent to help evolve business and industry and to learn about the viewpoints and expectations of the next generation Make a local impact by improving local facilities and areas, for example staff volunteering schemes. Provide support to third sector organisations and work with third sector organisations to deliver services and contracts. Work with schools and colleges, offering work experience and business awareness to students, especially those from disadvantaged areas or communities. Commit to create employment and training opportunities for local residents, including people with disabilities, and support people into work and work experience placements. Integrate of modern slavery due diligence and measures into supply chain. Offer spare training course places to the local community e.g. excel skills, presentations
ECONOMIC
Outcomes Responsible businesses effectively contributing to Cheshire.

An effective and resilient VCS sector.

Promote ethical procurement practices throughout the supply chain.

What could suppliers do to support?

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.

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 in the area to support the local economy.

Support the local economy and create jobs and apprenticeships by adopting procurement strategies that remove barriers to local businesses.

Engage with sub-contractors to highlight key issues including bribery, corruption and whistleblowing practices.

Offer online/remote mock interviews; feedback on CVs

ENVIRONMENTAL

Outcomes

Protecting Cheshire's physical environment.

Improving environmental sustainability.

What could suppliers do to support?

Compliance to the Waste Hierarchy and creation of a Recycling culture

Being a good neighbour – minimise negative local environmental impacts such as noise, air quality and emissions where operationally appropriate.

Be a positive example and leader for environmental sustainability for the local community.

Reduce carbon footprint – be aware of main impacts on carbon emissions including the direct impact of operations and logistics. Work towards Net Zero carbon emissions.

Minimise reliance on fossil fuels.

Restore and enhance biodiversity in the local area.

Protect the environment and minimise the adverse impacts and instill this approach throughout suppliers' supply chains.

How to commission and procure for social value

Consideration of 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. The Social Value toolkit provided by Bluelight Commercial may be used for this purpose and sector specific outcomes identified.

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. This will then flow through to contract management and review of performance.

Responsibility

The delivery of the Social Value Policy is the responsibility of the Deputy Head of Legal Services (Head of Commercial Unit), reporting to the Chief Legal Officer and 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.

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