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POLICE AND CRIME  
COMMISSIONER



# Southern Wales Police Forces Collaborative Commercial and Procurement Strategy

## 2020-2025

### Version Control

Version	Date	Author	Comment
V1.0	14/9/2020	Siân Freeman	Draft submitted to Umar Hussain for review
V1.1	29/9/2020	Siân Freeman	Expanded Executive Summary
V1.2	15/10/2020	Siân Freeman	Appendix C Procurement Pipeline to be added – referenced but pipeline to follow
V1.3	2/11/2020	Siân Freeman	Pipeline added to Appendix C

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## 1. Executive Summary

This Commercial and Procurement Strategy 2020-2025 supersedes the Procurement Strategy to 2020 for the three police forces of South Wales, Gwent and Dyfed-Powys.

The three forces have been collaborating in procurement for over a decade and building on the work to date, a new Gwent and South Wales Commercial and Procurement Services unit was established on 1st June 2020. Dyfed-Powys will retain their involvement from a strategic perspective and will continue to lead on some key collaborative procurements on behalf of the three forces. The new unit has adopted a hybrid approach to realise the many benefits of a best practice category management approach but maintaining informal category specialisms but retain flexibility within a relatively small team. This strategy will take the Commercial function forward, delivering results that improve efficiency, contractor performance and procurement related savings.

### Success of the three Force Procurement Collaboration to date

- 71.4% of the £104.5 million spent by the three forces on goods, works and services in 2019/20 was spent collaboratively. This demonstrates the effectiveness of the unit and is a noteworthy increase from the 68% collaborative figure for the previous year as well as an increase of 19% compared with the 2010/11 figure when the collaboration first commenced.
- The unit has initiated new areas of collaboration each year
- The three forces have together delivered over £11 million of procurement related savings during the last five years and significant savings will be reported during 2020/21 as a result of the procurement of Police Education Qualification Framework and several other key agreements.

3 Force Procurement Savings 2015-2020				
FY2015/16	Dyfed-Powys	Gwent	South Wales	Total
Cashable	£168,847	£468,973	£1,159,544	£1,628,517
Non - Cashable	£17,507	£23,221	£655,867	£696,595
Total	£186,354	£492,194	£1,815,421	£2,493,969
FY2016/17	Dyfed-Powys	Gwent	South Wales	Total
Cashable	£392,266	£600,558	£790,394	£1,783,218
Non - Cashable	£146,003	-	£31,464	£177,467
Total Saving	£538,269	£600,588	£821,860	£1,960,717
FY2017/18	Dyfed-Powys	Gwent	South Wales	Total
Total	£388,399	£496,525	£1,634,292	£2,519,216
FY2018/19	Dyfed-Powys	Gwent	South Wales	Total
Cashable	£961,610	£540,299	£551,247	£2,053,156
Non - Cashable			£532,635	£532,635
Total Saving	£961,610	£540,299	£1,083,882	£2,585,791

FY2019/20	Dyfed-Powys	Gwent	South Wales	Total
Cashable	£332,558	£167,865	£760,699	£1,261,122
Non - Cashable		£13,720	£212,058	£225,778
Total Saving	£332,558	£181,585	£972,757.00	£1,486,900
<b>Total 2015-2020</b>	<b>£2,407,190</b>	<b>£2,311,191</b>	<b>£6,328,212</b>	<b>£11,046,593</b>

- The forces have actively collaborated with other police forces. Represented by the Strategic Lead, the forces have engaged with National Procurement Service activities in Wales, the National Police Procurement Executive working group, and have been involved in the work to establish Bluelight Commercial which went live on 1<sup>st</sup> June 2020.
- We have supported the principles of the Welsh Procurement Policy and engaged with the Collaborative Law Enforcement Procurement (CLEP) Project resulting in the delivery of a range of savings and standardised goods and services.
- We have embraced digital procurement - all tenders are published and submitted electronically, and opportunities advertised via online portals to reduce bureaucracy, increase transparency and enable SMEs and local companies to do business with the forces.
- Key processes are aligned - the development of standardised procurement documents, processes, terms and best practice have increased efficiency, improved the experience for suppliers and ensured our compliance with regular changes in the procurement regulations.
- The forces operate a common ERP system which has facilitated the sharing of working processes and best practice across South Wales and Gwent. The introduction of a value for money form ensures the forces can demonstrate VfM for purchases with a value above £500, in line with the Transparency Agenda.
- Whilst North Wales principally collaborates with forces in the North West region, we have successfully collaborated on major tenders on an All Wales basis, such as Police Officer Apprenticeships and Police Officer Pension Services.
- Joint working such as preparation for EU Exit, response to the crisis in the Forensics Services market, Modern Slavery and Ethical Supply Chains, planning for the ESN Programme
- Increased focus on Procurement Awareness and Contract Management Training

Our vision for Commercial and Procurement Services is,

[To deliver excellent value for money and provide a flexible procurement function to meet the current and future needs of the Forces.](#)

This strategy includes a Responsible Procurement Policy which is shown at **Appendix B**. We will consider social value at the point when we review our services and consider how they are to be delivered in conjunction with stakeholders and bidding organisations. Where appropriate, these issues will be taken into consideration when we are inviting tenders.

Procurement has supported steps taken to 'green' our estate and implement initiatives to protect the environment. Gwent Police have established a Greener Gwent group. Where appropriate, contracts such as construction agreements, include provisions for sustainable procurement.

- Forces have signed up to the Waste to Wealth Commitment to build on existing initiatives and map resource use and reduce avoidable waste, for example in our catering service and in the design of buildings, working with the suppliers to achieve greater resource productivity and circularity. Dyfed -Powys are discussing with custody suppliers in relation to reducing or eliminating single use plastics, in response to a Welsh Government consultation on single use plastics. If progressed, this initiative could be considered within other contracts and by BlueLight Commercial.
- Buildings have been upcycled to make sites fit for purpose rather than demolishing buildings e.g. Y Bont, South Wales's canteen and wellbeing area was created with its environmental impact in mind. This building now has an energy A rating and represents a best case like for like new for old comparison of a reduction in Carbon emissions of 500%.
- The design of new and refurbishment of existing Headquarters buildings at South Wales and Gwent sites have the environmental impact at the heart of the design process, incorporating sustainable urban drainage systems, a 50% reduction of carbon footprint compared with buildings of a similar size and nature, power is only used where it is needed and wellbeing spaces are incorporated for staff and visitors.
- Equipment has been re-used and recycled across the forces; Staff have been offered the opportunity to purchase furniture that could not be recycled or used; old monitors sold to staff for home use; re-use of racking, boilers, hydro boilers, air extraction, racking, air con systems etc. to reduce capital investment costs.
- Electrical vehicles are in each force's purchase plans. BlueLight Commercial have begun work with stakeholders to develop a 10 year future category strategy for Fleet, that includes a focus on sustainability including electric and hydrogen vehicles and the appropriate infrastructure and routes to achieve this.

### **Looking Forward 2020-2025**

It is anticipated that a more developed collaborative model across South Wales and Gwent will deliver further benefits of closer collaboration and further alignment of procurement.

#### **The Key Enablers are:**

**People** – continuing to invest in our staff to ensure the team has the right mix of commercial capability, skills and knowledge

**Culture** - developing a culture that is engaging early, forward looking and business aligned

**Collaboration** – our default position and actively engaging with the national police procurement agenda via BlueLight Commercial and the Police ICT Company and the public sector in Wales

**Technology** – continue to invest in digital procurement to simplify our core processes

**Information** – providing accurate, timely spend data to inform procurement decisions and identify savings and opportunities as well as demonstrating value for money

The areas to be targeted for improvement include:

- i. Reducing the number of contract extensions beyond the expiry date of the contracts and the associated risks of challenge. The backlog is a result of insufficient resource to manage the demand for new procurements and re-let contracts for existing goods and services, although late award is often the result of delays by the client and a side effect of a large number of stakeholders in a collaborative process.
- ii. Better supplier relationship management
- iii. Increase in contract management activity – the focus on this has increased since 2018/19 but further work is required.
- iv. Reducing duplication of contracts across the forces, especially for lower value expenditure thus making better use of procurement resources
- v. Increasing savings through procurement
- vi. Further alignment of working practices
- vii. Alignment of the Ordering process across Gwent and South Wales

Effective control of the spend and supply chain is of strategic importance to the performance of the force, the safety of its officers and reputation of the forces through the goods and services required to keep our communities safe, equip and care for our officers and staff, support victims and provide excellent services.

Commercial capability includes a range of skills, notably procurement, finance and legal. For this reason, we will work closely with colleagues, ensuring best practice is applied. In addition, Procurement has developed an e-learning package, in conjunction with Learning and Development Services. This concise package will upskill officers and staff in commercial skills as a consequence of their completion of business skills audits within the annual performance review process.

The Joint Commercial and Procurement Services will create a small increase in resource, but the new approach will stretch our existing resource as we will continue to grow our own talent through experience and skills training within the strategic procurement team.

Performance will be measured and monitored against a collaborative expenditure target, by savings reported locally and to the Home Office, engagement with Bluelight Commercial and the National Procurement service, through analysis of spend data and benchmarking, the level of training and development, compliance with policies and procedures and customer feedback.

A Procurement Pipeline is included at **Appendix C** showing the collaborative workplan, although this does not include new procurements which will inevitably arise, or local procurements managed by Dyfed-Powys Police.

Change is considered a constant and continuous improvement is embedded within the procurement function as well as within each of the forces. The drive to regularly apply lessons learned and make improvements to processes based on experience and changes to legislation will remain.

Ethical Procurement, procurement pipeline,

**Siân Freeman**

**Head of Commercial Services**

## 2. Introduction

Procurement does not merely relate to “buying” but covers the whole process from initial identification of a need for goods or service, through selecting a supplier, receiving the goods or service, managing a contract, achieving the benefits expected and finally disposing of an asset or ending of a contract, as shown in the diagram below.



Value for money and effective delivery of procurement potential across the forces will only be achieved through the active participation of all those who control budgets and authorise expenditure as well as those with the appropriate technical expertise.

The police forces of Dyfed-Powys, Gwent and South Wales currently spend approximately **£105 million per annum** on a diverse range of goods, services and works, amounting to approximately 20% of the overall budget.

The first three force strategy for southern Wales was approved by Chief Officers in 2015 and refreshed in 2019. This document supersedes that strategy and is adopted to build on the joint working and progress to date.

The purpose of this collaborative strategy is to set a clear framework for all procurement activity across the three forces. Whilst the three forces are working together under a Strategic Lead, Gwent and South Wales formed a new two force Joint Commercial and Procurement Services unit on 1st June 2020. Dyfed Powys retains involvement from a strategic perspective and will continue to manage a number of key collaborative procurements. The organisation structure diagram is shown at **Appendix A**.

Approval was secured as part of the business case for the new joint unit for a small number of additional posts, including two new contract management officers who will focus on a small number of high value, high risk contracts to develop supplier relationships and drive best value. The new unit will increase collaboration especially in lower value areas and it is hoped that more common specifications will result from joint working.

A collaborative approach is the default position when considering a new requirement or re-letting a contract. New areas of collaboration have commenced year on year, but we will drive better collaboration in existing areas in addition to continue to work together in new areas.

A key factor in delivering value for money from procurement, is to undertake evaluations using whole life costs and benefits which includes:

- the initial concept and definition of business needs,
- option appraisal,
- management of contracts, through to the end of the useful life of an asset or end of a services contract in the most effective manner.

Best practice on sustainable procurement ensures that benefits are generated not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

There are several important reasons why the forces must ensure effective procurement processes are undertaken:

- The forces deliver a wide range of services that have a fundamental impact on the lives of communities.
- We must be certain that we are buying goods and services that enhance, not detract from, that quality of life.
- We must be sure who we are trading with and be convinced that by trading with that company any risks to itself and its communities are reduced.
- The forces have a particular obligation to ensure that all procurement processes are open, transparent and give equal treatment to everyone.



- There is a duty to promote free and fair competition in the market.
- The forces are spending public money and have a legal and moral responsibility to taxpayers to ensure that it is spent as responsibly as possible.

**This strategy provides a context for how goods and services will be procured and clearly communicates the vision for collaborative procurement to all key stakeholders, ensuring progress is transparent and measurable.**

### 3. Collaborative Procurement Vision

Our vision for Commercial and Procurement Services is,

**To deliver excellent value for money and provide a flexible procurement function to meet the current and future needs of the Forces.**

Delivering value for money in our expenditure is important to demonstrate our responsibility in the management of taxpayers' money and our commitment to transparency and proportionality. We recognise that procurement and supply chain management can contribute much more in terms of improved levels of services, innovation, flexibility and sustainability.

The team are working with the business to deliver significant commercial benefits by:

- Deployment of a hybrid category management approach to retain flexibility but better understand market opportunities and changing business needs.
- Achieving and sustaining savings through the procurement life cycle.
- Letting longer-term efficient and effective contract solutions that minimise the costs over the life of a contract.

The strategy links the objectives of the forces with commercial goals, recognising the responsibilities Commercial and Procurement have in collaborating with internal and external partners and working in a fair and transparent manner. This is a fundamental key to achieving the drive for obtaining best value for both the organisation and the supply chain and supports the Police and Crime Commissioners and Chief Constables in their overall approach to the delivery of operational policing. Objectives within the Police and Crime Plans include making the best possible use of resources and developing a value for money strategy to meet the financial challenges.

In order to improve procurement and commercial competency across the forces, Procurement has developed an e-learning package in Procurement Skills, in conjunction with South Wales Police Learning and Development Services. The concise eLearning package is a basic introduction to buying

goods and services within the public sector and the importance of delivering value for money. It addresses commonly asked questions and checks knowledge via a scenario. Face to face training sessions will be available for officers and staff who need to build on this learning and acquire a more advanced level of procurement knowledge and skills.

## 4. Governance and Procurement Context

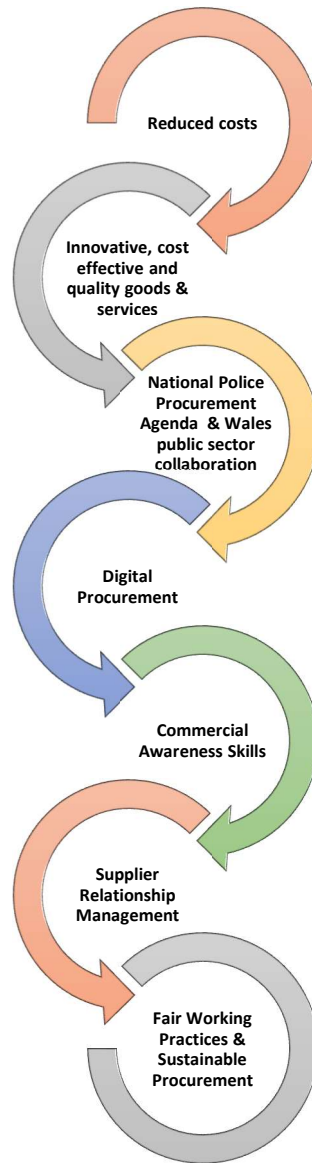
The Forces' procurement principles are underpinned by values of equal treatment, non-discrimination, mutual recognition, proportionality and transparency. The EU Public Sector Procurement Directive 2014 was transposed into UK Law by the Public Contract Regulations 2015.

The Forces have robust internal governance through force Contract Standing Orders, the Procurement Contract Regulations and best commercial practice to ensure the principles of transparency, competition and value for money are embedded in all procurement activities.

The Wales Procurement Policy is a set of 10 principles by which the Welsh Government expects public sector procurement to be delivered in Wales. The forces are supportive of the Policy Statement and have adopted its principles.

Strategic direction will be provided to the Joint Commercial and Procurement Services (JCPS) unit by the JCPS Board. The Board will be comprised of representatives of each of the two legal entities. The Board will be chaired by the Chief Finance Officer (CC) for South Wales and will agree and monitor delivery of the annual local delivery plan, ensuring value for money, and monitoring performance through agreed key performance indicators and performance objectives for the JCPS. The Board will meet to coincide with the timing of the Finance Joint Assurance Group which is attended by the Chief Finance Officers for the 4 Welsh forces. This will ensure Dyfed-Powys input into the strategic direction and agreed objectives for Procurement.

## 5. Strategic Objectives



### Our Strategic Objectives are to:

- Support policing through reducing cost. We will deliver savings year on year to support investment in frontline activities.
- Procure and support the delivery of innovative, cost effective and quality goods and services to meet the policing priorities through a strategic approach

- Collaborate and actively engage with the national procurement agenda for policing as well as with the public sector in Wales to facilitate collaborative procurement.
- Continue to develop eProcurement and digital technology in procurement.
- Strengthen procurement leadership through further development of commercial awareness skills and sharing of best practice.
- Continue to develop strong working relationships with key stakeholders and to develop supplier relationship management, delivering effective contract management performance and enforcement.
- Support the implementation of fair working practices and ensure that all employees work in a safe environment
- Consider how services commissioned and goods procured might improve the economic, social and environmental well-being of the local area, encouraging local employment opportunities

## 6. How We Will Achieve Our Objectives

# Key Enablers

### People

We will: Continue to invest in our People to ensure that the Procurement Unit has the right mix of skills, knowledge and expertise

Ensure officers and staff across the Forces have the procurement skills and knowledge to work effectively

### Technology

We will: Embrace and invest in digital procurement to underpin and simplify our core processes for staff and suppliers

### Culture

We will: Develop a culture that is forward looking, engaging early and business aligned. We will challenge specifications, drive competition and ensure we are seen as an enabler not a barrier.

### Collaboration

is our default position and we will actively engage with the national police procurement agenda and the public sector in Wales

### Process

We will: Simply and standardise our core processes and ensure our controls ensure compliance.

### Information

We will: Provide accurate, timely spend data to inform procurement decisions, identify savings opportunities and demonstrate value for money. In addition, publish spend information on the Commissioner's website

## OFFICIAL SWYDDOGOL

- The strategic procurement teams will manage, monitor and approve all procurement activity with the expertise and drive to deliver procurement efficiencies. The new two force unit will bring efficiencies and improvements by working as a single unit.
- The Joint Commercial and Procurement Services unit will develop two broad category portfolios, each under a Procurement Manager with responsibility for goods and services categories.
- Review all existing contracts with a planned programme of work with key timescales.
- Explore further collaborative opportunities with other forces, National Procurement Service (NPS), Crown Commercial Service and other public sector bodies in order to generate additional savings and ensure efficient use of resources
- Support the Welsh Government approach to progress the development of a [new procurement landscape in Wales](#). This encompasses:
  - A transition to a revised NPS pipeline
  - An emphasis on digital technology
  - Capability and capacity and sharing best practice
  - Approach to leaving the EU
- We will consider convergence in technology and a collapsing of systems on an All Wales forces approach, as agreed by the Welsh forces' Chief Officer Group. We will enable wider collaboration across the Wales forces where a joint approach is agreed. We will engage closely with the work of the Police ICT Company.
- Work closely with Bluelight Commercial (BLC) which aims to provide a sustainable, value for money offering, breaking down the silo working amongst police forces and encouraging commercial collaboration with other blue light services. The Head of Commercial Services will be the link between the forces and BLC.
- BLC will provide a single voice from policing to the supplier market, develop and share greater market knowledge to increase our ability to influence negotiations and drive down prices.
- BLC will aid benchmarking, build commercial toolkits, provide strategic supplier management and provide best practice support and guidance on Social Value.

- Whilst BLC strategies are yet to be established for the national pillars (groups of categories), it is anticipated that they will deliver standardisation of specifications, aggregation of requirements and contract management to embed a value for money culture
- We will seek to improve procurement and commercial competency across the forces. As described earlier in the Introduction, we have developed a Procurement Skills E-learning package for officers and staff to provide a basic introduction to buying goods and services within the public sector and the importance of delivering value for money. This is currently available within South Wales, but we will share this with Gwent and Dyfed-Powys forces. Face to face training sessions will be available for more senior officers and staff who need to build on the practitioner level skills and acquire a more advanced knowledge of procurement.
- We will consider social value at the point when we review our services and consider how they are to be delivered in conjunction with stakeholders and bidding organisations. Where appropriate, these issues will be taken into consideration when we are inviting tenders. Our Responsible Procurement (Ethical Employment) Policy is shown at **Appendix B**.
- We expect our suppliers to provide high quality goods, services and works to the Forces and demonstrate an ability to embrace sustainability, social value, equality and diversity throughout the workforce and supply chain.
- We minimise the administrative burden and cost to suppliers through digital procurement and processes such as etender software for the publication and submission of tenders, online portals such as sell2wales and Contracts Finder to advertise opportunities and electronic receipt of invoices, thus reducing bureaucracy and increasing transparency.
- Under the Elected Local Policing Bodies (Specified Information) Order 2011, the Police and Crime Commissioner is required to publish details of all expenditure over £500 for themselves and the Chief Constable. This information is produced monthly and available on the website of the Police and Crime Commissioner. Details of contracts awarded by all forces is available via the national police procurement database, Bluelight, [www.blpd.gov.uk](http://www.blpd.gov.uk) to encourage small and medium enterprises to bid for contractual opportunities.

## 7. How We Will Measure and Monitor Performance

- We will monitor performance against the target of 66% for collaborative procurement arrangements as a percentage of spend on goods, services and works.
- Efficiency and Cost Savings - we will continue to work to deliver the cashable and non-cashable savings targets set within each force. The measurement of notional savings will demonstrate the benefits of competition in the market. The initiatives outlined in this strategy such as effective procurement processes, collaboration, e-procurement and early engagement with stakeholders will contribute to both efficiency and cost savings.
- Savings figures as reported to the Home Office on a quarterly basis.
- We will engage with Bluelight Commercial to increase overall commercial capability within policing, maximising benefits to the front-line and ensuring that issues of duplication across procurement departments are addressed. The new entity will provide a single voice from policing to the supplier market. We will measure our response to Bluelight initiatives.
- Make use of and support collaborative sourcing, including National Procurement Service opportunities where it represents value to the Forces.
- Analysis of comprehensive and accurate expenditure information in order to facilitate speedy and objective decisions on future procurement. This may include benchmarking, monitoring expenditure as an indicator of effective demand management and monitoring the number and value of single tender approvals.
- Training and Information - We will ensure procurement staff develop their knowledge and skills through continuous professional development and keep abreast of developments in procurement best practice
- Compliance with relevant policies and procedures and robust risk management with particular regard to all statutory requirements.
- Customer feedback on completion of any large/complex procurement processes will form an integral part of our monitoring and improvement processes.
- Regular review of local risk registers and management of risks



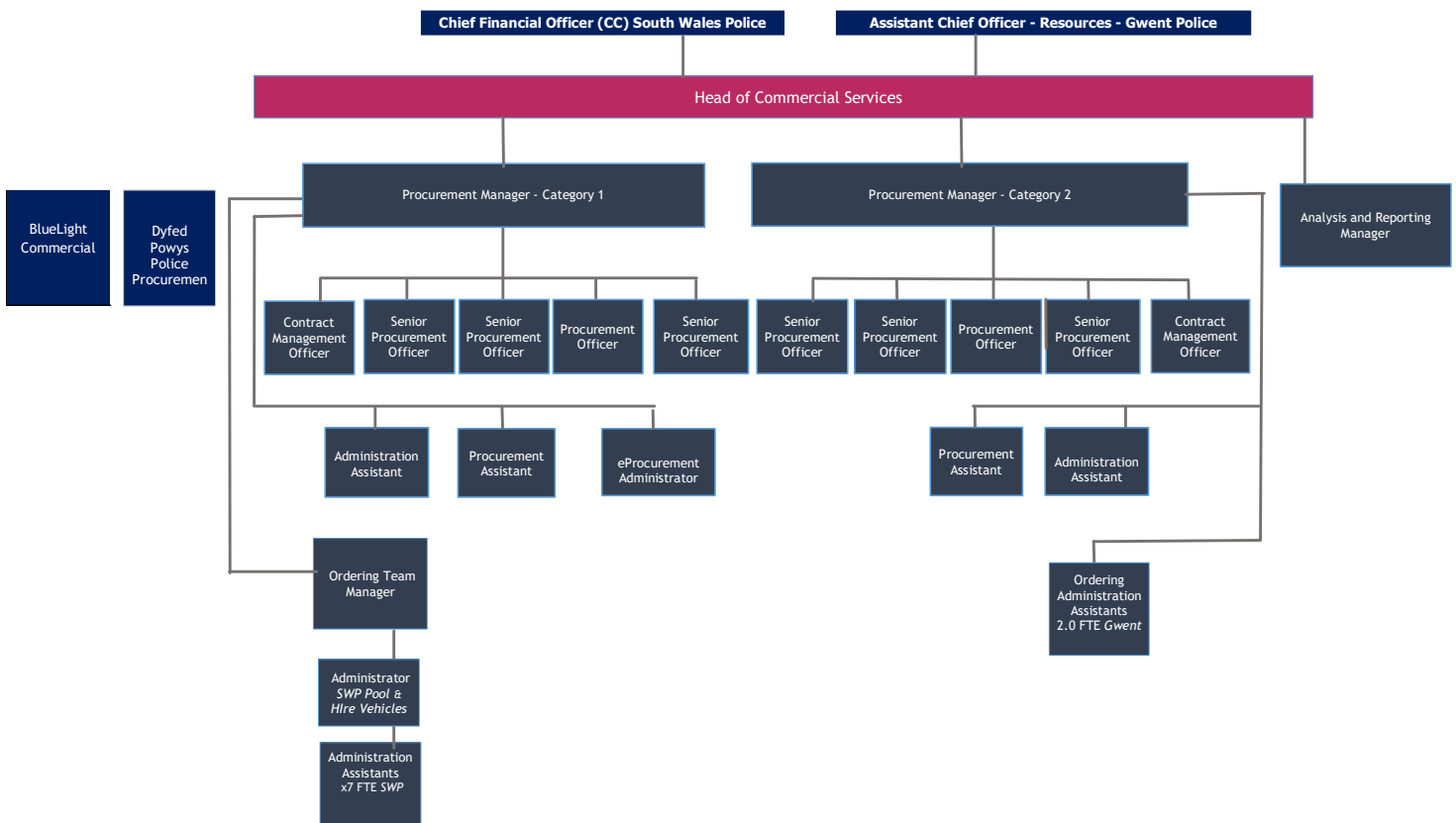
## 8. Culture

To demonstrate the successful delivery of the strategy, the collaborative procurement unit will be able to demonstrate a culture that is:

- **Forward looking** – JPCS will continue to be a proactive, forward looking function; it will embrace procurement initiatives and engage in activities that will enable best value procurement for the forces
- **Engaging Early** – JPCS will continue to engage with service deliverers and stake holders across the forces in order to ensure professional procurement advice is provided involvement at the earliest opportunity
- **Business Aligned** – JPCS will support the objectives set out in the Commissioners’ Police and Crime Plans to ensure activity is aligned with business objectives including spending wisely. JPCS will develop partnerships with other organisations in order to exploit the potential for best value procurement.
- **Challenging specifications** – JPCS will persist in challenging user specifications to ensure that force needs are met but requirements are not over specified and allow innovation by bidders where appropriate.
- **Driving competition and best value** – JPCS will seek to derive the maximum benefit from competitive process.
- **Sourcing through collaboration and frameworks** - JPCS will make use of frameworks where they deliver good value; we will seek to further increase the level of collaborative spend; through engagement via collaborative sourcing, resources will be able to focus on more complex, police specific procurements
- **Seen as an enabler and not a barrier** – work to provide excellent customer service and further demonstrate the value proficient procurement can add.
- **Contributing to Demand Management** wherever possible by challenging demand prior to ordering; providing information on contracts and sources for goods and services to assist clients.

Joint Commercial and Procurement Services Structure

Appendix A



## Responsible Procurement Policy

## Appendix B

### What is Ethical Procurement?

Ethical procurement, often referred to as Socially Responsible Procurement refers to procurement processes which:

- Comply with relevant laws and standards relating to ethical purchasing and employment conditions
- Respect fundamental international standards against criminal conduct such as bribery, corruption and fraud and human rights abuses, e.g. forced and child labour, and the need to respond to such matters where they are identified
- Result in progressive improvements in the lives of people who contribute to supply chains and are impacted by supply chain decisions.

Ethics are moral principles or values that guide procurement officers in aspects of purchasing. Ethical behaviour encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust and respect. Ethical behaviour includes avoiding conflicts of interest, and not making improper use of an individual's position.

Ethical Purchasing Principles include openness and transparency, fairness, ensuring opportunities for business are accessible to all, including small and medium enterprises (SMEs).

Ethical behaviour supports openness and accountability in procurement with the result that suppliers have confidence in participating in the marketplace. Ethical behaviour can reduce the cost of managing risks and has been developed to enhance trust in the public sector.

The Welsh Police Forces through their delivery of services to the community can have a significant impact on the environment and will engage in development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Procurement plays a key role in influencing the delivery of any organisation's contribution to sustainable development. Procurement will utilise its position in the organisational supply chain to influence the definition of needs, acquisition, service delivery and product utilisation and disposal to ensure that environmental and sustainable factors are embraced within the framework of value for money in the public sector.

## Welsh Policy Drivers

The **Wales Procurement Policy** establishes a number of key principles by which the Welsh Government expects public procurement to be delivered in Wales. The forces are supportive of the Policy Statement and have adopted its principles. A number of these principles directly support the Wellbeing of Future Generations Act, namely:

- **Economic, Social and Environmental Impact** - value for money should be considered as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future.
- **Community Benefits** – delivery of social, economic and environmental benefit through effective application of Community Benefits policy must be an integral consideration in procurement.
- **Open, accessible competition** – public bodies should adopt risk based, proportionate approaches to procurement to ensure that contract opportunities are open to all and smaller, local suppliers are not precluded from winning contracts individually, as consortia, or through roles within the supply chain.
- **Simplified Standard Processes** – procurement processes should be open and transparent and based on standard approaches and use of common systems that appropriately minimise complexity, cost, timescales and requirements for suppliers.
- **Collaboration** – areas of common expenditure should be addressed collectively using standardised approaches and specifications managed by the National Procurement Service to reduce duplication, to get the best response from the market, to embed the principles of this Policy Statement for the benefit of Wales; and to share resources and expertise.

**The Wellbeing of Future Generation (Wales) Act 2015** came into force in April 2016 and focuses on improving the social, economic, environmental and cultural well-being of Wales. The aim is to create a Wales that we all want to live in, now and in the future. The Act recognises the important role procurement can play in how a public body allocates resources under the Act.

Whilst Policing in Wales is currently non-devolved, the forces are supportive of the principles of the Act and can evidence a range of initiatives that have delivered the improvements outlined in the Act.

For example, Telematics software has enabled the forces to reduce the number of vehicles required through better information and the roll out of high-quality devices and laptops to officers and staff as part of an Agile and Digital Project has transformed the way the forces work. The devices have allowed officers to increase the time they spend outside police stations, bringing improved access to information, a better experience for victims, digitalised processes, smarter working, reduced travel, flexibility for staff and a wide range of wellbeing benefits.

This Collaborative Commercial and Procurement Strategy applies the following principles:

- i. Social, Economic and Environmental Impact
- ii. Community Benefits, open and accessible competition
- iii. Simplified standard processes across the public sector
- iv. Policy Development and Implementation

### **Opening Doors: The Charter for SME Friendly Procurement**

The Charter, produced by Value Wales, is part of a programme of actions to deliver a consistent approach to procurement across the public sector in Wales whilst at the same time addressing the issues of particular concern to SMEs. The forces are committed to actively encourage their main suppliers to provide opportunities for SMEs to deliver elements of appropriate contracts. They are committed to encourage suppliers to embrace a sustainable development ethos within their organisations. Initiatives include publishing opportunities for business via the Sell2Wales website, continuously modernising our technology, encouraging suppliers and contractors to submit consortia or collaborative bids for work tendered, holding 'Meet the Buyer' events, use of Lotting Strategies and applying the SQuID approach developed by Welsh Government.

### **Welsh Government Ethical Employment in Supply Chains Code of Practice**

The Welsh Government launched the Ethical Employment in Supply Chains [Code of Practice](#) in 2017, under which 5 toolkits provide guidance and advice as to compliance. The Code aims to support the development of more ethical supply chains delivering contracts for the Welsh Public sector.

Section 54 of the Modern Slavery Act 2015 sets out requirements for transparency in supply chains. It stipulates that commercial organisations with a turnover above a certain threshold (currently £36million) are required to produce an annual statement setting out the steps they take to prevent slavery within their own organisations and within their supply chains.

The code encompasses the following employment issues: -

- Modern slavery and human rights abuses;
- Blacklisting;
- False self-employment;
- Unfair use of umbrella schemes and zero hours contracts;
- Paying the living wage.



All organisations are encouraged to sign up to the Code and businesses in public sector supply chains are expected to adopt it. The Code aims to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU and international laws. In signing up to the Code, organisations agree to comply with 12 commitments.

The 12 commitments in summary are to:

1. Produce a written policy on ethical employment within the organisation and its supply chains. Communicate the policy and appoint an Anti-Slavery and Ethical Employment Champion.
2. Produce a written policy on whistleblowing.
3. Ensure those involved in buying/procurement receive training on modern slavery and unethical employment practices.
4. Ensure that employment practices are considered as part of the procurement process.
5. Ensure that the way in which we work with suppliers does not contribute to the use of illegal or unethical employment practices.
6. Expect our suppliers to sign up to the Code.
7. Assess expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice.
8. Ensure that false self-employment is not undertaken, and that umbrella schemes and zero hours contracts are not used unfairly.
9. Ensure that workers are free to join a trade union or collective agreement and raise concerns without risk of discrimination.
10. Consider paying all staff the living wage as a minimum and encourage suppliers to do the same.
11. Produce an annual written statement outlining the steps taken and plans for future action to ensure that modern slavery and human trafficking do not take place in the organisation or its supply chains.
12. For public sector organisations to whom the Code of Practice on Workforce Matters (2014) applies (does not specify police but includes fire and rescue authorities), ensure all those working on an outsourced contract are treated fairly.

In accordance with the Modern Slavery Act 2015, the Police and Crime Commissioners in Wales are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. The Police and Crime Commissioners for the four police forces in Wales have signed up to the Welsh Government Ethical Employment in Supply Chains Code of Practice and each Commissioner and Chief Constable has published a Modern Slavery Statement on their website which includes a live Action Plan.

- Commercial and Procurement Services encourages suppliers to sign up to the Ethical Employment in Supply Chains Code of Practice, including consideration of paying the living wage.
- Tender evaluation questions relating to ethical supply chains are included where appropriate.
- We have developed a Supplier Assessment Questionnaire to allow us to better understand our higher risk supply chains and to share the tool with forces nationally
- Each force has appointed an Anti-Slavery and Ethical Employment Champion at Chief Officer level to lead on the implementation of an agreed Action Plan.
- E-learning will be promoted to staff involved in procuring goods or services.

## Policing Policy Drivers

### **Policing Vision 2025**

The Policing Vision 2025 sets out a plan for policing over the next ten years. It will shape decisions around transformation and how we use our resources by informing strategies and underpinning future programs of work in order to help to keep people safe and provide an effective, accessible and value for money service that can be trusted. The Vision encompasses digital policing and joined up business delivery across police forces and their partners. The policy recognises that the Wellbeing of Future Generations (Wales) Act will oblige Welsh police forces to contribute to the wellbeing of communities and individuals through collaboration with partner agencies.

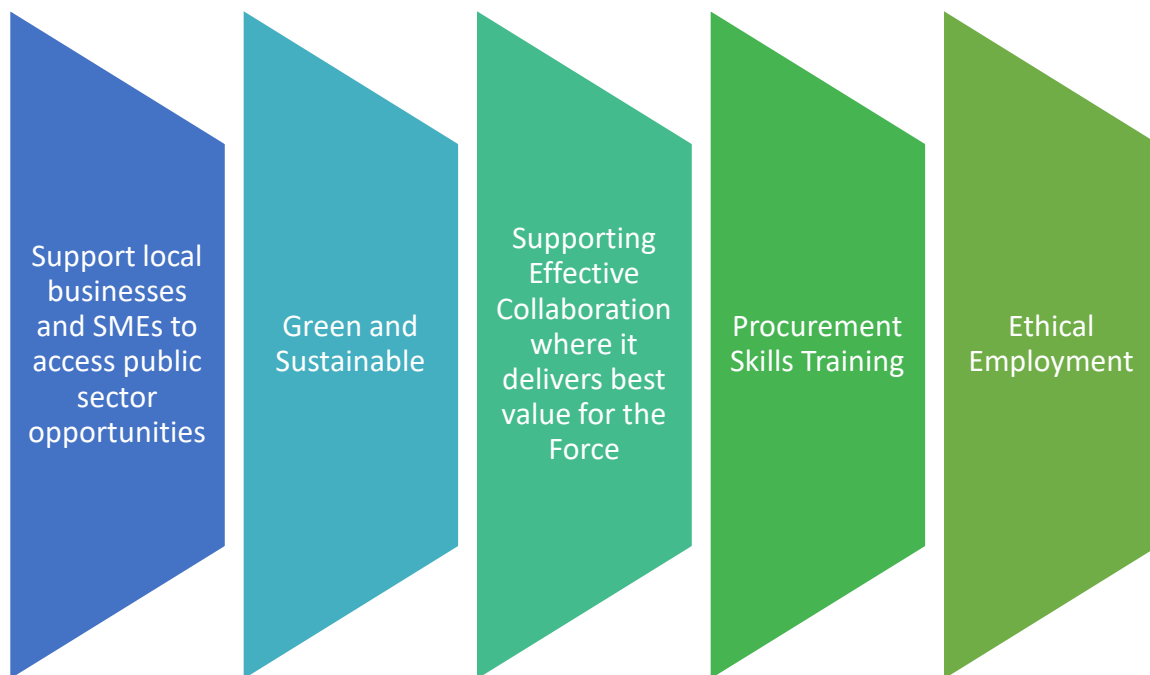
**Bluelight Commercial** is aligned with the Policing Vision 2025 document and will play a part in ensuring that taxpayers' money has the maximum impact in helping to prevent and investigate crime. It will help to ensure waste and inefficiency becomes a thing of the past in commercial arrangements and assist policing achieve the best combination of cost, quality and sustainability to meet operational requirements. For example, the national Fleet strategy will include a focus on sustainability including electric and hydrogen vehicles, appropriate infrastructure requirements and routes to achieve this.

**The Southern Wales Police Forces Collaborative Commercial and Procurement Strategy, 2020-2025** sets an increased focus on maximising social and environmental wellbeing through its procurement activity. To this end the forces are committed to the delivery of sustainable

procurement measures including employment and apprenticeship opportunities and the promotion of fair working practices, including payment of the Living Wage

## Key Priorities and Delivery

The following priorities support the aims of this policy and ensure a joined up consistent approach to the delivery of Responsible Procurement. The priorities are supported at the most senior level and represent key values and beliefs of the forces



## Support local businesses and SMEs to access public sector opportunities

We will:

- Encourage suppliers to register on Sell2 Wales to provide tender opportunity alerts
- Increase the use of pre-market engagement with suppliers prior to tendering
- Adopt a consistent approach across the southern Wales forces to make doing business with the forces simpler
- Simplify our tender documents and processes
- Consider regional lots where appropriate, to ensure SMEs have fair and equal access to procurement opportunities
- Provide detailed feedback to allow SMEs improve
- Use PINs where appropriate to aid forward planning
- Promote environmental awareness in our specifications



- Pay invoices within 30 days, more quickly where purchases are in place and match invoices
- Use construction frameworks such as SCAPE to ensure a high percentage of local businesses are employed by the main contractor
- Consider using Reserved contracts (regulation 77) to aid third sector organisations
- Under Regulation 40 (1), conduct pre-market engagement and supplier events with a view to preparing the procurement and informing providers of our requirements

To build on the current initiatives, we will:

- Encourage our main suppliers to provide more opportunities for SMEs to deliver elements of appropriate contracts.
- Encourage the use of local suppliers for one-off goods and services purchases below £10,000, where this demonstrates value for money. This could be promoted within the command units/local policing units across the forces and within departments with larger budgets.
- Encourage suppliers to buy locally. Where appropriate, we could specify a requirement for key contractors to advertise supply chain opportunities through Sell2Wales and to hold Meet the Buyer Events
- Encourage suppliers to make a local impact by supporting initiatives to improve local facilities and by encouraging them to operate paid staff volunteering schemes to support local community groups and initiatives
- Use incentivisation techniques to encourage improvements and reward performance, e.g. through contract extensions or longer-term contracts.
- Source internationally traded commodities from producers and manufacturers that adhere to fair trade practices to generate social benefits for disadvantaged communities.

## Supporting Effective Collaboration where it delivers best value for the Force

We will:

- Collaborate on all Wales opportunities, with lots where appropriate, to make contracts more attractive and reduce resource required to prepare tenders
- Make use of and support collaborative sourcing including national police collaborative initiatives such as, but not limited to, those managed by Bluelight Commercial. Work with the public sector in Wales through the National Procurement Service and make use of Crown Commercial Service frameworks where they represent value to the force.
- Evaluate total life cost when considering value for money, including disposal

## Procurement Skills Training

- We have hosted Contract Management workshops for those with responsibility for contracts, to provide the skills and knowledge to deliver better value from contracts and intend to host further workshops. We aim to hold further workshops in the future.
- Strategic Procurement staff will complete an annual refresh of the CIPS Ethical Procurement training and Ethics Test
- We have developed Procurement Skills e-learning as subject matter expert material to deliver business management competency training to officers and staff.
- We will run refresher training for Strategic Procurement staff to expand scope of incorporating specific social benefits into procurement projects where appropriate.

## Ethical Employment

We will:

- Implement and embed the Welsh Government Ethical Supply Chains Code of Practice to tackle modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes and zero hours contracts.
- Refresh our Modern Slavery Statement on an annual basis which includes continuous improvement towards ethical procurement.
- Expand our supply chain mapping to continually identify risks within the supply chain, create additional value, identify inefficiencies and bring traceability to reduce organisational risk. This work can be co-ordinated nationally in order to share the workload.
- Build a Fair Work Practices question into relevant tender documents to seek evidence of fair working practices within our suppliers.
- Ask our suppliers to view a short [video](#) introducing the Ethical Supply Chain Code of Practice and encourage more organisations to sign up to the Code. We will focus on suppliers in higher risk supply chains.
- Conduct risk assessments with more of our suppliers to assess the extent to which ethical employment standards abuses do/could occur within our supply chains.
- Develop internal communications to encourage officers and staff to manage demand, buy locally on a personal and professional basis and to consider ethical purchasing factors.

## Green and Sustainable

We will:

- Manage our demand to eliminate unnecessary waste by adopting the 'reduce, re-use, recycle philosophy and encouraging 'Buy less, Swap, Borrow, Thrift, Re-Use, Make and only Buy what you need.'

- Specify clear environmental standards and practices to suppliers.
- Use output specifications to allow bidders to innovate to produce products/services that offer more for less
- Progress a range of initiatives relating to **People, Property, Transport and Technology** which have already radically changed the way we work, manage both our assets and our estate. The initiatives will deliver tangible social, economic and environmental benefits such as the Agile and Digital project which has enabled the Forces to further reduce the size of their estate and deliver a range of efficiencies and environmental benefits.
- Work with Bluelight Commercial to further develop national green energy strategies.

## Applying Ethical Purchasing Principles

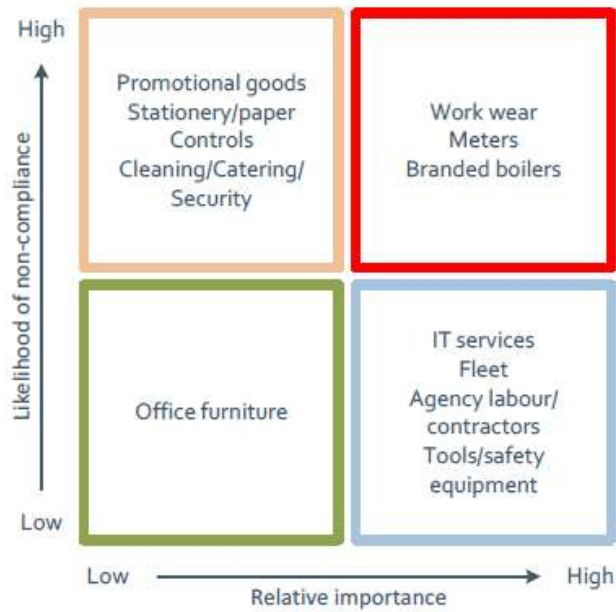
It is important to identify and evaluate vulnerability and risk in our supply chains to be able to prioritise our actions to improve social and environmental impacts. We will look for known supply chain vulnerabilities. These can be broken down on a geographical, sector, commodity, product or services basis. For example, there are known vulnerabilities to forced labour where migrant workers are used.

### Assessing risk against importance to the organisation

We will assess purchases made against the following to establish which to prioritise:

- Level of spend versus level of business critical or operational risk (Kraljic matrix)
- Level of 'sustainability risk' or likelihood of non-compliance with the force's ethical or sustainability objectives
- Likelihood of non-compliance with international or national law, including vulnerability of supply chain to serious issues like fraud, bribery, corruption and forced labour.

Traditional Kraljic (spend versus operational risk) matrix assessments fail to highlight areas of ethical purchasing risk and may suggest inappropriate 'win/lose' procurement relationships. Some purchases made using this relationship style result in worker exploitation or harmful environmental impacts, particularly if sourcing from countries where the enforcement of laws is weak. Some of these purchases or categories when assessed on an 'ethical purchasing risk versus importance to organisation' matrix may fall into the high sustainability risk (see diagram below).



## Governance & Monitoring

The Joint Commercial and Procurement Services Board will oversee the delivery of the Responsible Procurement Policy. The Chief Finance Officer for South Wales Police who chairs the Ethical Champion group chairs the Board. It includes Chief Finance Officers from the Welsh forces with other key stakeholders invited to attend as required. The Board meets on a bi-annually. The Head of Commercial Services will provide updates on progress and performance to the Board.

## Procurement Pipeline and Responsible Procurement Priorities

## Appendix C

- **2020/21** - Refresh Modern Slavery Statements and agree new Ethical Procurement activities for Force Action Plans
- **2020/21** – Work with Bluelight Commercial and Welsh Government to agree Sustainability priorities
- Procurement Pipeline for *known* demand:

### High Value Contracts

DPP	Force	Description	Supplier	Start Date	End Date	Extensions	Lead Organisation
✓	Joint	Vehicles & Parts	New				HO or WYP
✓	SWP	<b>Business Travel &amp; Subsistence</b>	New				NPS
✓	<b>SWP JFU</b>	Ballistic Body Armour	New				TBA
✓	SWP	<b>Furniture</b>	New				NPS
✓	<b>SWP JFU</b>	<b>Firearms Range</b>	New				SWP
✓	Joint	ESN New Radio Solution	New				PICT / HO
✓	SWP	Secure Storage	Serco		2021		SWP
✓	<b>SWP Regional</b>	Covert Body Armour	Cooneen Protection (Hawk)	06/06/2016	05/06/2020		Met Police
✓	GP	Destruction & Disposal of Protectively Marked Waste	Shred-It Ltd	01/04/2015	Monthly Extensions		Gwent Police
	GP	iPatrol	Xenium Solutions Limited	01/08/2018	31/07/2020	NEW FILE 1517 - CAT 1	CCS

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	SWP	Xenium Support - iPatrol	Xenium Solution	01/03/2020	28/02/2021		SWP
	Joint	<b>Pension Services</b>	Capita Hartshead Limited	01/10/2016	31/08/2020		Hampshire
	SWP	Telephony Maintenance	Atos IT Services - Unify (Siemens Enterprise Communications)	01/10/2016	30/09/2020	30/09/2021	CCS
✓	Joint	<b>Doctors - FMS</b>	Care & Custody (Health) Ltd	01/12/2015	31/10/2020		SWP
✓	Joint	Recycling of Devices that hold data	Various	23/05/2016	18/12/2020		SWP
	Joint	Airwave System Rental	Airwave MM02 Ltd	23/12/1999	22/12/2020		Home Office
	SWP	Custody Suite Maintenance	Tremorfa	01/02/2018	31/01/2021	31/01/2022	SWP
✓	GP	Managed Services for Agency Workers (NPS)	Randstad Solutions Limited	01/12/2015	15/02/2021		Gwent Police
✓	<b>Joint JFU</b>	Conducted Energy Devices (CEDs) and Associated Equipment (TASER)	AXON Public Safety UK Ltd (formally Tactical Safety Responses LTD)	13/03/2017	12/03/2021		Home Office
	SWP	WAN Circuits	Virgin Media	14/03/2017	13/03/2021	13/03/2022	CCS
✓	Joint	Fuel Card	Arval PHH (Allstar Business Solutions)	01/07/2019	22/03/2021	22/03/2024	Home Office
✓	Joint	<b>Vehicle Recovery</b>	GRG Public Resources & AA	01/07/2015	31/03/2021		SWP
	SWP	<b>Fully Managed Facilities</b>	Glen	01/04/2017	31/03/2021	31/03/2022	NPS
	Joint	Command & Control	Capita Secure Information	01/04/2019	31/03/2021	31/03/2025	SWP
	SWP	Storage as a system	Proact	01/04/2018	31/03/2021		G-Cloud
	SWP	<b>Offender Intervention</b>	G4s Care & Justice Services	01/04/2016	31/03/2021	31/03/2024	SWP
	SWP	<b>Photocopying</b>	Canda	01/04/2017	31/03/2021		NPS
✓	Joint	<b>Internal Audit</b>	Tiaa Ltd	01/04/2019	31/03/2021	31/03/2023	NHS
	SWP	<b>Child Advocacy Services</b>	Barnardo's	01/07/2018	31/03/2021	31/03'2022	SWP
✓	Joint	Gas	Corona Energy	01/04/2016	31/03/2021		CCS
✓	Joint	Electric HH	EDF Energy	27/04/2016	31/03/2021		CCS

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	SWP	Electrical	Cofely (Engie FM)	03/04/2018	02/04/2021	02/04/2022	SWP
✓	Joint	eRecruitment System	Oleoo Plc (World Careers Network)	11/04/2018	10/04/2021	10/04/2022	NWP
✓	GP	Framework Agreement for the Supply of Multi-Functional Devices (MFD) and Associated Goods and Services	Konica Minolta	18/05/2017	17/05/2021		
✓	SWP	<b>Vehicle Hire</b>	Days Car Hire & SHB	01/06/2017	31/05/2021		NPS
	SWP	<b>AFR Software &amp; Maintenance</b>	Northgate (NEC)	01/05/2017	03/06/2021	03/06/2022	SWP
	GP	Body Worn Video	REVEAL MEDIA	20/08/2018	19/08/2021		
	Joint	<b>Mobile Phones &amp; RIPA INFO</b>	EE	28/08/2018	27/08/2021	27/08/2023	CCS
	Joint	All Wales Women's Pathfinder	G4S (Future 4)	01/10/2019	30/09/2021	30/09/2023	Gwent Police
✓	Joint	Tyres	Goodyear	11/10/2016	10/10/2021		Home Office
	SWP	Roofing	Valleys Roofing	11/11/2019	10/11/2021	10/11/2023	SWP
✓	Joint	<b>Forensic Pathology</b>	Cardiff University		01/12/2021		Gwent Police
	GP	Airwave Agreement	Motorola Systems Inc (Formerly Airwave Solutions Ltd)	01/01/2019	31/12/2021		
✓	Joint	Police Vehicle Accident Repair	Ford & RGM	04/03/2019	03/03/2022	03/03/2023	SWP
✓	Joint	West and South Coast Forensic Consortium	Various	01/04/2017	31/03/2022		Home Office
	SWP	NICHE	Niche Technology	21/04/2012	20/04/2022		SWP
	Joint	Dems/Dams	Nice Systems UK Ltd	21/05/2020	20/05/2022	20/05/2024	CCS
	GP	Telephone System - VOIP (deliver Unified Communications and Associated Voice Services)	ATOS	27/07/2019	26/07/2022	24 MONTHS	CCS

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		to organisations connected to the PSBA network)					
✓	SWP	<b>PEQF</b>	University of Wales Trinity St David	06/09/2018	05/09/2022	05/09/2023	SWP
✓	<b>SWP Regional</b>	TETRA Radios	Sepura	27/06/2019	14/11/2022		PICT Company
✓	Joint	Occupational Health Services	Caer Health Services	01/12/2019	31/11/2022	31/11/2023	NPS
	SWP	BWV Devices & Storage - Evidence.com	Axon	17/12/2019	16/12/2022		OPOL
	SWP	Microsoft Support	Insight Direct	01/03/2020	<b>31/03/2023</b>		H T E
	Joint	Insurance Services and Brokerage	Marsh	01/04/2020	31/03/2023		ESPO
✓	Joint	<b>Confidential Waste</b>	Shred Station Limited	01/04/2020	31/03/2023	31/03/2024	SWP
✓	Joint	National Driver Rehabilitation Courses	TTC	01/04/2020	31/03/2023	12 MONTHS	SWP



## Lower Value Contracts

DPP	Force	Description	Supplier	Start Date	End Date	Extensions	Lead Organisation
	SWP	Lift Services	New				NPS
	SWP	UPS Install & Maintenance	New				SWP
	Joint	<b>Torch</b>	New				TVP
	Joint	CID Harness	New				Gwent Police
	GP	Firearms Access Control, Asset Management, Training and Management Information System	JML Software	01/04/2017	31/03/2020	RH to confirm whether Gwent require this	South Wales Police
	GP	Office Enforcer	TRM	01/05/2015	30/04/2020		Gwent Police
	GP	Cellebrite Forensics Software Upgrade & Licence Renewals	Cellebrite UK Ltd	17/06/2017	16/06/2020		Gwent Police
	SWP	<b>Forensic Training</b>	Integritas Global Consultancy	17/05/2019	30/06/2020		SWP
	GP	Organisational Development Training	Leaderful Action	01/07/2017	30/06/2020		Gwent Police
✓	<b>SWP Regional</b>	<b>Catering Facility Avalon</b>	Midshire Catering	04/05/2016	03/07/2020	Extend monthly for covid	SWP
	GP	Provision of Vending Machines at Newport Central	Pelican Rouge Coffee Solutions Ltd	01/05/2017	31/07/2020	MARK ALLOCATED NEW TENDER	ESPO
	GP	TecSOS	Vodafone Ltd	07/08/2018	06/08/2020	NEW FILE 1524	Gwent Police
✓	<b>SWP Regional</b>	<b>Covert Vehicle Fit Outs</b>	Elite Solutions (UK) Ltd	04/09/2017	03/09/2020		SWP
	SWP	<b>Catering Facility HQ</b>	Midshire Catering	11/09/2017	10/09/2020	10/09/2021	
	Joint	Electronic Monitoring System	Buddi Ltd	24/09/2018	23/09/2020		CCS

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	GP	Danny Lane 12 month contract	Simply Umbrella via CPS Group	30/09/2019	29/09/2020		Gwent Police
	SWP	<b>Post</b>	Whistl (TNT Post)	01/10/2016	30/09/2020		BCBC
	SWP	LPG	Calor Gas	01/10/2018	30/09/2020	30/09/2022	CCS
✓	Joint	Provision of Footwear	Various	01/10/2016	30/09/2020		North Wales Police
	GP	Provision of a Casualty Analysis System (AccsMap)	Buchanan Computing Ltd	01/10/2019	30/09/2020	24 MONTHS UNDER STR	Gwent Police
✓	Joint	Vehicle Lubricants	Castrol UK Ltd	05/10/2016	04/10/2020		GMP
	SWP	<b>Digital Media Storage &amp; Recording</b>	Banner		31/10/2020	31/10/2021	D&C Police
	GP	Medical Gases in Cylinders	BOC	01/11/2018	31/10/2020		NHS
	SWP	<b>Training Schemes</b>	Seren Investigative Training	17/11/2017	16/11/2020		SWP
	GP	Provision of Confidential Reporting Line (New)	Safecall Ltd	27/11/2017	26/11/2020		Gwent Police
	GP	Financial & Personal Data Analysis Services (VIA EMSCU)	Experian Ltd	01/12/2018	30/11/2020	10 months	Local Authority
	Joint	<b>Netmotion Licence</b>	Insight Direct	03/12/2018	02/12/2020	02/12/2021	Health Trust Europe
	SWP	<b>Grant Funding Management System</b>	Fluent Technology	20/12/2019	19/12/2020	Annual	SWP
✓	Joint	Vehicle Livery	PVL UK Ltd	01/12/2015	21/12/2020		Gwent Police
	SWP	Bump Caps	The Arco Group	18/04/2016	31/12/2020		Cheshire
	SWP	<b>Kennelling of Dangerous Dogs</b>	Various	01/01/2019	31/12/2020	31/12/2021	
	SWP	<b>Clinical Waste</b>	Various	01/04/2017	31/12/2020		D&C
	GP	Additional XRY Kiosk and Management System	Micro Systemation Limited (MSAB)	01/09/2017	31/12/2020		Gwent Police
	GP	ISO 17025 Accreditation	UKAS	01/06/2017	31/12/2020		Gwent Police
	SWP	Digital Interview Storage	AXON	01/01/2020	01/01/2021		Gcloud

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	GP	eSafe Software Licencing	e Safe	15/01/2018	14/01/2021		Gwent Police
	SWP	<b>Computer Consumables</b>	UK Laser	01/12/2017	22/01/2021		NPS
	SWP	Door & Gate Maintenance	D&G Fire & Security		31/01/2021		SWP
	Joint	Orbis	Simunix	01/02/2020	31/01/2021		SWP
	Joint	<b>Soft Shell Fleece</b>	Tailored Image	01/02/2017	31/01/2021	31/01/2023	Yorkshire & Humber
	SWP	Digital Witness Support	Crystal IT	01/02/2018	31/01/2021		SWP
	SWP	<b>Childcare Vouchers</b>	Wider Plan	01/02/2018	31/01/2021	31/01/2022	ESPO
	Joint	Micro Fleece Tops	Hunters Apparel Solutions	01/04/2018	31/01/2021		West Yorkshire Police
	GP	Provision of Softshell Jackets	Tailored Image	01/05/2017	31/01/2021		West Yorkshire Police
	GP	Encase training passport	OPEN TEXT	02/03/2020	01/02/2021		Gwent Police
	SWP	National DNA Sampling Kits	WA Products	04/02/2017	03/02/2021		Home Office
	Joint	<b>Drug Testing Devices</b>	D. Tec International	07/02/2018	06/02/2021	06/02/2022	Suffolk
	GP	Alcohol Diversion Scheme	TTC Group Ltd	26/02/2018	25/02/2021	12 MONTHS	Gwent Police
	SWP	<b>Representative Workforce Support Programme</b>	Uni South Wales	01/03/2019	28/02/2021		SWP
	SWP	<b>Events Catering</b>	Napier Catering	01/03/2018	28/02/2021	28/02/2022	SWP
	SWP	<b>Hospitality Catering</b>	Starvin Jacks	01/03/2018	28/02/2021	28/02/2022	SWP
	GP	Vuelio Media Management System Subscription (New)	AI Media (Access Intelligence Media and Communications Ltd)	01/03/2018	28/02/2021		Gwent Police
	GP	Grayshift Software and Licences	Grayshift	01/03/2020	01/03/2021	24 MONTHS UNDER STR	
	GP	XML for Xenium Consolidata Software Support Renewal (50280)	NDI Technologies	17/03/2019	16/03/2021		Gwent Police
	SWP	<b>Cycle to Work Scheme</b>	Halfords	14/07/2020	29/03/2021	29/03/2023	NPS

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	GP	GRS System	Software Enterprises	01/10/2017	31/03/2021		Gwent Police
	SWP	GeoTime Licences	JTOL Limited	01/04/2018	31/03/2021		CCS
	SWP	Oracle	CDW	01/04/2020	31/03/2021		H T E
	SWP	Address Gazetteer	Aligned Assets	01/04/2020	31/03/2021		Health Trust Europe
	SWP	Navigator Male Development Programme	Toulson Training Services	01/09/2019	31/03/2021	31/03/2023	SWP
	SWP	Clue User Licence	Clue Computing	01/04/2019	31/03/2021		SWP
	GP	Clue 3 Software	Clue Computing Company Ltd	01/04/2020	31/03/2021	24 MONTHS	Gwent Police
	SWP	Mobile Forensics	Cellebrite	01/04/2018	31/03/2021		SWP
	SWP	Metaphish Portal	Metacompliance Ltd	01/04/2018	31/03/2021	31/03/2022	CCS
	Joint	Legal Document Management	IKEN	01/04/2018	31/03/2021		SWP
✓	Joint	Car Auctions (End of Life)	Brightwells	01/04/2018	31/03/2021	31/03/2023	NYP
	Joint	Kallidus Perform	Kallidus	01/04/2019	31/03/2021	31/03/2022	CCS
	SWP	Connexus Licence	GB Group	31/03/2019	31/03/2021	31/03/2022	CCS
	GP	Connexus IQ	GBG Plc	30/06/2020	31/03/2021	31/03/2022	CCS
✓	<b>SWP JFU</b>	Firing Range Maintenance	Aughton Automation	01/04/2017	31/03/2021		SWPP
	SWP	Specialist Crime	Experian	01/04/2020	31/03/2021		
	SWP	Static ANPR Camera Maintenance	Civica UK	01/04/2013	31/03/2021		WYP
	GP	NMPR	Recipero	01/04/2020	31/03/2021		CCS
	SWP	Process Evolution	Softcat	01/07/2017	31/03/2021		NPS
	GP	Encryptors and Firewalls (Gwent Only Requirement)	Vodafone UK	06/01/2014	31/03/2021		CCS
	GP	ANPR Maintenance and Support	NDI Recognition Systems	01/04/2020	31/03/2021		Gwent Police
	GP	Centurion Licences and Support	Force Information Service	01/04/2019	31/03/2021	24 MONTHS	Gwent Police

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	GP	QAS Name Tracer Pro	Northgate Public Service	01/04/2020	31/03/2021		Gwent Police
	GP	CIPFA Finance Training	CIPFA Business Limited	01/04/2019	31/03/2021		Gwent Police
	GP	PSN / GCF Connectivity	Vodafone	01/04/2019	31/03/2021		CCS
	GP	Altia Toolkit, Toolbar Software Licence and Altia Insight	Altia Solutions Ltd	01/04/2019	31/03/2021		Gwent Police
	GP	RAMP Software	Process Evolution	01/04/2019	31/03/2021		Gwent Police
	GP	CIPFA Accounts Closedown – preparation of financial statements	CIPFA	12/02/2018	31/03/2021		Gwent Police
	GP	Magnet Forensics IEF Software Plus 1 Yr SMS Complete (Business and Mobile Module) (See Comments, STR 1354 amended to include 1354, 1355 and 1356)	Avatu	01/04/2019	31/03/2021	12 MONTHS UNDER STR	Gwent Police
	GP	Encase Forensic v8 1Yr SMS Licenses x 7 (See Comments, STR 1354 amended to include 1354, 1355 and 1356)	Avatu	01/04/2019	31/03/2021	12 MONTHS UNDER STR	Gwent Police
	GP	Magnet Forensics IEF Complete (Business and Mobile Module) 1 Year SMS, (See Comments, STR 1354 amended to include 1354, 1355 and 1356)	Avatu	01/04/2019	31/03/2021	12 MONTHS UNDER STR	Gwent Police
	GP	Encase Forensic v8 Software and 3Yr SMS License	Avatu	01/04/2018	31/03/2021		Gwent Police

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	GP	Simulation Modelling Support and Maintenance	Process Evolution	01/04/2019	31/03/2021		Gwent Police
	GP	Provision of Victim Assessment, referral & non-specialist support	Victim Support	01/04/2019	31/03/2021	36 MONTHS	North Wales Police
	GP	EBAY VIA SUSSEX POLICE	SUSSEX POLICE	02/04/2020	01/04/2021		
✓	GP	Police Complaints Review	SANCUS	03/04/2020	02/04/2021	02/04/2022	Dyfed Powys Police
	SWP	Working Safely	St John Cymru Wales	23/04/2018	22/04/2021	22/04/2023	ESPO
	SWP	IOSH Leading Safely	Engage	23/04/2018	22/04/2021	22/04/2023	ESPO
	GP	Fotoware and Medialogix Support and Maintenance Renewal	Medialogix	26/04/2020	25/04/2021	none	Gwent Police
	GP	<b>Public Confidence Survey</b>	SMSR Research	01/05/2020	30/04/2021		Gwent Police
	SWP	Managing Safely	Gower College Swansea	01/05/2018	30/04/2021	30/04/2023	ESPO
	SWP	<b>ANPR Vehicle Fit Outs</b>	QRO Solutions	01/05/2019	30/04/2021	30/04/2022	TVP
	GP	Service Contract for Lion Intoxilyzer 6000	Lion Laboratories	01/05/2018	30/04/2021		Gwent Police
	GP	Internal Monitoring and Auditing Software	Vigilant Applications Ltd	01/05/2017	30/04/2021	30/04/2022	Greater Manchester Police
	GP	Provision of a Community Messaging Service	Everbridge /Unified Messaging Systems Ltd	01/04/2016	30/04/2021		Gwent Police
	GP	Your Belt Your Life Online Courses	AA DriveTech	13/05/2019	12/05/2021	12/05/2023	
	GP	Traffic Cones, Warning Lamps and Associated Items	Pro-Tect Safety Signs	17/05/2017	16/05/2021		Police Service of Northern Ireland

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	SWP	<b>Continuous Improvement System</b>	Simply Do Ideas	17/05/2019	17/05/2021	17/05/2023	CCS
	GP	Electronic Records Management System for Occupational Health (OPAS PATIENT MANAGEMENT SYSTEM)	Civica (previously Warwick International Computing Systems)	06/06/2018	05/06/2021		Gwent Police
✓	Joint	<b>Garage Equipment</b>	Trojan Garage Equipment	11/06/2018	10/06/2021	10/06/2022	DPP
	GP	X Way Forensics	Cleverbridge	16/06/2020	15/06/2021	Check if 15/6/2022	GP
	GP	Treasury Management Services	Link Treasury Services Ltd	01/04/2016	30/06/2021		Gwent Police
	SWP	<b>Welsh Language Translation</b>	Prysg Cyf	01/07/2019	30/06/2021	30/06/2023	NPS
	SWP	<b>Mash MHUB</b>	Saadian Technology	01/07/2019	30/06/2021	30/06/2022	G-Cloud
	GP	Security Consultancy	Bridewell Consulting Ltd	01/07/2017	30/06/2021	Ext to 2021 via STR	CCS
	GP	Public Order Limb Protectors	Michael Lupton Associates	01/07/2019	30/06/2021	24 MONTHS	Cheshire Constabulary
	SWP	<b>Long Arm Services</b>	Internet Investigation Solutions	01/11/2019	31/10/2021		CCS
	GP	Long Arm Service System Licences	Internet Investigation Solutions	08/07/2019	07/07/2021		CCS
	Joint	<b>Dog Food</b>	Crown Pet Foods	11/07/2016	10/07/2021	10/07/2022	MOJ
	SWP	<b>Netmotion Mobility Support</b>	Insight Direct	15/07/2018	14/07/2021		CCS
	SWP	<b>Pest Control</b>	NBC Bird & Pest Solutions	17/07/2017	16/07/2021	16/07/2022	SWP
	SWP	<b>Advertising</b>	Golley Slater	03/01/2018	16/07/2021		NPS

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	SWP	<b>Window Cleaning</b>	Celtic Property Maintenance (02 PPS)	01/08/2017	31/07/2021	31/03/2022	SWP
	GP	LMS	Kallidus	31/07/2020	31/07/2021	NEW FILE 1520 - M RICHARDS	GP
	SWP	<b>Estates Management Software</b>	CIPFA Business Limited	01/08/2018	31/07/2021		
✓	Joint	NPS Stationery Framework	Lyreco	16/01/2017	31/07/2021		NPS
✓	GP	<b>Social Media Monitoring Software</b>	Social Sign Ltd T/A Orlo	03/08/2020	02/08/2021	02/08/2022	DPP
	Joint	PAVA Spray	Deenside	15/01/2019	12/08/2021	12/08/2022	Metropolitan Police Service
✓	<b>SWP JSIU</b>	<b>TreadMatch Software &amp; Support</b>	Bluestar Software Ltd	22/08/2019	21/08/2021	21/08/2023	CCS
✓	GP	Vehicle Glass Replacement and Repair	National Windscreens Ltd	14/10/2019	30/08/2021	24 MONTHS	Yorkshire Purchasing Organisation
	SWP	<b>Cognito Learning Software</b>	Intuitive Learning	01/09/2020	31/08/2021	Auto Renew Pilot	SWP
	Joint	Traditional Uniform Shirts	W M Sugden & Son Ltd	01/09/2019	31/08/2021	24 MONTHS	Merseyside Police
	GP	ESPO Framework 144 Personal Protective Equipment	Eastern shires Purchasing Organisation	19/03/2020	06/09/2021	06/09/2023	
	Joint	Holmes II	Unisys Ltd	26/09/2019	25/09/2021		G-Cloud
	GP	Prison Intelligence Notification Service - PINS	Saadian Technologies UK Ltd	30/09/2018	29/09/2021		Gwent Police
	SWP	PINS	Saadian Technology	01/10/2018	30/09/2021		SWP
	Joint	Uniform Accoutrements	Michael Lupton Associates	02/02/2016	30/09/2021		North Wales Police
	GP	Cut Resistance Gloves	Bennett Safetywear	13/10/2017	12/10/2021		Local Authority



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	GP	Headwear - Uniform Cap, Female Bowler and Public Order Helmet	Deenside / Try and Lily	01/10/2018	12/10/2021		North Wales Police
	SWP	Public Order Helmet	Deenside Ltd	01/10/2018	12/10/2021		NWP
	SWP	Headwear	Try & Lilly	18/06/2018	31/05/2022		North Wales Police
	GP	Provision of Veterinary Services	Independent Vet Care Limited	14/10/2019	13/10/2021	13/10/2023	Gwent Police
	GP	COSAIN Licence Renewal	Capita Business Services Ltd	22/10/2018	21/10/2021		Gwent Police
	GP	Calibration of Laser Witness Equipment	Truvelo UK Ltd	02/11/2019	31/10/2021		Gwent Police
✓	<b>SWP Regional</b>	ROCU	Experian	01/11/2019	31/10/2021		EMSCU
	SWP	Mast Systems	MFD Communication	01/11/2018	31/10/2021	31/10/2022	SWP
	SWP	Tranman	Civica	01/11/2016	31/10/2021		Gwent Police
✓	SWP	LOT 1 - Consumables	Warehouse Express	01/11/2018	31/10/2021	31/10/2022	TVP
✓	SWP	LOT 2 - Hardware	Warehouse Express / Key Photo / Park Cameras	01/11/2018	31/10/2021	31/10/2022	TVP
	Joint	(HAMS) Hosted ANPR Management Server	NDI Recognition Systems	01/11/2018	31/10/2021	24 MONTHS	South Wales Police
	GP	Vehicle Cleansing	Solo Service Group Ltd	01/11/2019	31/10/2021	24 MONTHS	Gwent Police
	Joint	Gloves	Michael Lupton Associates	05/11/2018	04/11/2021	04/11/2022	Cheshire
✓	Joint	Provision of Laundry Services	Elis UK (Berendsen UK LTD)	01/12/2018	30/11/2021	30/11/2022	SWP
	Joint	Wicking Shirts	Tailored Image	01/12/2017	30/11/2021		WYP
	GP	Welsh Government PSBA transition - Accession Agreement	Logicalis/BT	01/12/2014	30/11/2021		Value Wales

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	GP	VM WARE	POLICE ICT (via SRS)	01/12/2018	01/12/2021		
	GP	Detect and Deter Drugs & Alcohol	Abbott Toxicology Ltd	01/05/2019	10/12/2021		NHS
	GP	Missing Children Team Debrief Service	Llamau Limited	01/01/2019	31/12/2021	31/12/2023	Gwent Police
	Joint	Cycle Wear & Accessories	Endura	01/09/2020	31/12/2021		Cheshire
	SWP	<b>Mosaic</b>	Experian	03/01/2020	2/01/2022	02/01/2024	SWP
	SWP	ControlUp Management Software	ControlUp Limited	01/04/2019	31/01/2022		SWP
	GP	MAIT - MULTI AGENCY INCIDENT TRANSFER ROUTE	ATOS	01/02/2020	31/01/2022	24 MONTHS	CCS
	GP	Police Now - Detective Now	Police Now	01/02/2020	31/01/2022		Gwent Police
	SWP	<b>Staff Benefits</b>	ICOM Works Ltd	20/02/2019	19/02/2022		NPS
	GP	Employee Benefits - Vectis Card and Cycle to Work	ICOM - VECTIS CARD Cycle Solutions - Cycle to Work	20/02/2019	19/02/2022	19/02/2024	NPS
	GP	National Drug Testing on Arrest (and/or Charge) Equipment and Services Framework	Abbott Toxicology Ltd	16/05/2019	28/02/2022		West Midlands Police
	GP	SAN NET APP SOFTWARE	SRS	12/03/2019	11/03/2022		Local Authority
✓	<b>SWP Go Safe</b>	<b>Safety Camera Back Office Solution</b>	StatRad	15/03/2012	14/03/2022		North Wales Police
	GP	PNC WMS Consolidata Support Renewal (50315)	NDI Technologies	24/03/2019	23/03/2022		Gwent Police
	GP	Desktop & PNC Guard Consolidata Support Renewal (50090)	NDI Technologies	24/03/2019	23/03/2022		Gwent Police
	GP	GDAS - Drug Intervention	NEWPORT City Council /GDAS	01/04/2017	31/03/2022		Local Authority

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	SWP	BTS Call Logging System	BTS Holdings	01/04/2019	31/03/2022		SWP
✓	<b>SWP Regional</b>	Mobile Sims	Vodafone	01/04/2019	31/03/2022	31/03/2024	CCS
	GP	GIS Mapping, Upgrade and Training	Northgate Public Services	01/04/2019	31/03/2022		Gwent Police
	GP	PNLD	PNLD	01/04/2018	31/03/2022		West Yorkshire Police
	SWP	<b>ICT Software</b>	Equiniti (Charter Systems)	01/05/2019	30/04/2022	30/04/2024	SWP
	SWP	<b>Substance Misuse Testing Service</b>	Alere Toxicology	01/05/2019	30/04/2022	30/04/2023	NYP
	SWP	<b>Fresh Steps Programme</b>	Julia Zorab	17/05/2019	17/05/2022		SWP
	SWP	Core-Vet Vetting System	WPC Software	01/06/2019	31/05/2022		Derbyshire
✓	<b>SWP Regional</b>	Grounds Maintenance at Avalon	Mitie Landscape Services	29/06/2020	28/06/2022		ESPO
	SWP	Asbestos Survey & Online Management Services	Terus Consultancy Ltd	01/07/2019	30/06/2022	30/06/2024	SWP
	SWP	<b>HR Tests</b>	PSI Talent Measurement	30/06/2020	29/06/2022		SWP
✓	Joint	Provision of Scene of Crime Consumables	Scenesafe (WA Products)	01/07/2020	30/06/2022	30/06/2024	West Mercia
	SWP	<b>Drone Software</b>	Total AOC Software	03/07/2022	02/07/2022	Annual Renewal	SWP
	SWP	<b>Manual Handling Courses</b>	First Rate Training	03/07/2019	02/07/2022	02/07/2023	SWP
	Joint	Socrates System	Northgate Information Solutions	21/07/2020	20/07/2022		SWP
	GP	Charter Systems Source and Covert Annual Support	Charter Systems Limited	25/07/2019	24/07/2022		Gwent Police
	SWP	IT Health Check	Pentest People	01/08/2020	31/07/2022	31/07/2023	CCS
	SWP	Specialist Cleaning of Vehicles	Crime Scene Cleaning	01/08/2019	31/07/2022		SWP

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	GP	<b>National Graduate Learning Programme</b>	Police Now	12/08/2020	11/08/2022		GP
	GP	Cleartone Airwave Vehicle Fit & Desktop Equipment Extended Warranty	Cleartone Ltd	21/08/2019	20/08/2022		Gwent Police
	GP	<b>Drone Software</b>	Total AOC Software	01/10/2020	30/09/2022		GP STR
	SWP	<b>Police Medical Boards</b>	Duradiamond Healthcare	01/10/2019	30/09/2022	30/09/2023	Home Office
	GP	Sailpoint	Softcat	01/10/2019	30/09/2022	36 MONTHS	Police ICT
	GP	Provision of Cleaning & Associated Services	Solo Service Group Ltd	01/10/2019	30/09/2022	12 MONTHS	NPS
	SWP	<b>Pre-Paid Credit Cards</b>	AllPay	07/10/2020	06/10/2022	06/10/2024	SWP
	SWP	<b>Selected Medical Practitioner</b>	Business Health Limited	16/10/2019	15/10/2022	15/10/2023	SWP
	GP	Selective Medical Practitioner	Business Health Ltd	16/10/2019	15/10/2022	12 MONTHS	South Wales Police
✓	<b>SWP Regional</b>	<b>Auction Services</b>	Wilson's auctions	01/11/2019	31/10/2022	31/10/2023	CCS
	SWP	Vests	Safariland (Aegis)	01/11/2018	31/10/2022		ESPO
	GP	Consolidata Software Support Renewal - 50374 Module: XML Niche RMS & XML Niche RML 2 - Way	NDI Technologies Ltd	01/11/2019	31/10/2022		
	GP	Consolidata Software Support Renewal - 50415 Module: XML for Storm	NDI Technologies Ltd	30/11/2019	29/11/2022		
	GP	Consolidata Software Support Renewal - 50414 Module: E-Broadcast	NDI Technologies Ltd	30/11/2019	29/11/2022		
	GP	First Aid, Emergency Life Support Training Equipment	Aero Healthcare Ltd	01/12/2018	30/11/2022		Metropolitan Police Service

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	GP	Newport Custody CCTV Maintenance	Business Systems (UK) Limited	02/12/2019	01/12/2022		Gwent Police
	GP	Citrix Netscaler Software	Bytes Software Services	20/12/2019	19/12/2022		Local Authority
	GP	Airwave In-Building Installation at Bedwas Police Station	Airwave Solutions Ltd	20/04/2016	31/12/2022		Gwent Police
	SWP	Carpentry	DC Carpentry	06/01/2020	05/01/2023	05/01/2025	SWP
	SWP	<b>Credit Checks</b>	Equifax	01/02/2019	31/01/2023		EMSCU
	Joint	Intranet Support	Sorce	01/01/2017	19/02/2023		SWP
	GP	<b>Fair Play Employer Scheme</b>	Chwarae Teg	01/03/2020	28/02/2023		GP
	SWP	Fire System Maintenance and accessories	Chubb Fire Ltd	01/04/2020	31/03/2023	31/03/2024	SWP
	SWP	Citrix	Computacenter	31/12/2019	31/03/2023		H T E
✓	<b>SWP Regional</b>	<b>Altia Insight Toolkit</b>	Altia Solutions	01/04/2020	31/03/2023		SWP
	SWP	Sailpoint	Softcat	01/10/2019	31/03/2023		Health Trust Europe
	SWP	<b>Eyecare Vouchers</b>	ASE Corporate Eyecare	01/04/2019	31/03/2023		NPS
	SWP	Promat ID System	Promat	01/04/2020	31/03/2023		SWP
	Joint	<b>Banking Services</b>	Lloyds	01/04/2020	31/03/2023	31/03/2026	SWP
	SWP	Quest Software / Magnet / Cyberark	CDW	01/04/2020	31/03/2023		H T E
	GP	KEMP LOAD BALANCERS	Bytes Software Services	01/04/2020	31/03/2023		Local Authority
	GP	APD Cortex Support and Maintenance	APD Communications Ltd	01/04/2020	31/03/2023		Gwent Police

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