



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

PROCUREMENT STRATEGY

2026 – 2031 Version 1.0

“Making the most of every pound spent within Mid and West Wales”





FOREWORD

I am pleased to present the Service's Procurement Strategy for 2026-2031, which sets out the vision, ambition and strategic priorities for the Service's procurement activity for the next 5 years.

In this Strategy, we aim not only to continue to achieve efficiency and added value for money, but also to support Mid and West Wales Fire and Rescue Service's wider economic and social objectives, by focusing on what is important to our communities whilst also ensuring compliance with a range of legislative and national obligations.

Procurement plays a strategic role in enabling Mid and West Wales Fire and Rescue Service to serve its communities within Carmarthenshire, Pembrokeshire, Powys, Ceredigion, Neath Port Talbot and Swansea.

With ever increasing expectations on the fire and rescue service, and continued financial challenges within the sector, it is vital that we use our spending power to maximise our potential. This means not only ensuring good quality goods, services and works, while providing value for money, but also ensuring that procurement plays a central role in delivering broader priorities such as social value and sustainability.

Our aim is to ensure that through this Strategy, every pound spent by the Service will be maximised to provide value to the communities and people of Mid and West Wales.

I look forward to seeing the Strategy realise its vision and objectives.

Mydrian Harries

Director of Resources

Assistant Chief Officer



CONTENT

FOREWORD.....	2
CONTENT	3
INTRODUCTION	4
WHAT IS PROCUREMENT?	8
THE AIM OF THE STRATEGY	9
LEGISLATIVE BACKGROUND	9
Procurement Act 2023.....	10
Social Partnership and Public Procurement (Wales) Act 2023.....	10
Wales Procurement Policy Statement.....	10
Wellbeing of Future Generations (Wales) Act 2015	11
Welsh Language (Wales) Measure 2011	11
Net Zero Carbon Status by 2030.....	11
Equality Act 2010	11
THE FIRE AUTHORITY’S CONSTITUTION.....	12
GREEN DRAGON	12
CARBON REDUCTION ROAD MAP 2024 – 2030	12
PRIORITY OBJECTIVES	12
1. Improve Resilience for Local Micro-Businesses, Small-to-Medium Enterprises (SMEs) and Voluntary Community and Social Enterprises (VCSEs).....	13
2. Carbon Zero.....	15
3. Social Value.....	16
4. Contract Management.....	17
5. The Real Living Wage	18
IMPLEMENTATION	19
DELIVERY PLAN.....	20



INTRODUCTION

Since Mid and West Wales Fire and Rescue Service's formation in 1996, the Service has grown into one of the UK's largest fire and rescue organisations, serving a wide and varied landscape, from rural villages and coastal towns to busy urban towns.

Mid and West Wales Fire and Rescue Service is responsible for providing public safety information, prevention and protection programmes, and emergency response cover for Mid and West Wales.

We employ over 1,350 members of staff and cover almost 12,000 square kilometres - almost two-thirds of Wales.

Since its formation, the Service has responded to thousands of emergencies, championed fire safety and prevention, and continually adapted to new challenges with professionalism and resilience.

Mid and West Wales Fire and Rescue Service provide a wide range of services to the people of Mid and West Wales, and the procurement of services, goods and works is a key part of providing these services, such as:

Firefighting





Water Rescue



Road Traffic Collisions





Medical Response



Animal Rescue





Fire Safety Education



Business Fire Safety





The Service spends around £18 million annually, procuring goods, services and works with suppliers ranging from small and medium enterprises (SMEs) and the third sector to larger companies. The Service's procurement strategy is aligned to ensure that this money is spent in a socially responsible manner that also ensures value for money.

Procurement is being increasingly recognised as a strategic driver to achieve a range of priorities. This includes meeting economic, social, environmental and cultural objectives for current and future generations.

Over recent years, events around the world have created unprecedented challenges for supply chains, causing disruption, shortages and increased pricing. In such a complex and volatile world these challenges are likely to persist and are becoming increasingly difficult to anticipate. This means that now more than ever procurement needs to be resilient and able to quickly adapt to changing circumstances.

The legislative and regulatory landscape has also changed significantly, including the introduction of The Procurement Act 2023 and the socially responsible procurement elements of the Social Partnership and Public Procurement Act (Wales) 2023 along with the Wellbeing of Future Generations (Wales) Act 2015. Whilst these changes present some challenges, they also provide many opportunities and reinforce the strategic nature of procurement.

WHAT IS PROCUREMENT?

Procurement is defined as the buying of goods, services and works that enable an organisation to operate its supply chains, in a profitable and ethical manner, achieving value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy within its communities, whilst also minimising damage to the environment

Procurement covers the strategic end-to-end process of sourcing, negotiating, and acquiring the goods, services, or works an organization needs to operate along with disposal at the end of life. It encompasses everything from identifying a need and vetting vendors to negotiating contracts and managing supplier relationships.



THE AIM OF THE STRATEGY

The aim of this strategy is to lay out the strategic vision for all procurement activity undertaken across the Service, as well as establishing the key priorities to be achieved whilst also managing public resources responsibly, effectively and in a way that adds value to the Service's local communities.

The Strategy direction and key priorities were developed following stakeholder engagement to ensure that it meets the needs of functions across the Service. The Strategy is the vehicle to delivering the Service's vision and priorities deriving from the Community Risk Management Plan and this will need the full commitment and support of all Service departments.



LEGISLATIVE BACKGROUND

Public Sector procurement is governed by a wide range of laws, rules and policies and this Procurement Strategy aligns with these to ensure that the Service's procurement processes are compliant with the regulations and incorporate national priorities.



Procurement Act 2023

This is the main procurement legislation in the United Kingdom which came into force in February 2025, replacing the Public Contracts Regulations 2015. The aim of the Act is to simplify public procurement, making it faster and more transparent, whilst also better meeting the needs of the UK whilst also complying with international obligations.

The Procurement (Wales) Regulations 2024 also apply to Welsh Public Sector organisations.

Social Partnership and Public Procurement (Wales) Act 2023

The Act builds on the duties of the Well-being of Future Generations (Wales) Act 2015. The procurement duties of the Act include the following:

- To procure in a socially responsible manner, seeking to improve economic, social, environmental and cultural well-being.
- Use the power of the public purse to drive improvement.
- Achieve outcomes that benefit society.

The socially responsible procurement duties commenced on 1st April 2026.

Wales Procurement Policy Statement

The purpose of this document is to set the strategic direction for public sector procurement in Wales by setting out ten principles that Welsh Public Bodies should follow. The ten principles are based on the goals of the Wellbeing of Future Generations (Wales) Act and key Welsh Government policies.

The vision is:

“Welsh public sector procurement is a powerful lever with ability to affect sustained change to achieve social, economic, environmental and cultural outcomes for the well-being of Wales.”



Wellbeing of Future Generations (Wales) Act 2015

The Act aims to improve the social, cultural, environmental and economic well-being of Wales. The Act requires public bodies in Wales to think about the long-term impact of their decisions in order to make Wales a better place to live in, now and in the future.

Procurement is identified as one of the seven corporate areas for change in the Act and has been highlighted as a key focus area for Welsh public bodies as they carry out their duties under the Act.

Welsh Language (Wales) Measure 2011

The Welsh Language (Wales) Measure 2011 sets out a legal framework regarding the use of the Welsh language in the delivery of public services.

The Measure gives the Welsh language official status in Wales and establishes the office of the Welsh Language Commissioner. The Measure also empowers the Commissioner to set specific Language Standards on public bodies.

Mid and West Wales Fire and Rescue Authority have committed to comply with the Welsh Language Standards, as set out by the Welsh Government under Section 44 of the Welsh Language (Wales) Measure 2011.

Net Zero Carbon Status by 2030

The Welsh Government has set a collective ambition for the Welsh public sector in Wales to reach net zero greenhouse gas emissions by 2030. As procurement activity generates a high carbon footprint, it has been identified as a priority area for action to achieve the goal by 2030.

Equality Act 2010

The Equality Act 2010 brings together a wide range of separate pieces of legislation into a single Act. The Act lists protected characteristics, and places a duty on public bodies to give due regard to the impact that any new policy, procedure, plan etc. will have on people with protected characteristic



THE FIRE AUTHORITY'S CONSTITUTION

The Fire Authority has a Constitution, which contains rules and processes for decision-making and management of the Service's business. The Constitution contains the Contract Standing Orders which set out the processes that Service staff should follow when conducting a procurement exercise and in particular any procurement exercise that falls within procurement legislation thresholds. Contract Standing Orders were reviewed and revised in 2025 in line with new procurement legislation. They will be reviewed on an annual basis or when there are any legislative or governance changes.

GREEN DRAGON

The Service publish an Annual Environmental Report, as part of the Green Dragon Environmental Management System accreditation, which outlines our environmental achievements throughout the previous financial year, as well as highlighting Service Statistics in areas of consumption, carbon emissions and waste. Procurement activity feeds into this report. The Report also identifies objectives to work towards for the year ahead.

CARBON REDUCTION ROAD MAP 2024 – 2030

In 2024, the Service published its first Carbon Reduction Road Map which outlines areas to reduce emissions in line with Welsh Government Net Zero by 2030 requirements on Public Sector organisations. Procurement activity is aligned to the Carbon Reduction Road Map.

PRIORITY OBJECTIVES

The following are the Socially Responsible Procurement Objectives that have been identified for the term of this strategy. Each objective and how we are going to get there is summarised below.



1. Improve Resilience for Local Micro-Businesses, Small-to-Medium Enterprises (SMEs) and Voluntary Community and Social Enterprises (VCSEs)

One of the priority objectives for Mid and West Wales Fire and Rescue Service is to strengthen the local economy within our community areas of Carmarthenshire, Pembrokeshire, Ceredigion, Powys, Swansea, and Neath Port Talbot. With this in mind the Service is keen to ensure that local businesses and enterprises are able to compete for its contracts, aiming to keep as much of its spend as possible local.

We will strive to support local businesses by breaking down any barriers and educating them as much as possible about public sector procurement and what they need to do to submit competitive and good quality bids.

The Procurement Act 2023 has introduced a number of reforms intended to reduce any unnecessary burdens for small and medium enterprises to access public procurement opportunities. However, smaller businesses will still find the process to be lengthy and costly and will require support now, more than ever, to give them any opportunity of winning work for public sector organisations.

Over recent years the Service has already identified a number of barriers for local businesses and enterprises to tender and has put in place a range of initiatives to reduce them, including increasing its tendering thresholds so that smaller local suppliers can be given work below a threshold of £30,000 without having to undertake lengthy procurement processes, raising awareness via Meet the Buyer events and connecting businesses with Business Wales so that they can get tendering support and assistance free of charge. The Service has also streamlined its procurement documentation to ensure that it is as simple as possible for smaller businesses to complete.



WHERE WE WANT TO BE

- We want our local suppliers and enterprises to better understand procurement within the Service.
- We want to identify and remove further barriers to tendering for local businesses and enterprises.
- We want to raise awareness of spending locally across our Service departments.
- We want to increase the volume of spend with local micro businesses, SMEs and VCSEs.
- We want to increase the sourcing of Welsh produced food

HOW WE WILL GET THERE

- ✓ We will undertake an exercise within the Unit 4 ledger system to identify all local SMEs, microbusinesses and VCSEs.
- ✓ We will further develop and upload our contract register into sell2wales so that businesses and enterprises have increased awareness of future bidding opportunities within the Service.
- ✓ We will improve and record methods of engagement with local businesses and enterprises so that their tendering skills are developed. This will allow us to measure progress annually.
- ✓ We will increase and record pre-tender engagement and awareness of procurement opportunities for local businesses and enterprises to bid for work with the Service. This will allow us to measure progress annually.
- ✓ We will offer one-to-one sessions for local businesses and enterprises with a member of the procurement team to review tender outcomes with them and provide advice and guidance as to how they can improve their bids next time. These will be recorded to allow take-up to be monitored.
- ✓ We will provide a focus on sourcing food from within Wales by providing our catering establishments with a list of Welsh sourced food and asking them to consider replacing regularly used food with food that is sourced from within



Wales. We will get annual reports from our food supplier to allow progress to be monitored.
✓ We will work with partners such as Business Wales to develop local supply chain capacity to bid for our contracts.

2. Carbon Zero

- Play a greater role in the aim of achieving carbon zero through procurement activity in line with the Service's Carbon Reduction Roadmap 2030.
- Improve understanding of the Service's carbon emissions produced by procurement activity and work with internal stakeholders and suppliers to reduce the carbon emissions produced.

WHERE WE WANT TO BE
▪ We want to understand which of our contracts produce the highest scope 3 carbon emissions.
▪ We want to reduce the scope 3 emissions produced by our contracts.

HOW WE WILL GET THERE
✓ We will work with our supply chains to get accurate scope 3 emissions for our highest carbon producing contracts.
✓ We will measure our scope 3 emissions with the aim of reducing them as much as possible.
✓ We will utilise the Atamis spend data to monitor progress.
✓ We will work with Business Wales to provide support to the local supply chains in terms of being able to measure their carbon footprints.



3. Social Value

- Increase the economic, social and cultural value derived from contracts to support the Service's local communities.
- Improve the relevance of Social Value offered by bidders to align with the communities that we serve, and local community needs.
- Introduce use of the Welsh TOMs to increase accuracy of social value evaluation within tenders.

WHERE WE WANT TO BE
▪ We want to increase the use of social value within relevant contracts.
▪ We want to improve relevance and measurement of social value within our contracts.
▪ We want to improve monitoring of the delivery of social value within contracts.

HOW WE WILL GET THERE
✓ We will adopt the Welsh Government TOMS tool to measure social value within our procurement activities.
✓ We will select Welsh TOMs questions within our procurements to ensure that the social value is relevant to the communities that we are buying for.
✓ We will ensure that KPIs are set for any social value commitments made by suppliers, and we will ask suppliers to provide us with annual Social Value updates in March each year so that they can be tracked as part of the contract management process. Progress will then be included within the Annual Socially Responsible procurement report in April each year.
✓ We will promote social value and educate internal and external stakeholders to ensure that they have a full understanding of social value commitments within contracts.
✓ We will work with our stakeholders to ensure that they have the knowledge and understanding to regularly review and measure social value commitments within their contracts.



- ✓ We will collaborate with other organisations to learn and share progress on social value.

4. Contract Management

- Improve contract management across the Service to ensure that contract objectives are being met.
- Deliver contract management training sessions to staff across the Service who are responsible for managing contracts.
- Improve the Contract Management Guide that is already available for staff, ensuring that it increases emphasis on the management of Social Value and Environmental commitments.

WHERE WE WANT TO BE

- We want to improve contract management across the Service.
- We want our contract managers to be well equipped with the skills to enable robust contract management.
- We want to improve our contract management guide so that it is more informative and aligns to the requirements of the Procurement Act 2023.

HOW WE WILL GET THERE

- ✓ We will deliver contract management training to contract managers across the Service.
- ✓ We will review the contract management guide to ensure that it fully aligns with the requirements of the Procurement Act 2023 and that there is an increased emphasis on the management of Social Value and Environmental commitments.
- ✓ We will provide regular “drop-in” sessions for contract managers who wish to discuss any issues they are experiencing with the contracts that they are managing.



5. The Real Living Wage

- Become Real Living Wage Accredited, in consultation with trade union representatives.
- Embed the Real Living Wage into relevant contracts. This means any contracts where suppliers are spending two hours or more per week on our premises, for eight or more consecutive weeks in a year. An example of this would be our office and station cleaning contractors or construction contractors who are undertaking works at any of our premises.
- Use the Real Living Wage Accreditation to drive wider adoption across our supply chains.

WHERE WE WANT TO BE
▪ An organisation that pays the Real Living Wage to all its employees.
▪ An organisation that engages with trade unions to progress its' Real Living Wage aspirations whilst strengthening social partnerships.
▪ An organisation that embeds the Real Living Wage into relevant contracts, where a contractor works on our premises for at least 2hours a week, for a consecutive period of at least 8 weeks.
▪ An organisation that leverages its procurement activities to encourage wider adoption across our supply chains.
▪ An organisation that encourages fair-pay standards throughout its supply chains.

HOW WE WILL GET THERE
✓ We will progress the application for Real Living Wage accreditation in consultation with trade unions.
✓ We will amend our procurement documentation to ensure that it integrates Real Living Wage requirements into relevant contracts.
✓ We will encourage the adoption of the Real Living Wage across our supply chains, including sub-contractors.



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| ✓ We will support our smaller suppliers in particular to transition to Real Living Wage accreditation by providing relevant guidance and support as required. |
| ✓ We will ask bidders to provide their Real Living Wage Status, pay structures and implementation plans as part of their tender submissions for relevant contracts. |

IMPLEMENTATION

The delivery of this strategy will rely on a number of elements to enable its vision and objectives to be realised. This includes:

- Commitment and support from the Fire Authority.
- Commitment and support from the Service's Executive Leadership Board.
- Commitment and support from all Budget Holders, Service Departments and Divisions.
- The skills and knowledge of the procurement team, with an up-to-date knowledge of legislation and best practice.
- Successful stakeholder engagement to encourage collaboration and transparency.
- Robust and efficient procurement processes that support consistency, compliance, transparency and socially responsible procurement outcomes.
- The need to be realistic and proportionate about what can be achieved within existing resource constraints.

We will commit to maximising the resources available, ensuring that we operate efficiently and effectively. We will also seek to identify and take advantage of opportunities to collaborate with other organisations where appropriate, in order to strengthen the impact and added value created.

The Strategy will be reviewed on an annual basis, and any amendments will be made on an as and when required basis.



DELIVERY PLAN

A Delivery Plan has been developed to accompany this Strategy, outlining the actions to be taken in implementing the Strategy. The Delivery Plan will be used to manage and monitor progress. The Delivery Plan will be reviewed and updated annually in April to align with the reporting requirements of the Social Partnership and Public Procurement (Wales) Act. In April 2027 the Service will be required to submit its first annual Procurement Report to Welsh Government which will reflect progress made in 2026/2027 financial year, and annually thereafter.

The Strategy and accompanying Delivery Plan will be reviewed annually, and any amendments will be made as and when the need arises.



Gwasanaeth Tân ac Achub
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Mid and West Wales
Fire and Rescue Service

EIN GWELEDIGAETH

I ddarparu'r gwasanaeth gorau posibl i
gymunedau Canolbarth a Gorllewin Cymru.

OUR VISION

To deliver the best possible service for
the communities of Mid and West Wales.



#EichGTACGC

#YourMAWWFRS

