



Southern Wales Forces Procurement Collaboration

Joint Commercial and Procurement Services

Annual Report 2023-2024

Version 1.0	25.04.2024	This version is based on the information available to date. Awaiting end of year data from Dyfed-Powys Police and further savings data from Bluelight Commercial.
Version 1.1	29.04.2024	Crest updated and minor amendment on page 8 and 18
Version 1.2	30.04.2024	Correction made to total savings figure and sustainability paragraph updated

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1.0 Purpose and Recommendation

The purpose of this report is to provide information on the activity and progress of Procurement and Commercial Services across the Southern Wales Forces during the period of 1st April 2023 to 31st March 2024. In particular, the report provides information on the South Wales and Gwent Joint Commercial and Procurement Services (JCPS) unit for monitoring and reporting purposes.

There are no recommendations requiring a decision.

2.0 Introduction and Background

The Joint Commercial and Procurement Services unit is now well embedded and our joint working is understood by the Forces and Bluelight Commercial. We have continued to work with Dyfed-Powys Police, collaborating on several key contracts and sharing work such as ethical supply chains and sustainability activity, to make best use of the limited procurement resource within the Southern Wales Forces. Dyfed-Powys successfully recruited into two strategic procurement posts, bringing a welcome boost to their commercial team.

The 2022-23 report identified priorities for the 2023-24 period and this report provides a progress update.

In 2023-2024, Gwent and South Wales spent £37,297,595 million and £72,739,812 million respectively, a total of **£110,037,407**. 68% of this was spent collaboratively.

Dyfed Powys spend on goods, services and works was £xx million (awaiting Dyfed-Powys data). The three Southern Wales Forces spend on goods, services and works totalled £xx, of which xx% was collaborative.

Appendix A provides a detailed analysis of the year's expenditure. The top 20 suppliers account for 53% of the goods and services spend across JCPS. (Dyfed-Powys spend data to follow).

3.0 Issues for Consideration

3.1 Progress against the Priorities for 2023/24

The priorities set for the year 2023-2024 were to further progress the work of the Joint Commercial Services and Procurement unit, to deliver the Southern Wales Forces collaborative procurement strategy 2020-2025 and to deliver against the following objectives.

1. *To deliver the procurement value for money savings targets through the commercial lifecycle activity. The targets set by the Chief Financial Officers are £400K for South Wales and £300K for Gwent.*

We have far exceeded the targets by delivering a wide range of cost savings including, cashable, cost avoidance, notional and non-cashable or efficiency savings. Detail is provided in section 3.2 of the report under Procurement Related Cost Savings.

2. *To embed the procurement work to tackle modern slavery in our supply chains as business as usual. To review and publish a refreshed Modern Slavery Statement in 2023, underpinned by a local action plan. To continue to work with Bluelight Commercial to develop tools for use by the 43 forces with our supply base. The aim of the tool is to establish a baseline position for ethical business practice, modern slavery, climate emergency, social contribution and equality, diversity and inclusion. The work across Wales is a joint approach and progress will be reported at an All-Wales strategic level.*

South Wales and Gwent are considered to be leading the way in this area and have done at least as much as any other force to provide assurance of ethical practice and tackling modern slavery in our supply chains.

Both forces published a refreshed Modern Slavery Statement for 2023-24. Against our target to assess the top 100 suppliers across South Wales and Gwent Police by 2025, as at March 2024, supplier assessment questionnaires were issued to 89 suppliers identified as higher risk due to their industry type, nature of the workforce such as a reliance on a low-skilled or a low-paid workforce, seasonal workers, dangerous work, manufacturing location, the presence of complex or tiered supply chains or the level of our expenditure.



An assessment rating has been provided to 75 suppliers. In addition, on our behalf, Bluelight Commercial (BLC) are seeking an assessment from seven national suppliers, particularly in the Fleet and IT categories plus a further 8 suppliers suggested for the ethical supply chain project. Since February 2024, BLC have been providing weekly updates on the progress made with the 15 suppliers. This is a baseline to measure progress by the supplier in tackling modern slavery, monitored through contract management activity. We expect to achieve the target of 100 suppliers assessed by the end of 2024.

We worked with Bluelight Commercial (BLC) to develop the Netpositive tool, to elaborate on the questions to support the value in the information submitted by the supply chain and ascertain the risk. This will expand the assessment of tackling modern slavery and ethical business practice to include wider social value considerations, climate emergency, equality, diversity and inclusion and social and community contribution.

BLC re-launched the tool to suppliers to raise awareness and encourage standard reporting via a national dashboard. If suppliers maintain the tool to provide details of their ongoing activities in each of these categories, this should:

- prevent duplication and ease the workload for suppliers and police forces
- help suppliers review their own supply chain by passing down to tier two and beyond and
- be an aid to improve suppliers' chances of winning public sector work.

3. *To review the procurement strategy for the largest spend areas, to provide assurance that the forces are realising best value through our routes to market or in-house provision.*

Energy - We purchase gas and electricity via the Welsh Government collaborative framework arrangement. A benchmarking exercise confirmed that the offering provided by the framework operator, CCS (Crown Commercial Service), remains the optimum solution for the Welsh Public Sector. The exercise compared fees based on customer annual consumption and compared this with the fees charged by other framework operators. The commercial benefit for 2022-23 (based on Department for Business, Energy & Industrial Strategy (BEIS) methodology) realised through this route for SWP amounted to £298,401 plus £156,268 for Gwent. This methodology has been accepted by Government Internal Audit. We discussed the option of setting up a framework for police forces with Bluelight Commercial, but currently the recommendation is to focus on smart energy usage and to manage bill validation as an area for potential savings.

The **Forensic Medical Services & SARC Services** contract will be tendered in April 2024 for the three Southern Wales Forces. As part of this exercise, the Gwent strategy is to move from an in-house nurse service, supplemented by outsourced doctors, to an outsourced service. The current service provided by doctors, is an historical agreement rather than a formal contract. The service is at a high cost, is not considered to provide value for money and doctors are often difficult to source. The new contract will mean that formal agreements are put in place for SARC facilities.

The expenditure on **Cleaning Services** provided to Gwent and to SWP is in the top ten suppliers by spend for both forces. The same cleaning services contractor has provided services to SWP for many years but the tender in 2023 based on a more output based specification, resulted in a contract awarded to a new supplier, Solo Service Group. We have moved away from a set number of hours' cleaning to supplier-led cleaning hours based on service standards and meterage of premises. As a result, we achieved a projected cost saving of ██████████ across years one and two of the contract.

As a result of the success with the SWP tender, we adopted the same strategy for the Gwent service retender. This will result in a forecast saving of ██████████ within the first two years, and the opportunity to develop strong supplier relationships from the outset. Gwent's tender was won by Glen Cleaning who previously supplied SWP.

In addition, we are realising cost savings with our cleaning services contracts through effective contract management, for example by receiving credits where a service is not delivered in an area for a short period of time.

4. *The Procurement Act 2023 – The Procurement Act 2023 will be the biggest change to procurement law in a generation. The reforms are designed to place value for money, public benefit, transparency and integrity at the heart of our procurement system. The challenge is to understand the Procurement Bill and implement its significant changes to public sector procurement.*

What will be the benefits of the Transforming Public Procurement changes?

Increased flexibility	Emphasis on Contract Performance	Increased Transparency
<p>Create a simpler and more flexible commercial system – 4 regimes into 1</p>	<p>Allow tougher action on underperforming suppliers and excluding those suppliers who pose unacceptable risks</p> <p>e.g. evidence of Modern Slavery practices. Greater emphasis on contract performance.</p>	<p>Embed transparency throughout the commercial lifecycle so that the spending of taxpayers’ money can be properly scrutinised.</p>

The Cabinet Office is preparing a learning and development programme to support the implementation by procurement professionals. 10 hours of self-guided training for skilled practitioners will launch on 22nd April 2024. Following completion of this learning, three consecutive days of deep dive instructor-led virtual classes will give those who need to become expert practitioners in the new regime, the skills to maximise the benefits of the Procurement Act. Two staff within each force will be trained as super users to champion the programme and become key problem solvers.

Communities of practice are planned to build confidence across the profession and to nurture cultural change.

UK Government Knowledge Drops and factsheets are available [here](#) for those that have regular interactions with procurement, including senior leaders at executive level, finance and commissioners of services.

The Procurement Act will bring changes for all contracting authorities and will have a particular impact on procurement teams. Examples of the expected impacts for the Southern Wales Forces include:

- An increased risk of challenge as contract variations will be published in the public domain.
- Each Commissioner’s Manual of Governance will need be amended to reflect the changes in the Act

- Contract Management will see a further increase in focus as supplier performance against key performance indicators must be reported and published annually for high value contracts.
- The reputational risk to suppliers will increase as their performance is more likely to be in the public domain and susceptible to challenge.
- A growth in procurement resource is likely to be necessary to support the requirements of the new regime.

The Act is expected to come into effect on 28th October 2024. The Cabinet Office have provided six months to allow organisations to undergo the training programme and make preparations. We are preparing for the changes in the ways below:



Consider future pipelines and which procurements in 12 months+ would benefit from new flexibilities



Review commercial strategies and governance and resources to enable the implementation of the new regime



Attend funded training



Share the aims of reform with senior stakeholders



Help to communicate the changes with suppliers and encourage the market to engage.

3.2 Procurement Related Cost Savings

The table below summarises the procurement related savings reported by the Southern Wales Forces for the period April 2023 - March 2024. (Dyfed-Powys data to follow)

Procurement Savings 2023-2024	South Wales	Gwent	Dyfed-Powys	Total
Cashable	£1,354,351	£494,755	tbc	£1,830,463
Notional	£494,755	£204,525	tbc	£699,280
Total	£1,849,106	£680,637	tbc	£2,529,743

The savings include reported cashable and notional savings. A notional saving compares the winning bid in a tender process with the average of bids received, thus demonstrating the value for money achieved through a procurement process. Some cost avoidance savings are reported as notional savings.

The savings achieved are a result of new tenders, contract negotiations, scope reduction, demand management, benchmarking and rebates. Savings are reported to Bluelight Commercial.

Significant increases in Airwave charges were challenged by forces on a national basis in addition to credits agreed through an investigation by the Competition and Market Authority. [REDACTED]

[REDACTED]

South Wales Police

Procurement related savings for SWP totalled £1,849,106, comprising of £1,354,351 cashable plus £494,754 notional savings.

[REDACTED]

[REDACTED]

[REDACTED]

Gwent Police

Procurement related savings for Gwent Police totalled £680,637 of which £476,112 is cashable and £204,525 are notional savings.

[REDACTED]

[REDACTED]

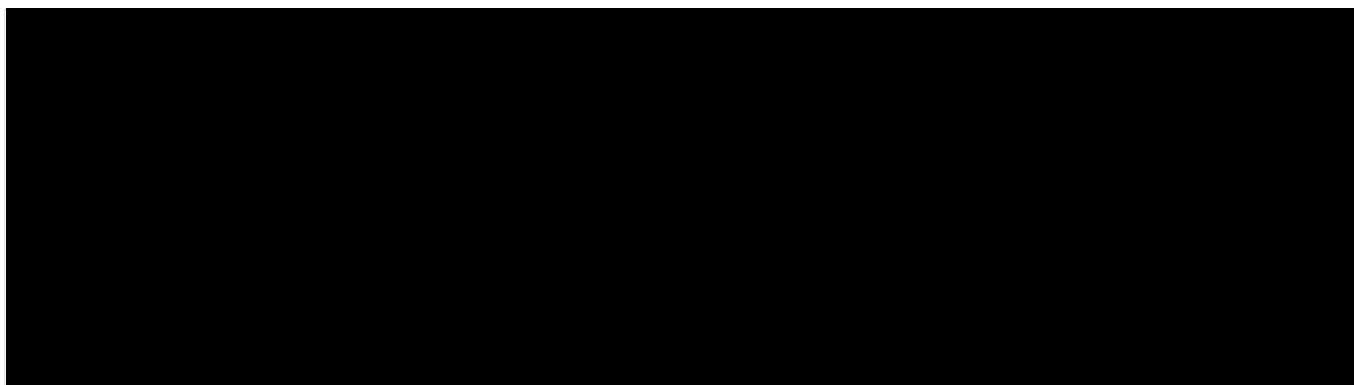
Dyfed-Powys Police

Details of savings to follow

Savings Reported to Bluelight Commercial

Bluelight Commercial data shows the cashable savings reported by Force in comparison with the other Forces.

Please note that this chart contains provisional data only and not final figures as many Forces report savings at the end of the year when actual final demand and savings are known.



Welsh Procurement Card

The Welsh Procurement Card rebate for 2023-24 brought income back to the forces under the Welsh Government public sector arrangement, through which all organisations benefit regardless of their size.

South Wales	£ 22,164
Gwent	£ 3,659
Dyfed-Powys	£ tbc
Total	£ 25823

3.3 Procurement Expenditure Summary

The contracts awarded during 2023-24 were for a broad range of goods, services and works. The table below shows 149 contracts, 65 extensions to contracts and 23 formal quotation exercises were awarded by JCPS for South Wales and Gwent forces between April 2023 and March 2024. Of these, 53 contracts were Single Tender approvals. Some procurement processes require a high level of resource due to their complexity, risk, high value and often because they are on behalf of several forces or partners outside policing. The table does not reflect this as the contract awarded is still only shown as a single award. Examples of this are the Control Room Software tender and the commissioned services contracts such as Independent Sexual Advisors Services.

In addition, there are a range of procurement projects in the Pre-Contract or Procure phase of the commercial lifecycle but not yet awarded. The strategic procurement staff must manage multiple procurements at any one time, in addition to the essential work to support contracts in the contract management stage of the phase of the lifecycle.

Joint Commercial & Procurement Services (Combined figures for Both Forces)			
Contracts Awarded	Extensions Awarded	Quotations over £10k	Spend Both Forces
March-24	March-24	March-24	March-24
23	7	2	£11,650,801
Value	Value	Value	YTD 2023-24
£18,902,147	£1,018,300	£43,296	£161,473,354
YTD 2023-24	YTD 2023-24	YTD 2023-24	Goods & Services Mar 24
149	65	23	£9,139,356
YTD Value	YTD Value	YTD Value	Goods & Services YTD
£128,833,774	£11,193,244	£626,277	£110,037,407
Collaborative Spend Both Forces	Savings		
March-24	March-24		
£6,231,332	£1,458,942		
March-24 % Collaboration against G&S	YTD 2023-24		
68%	£2,529,743		
YTD 2023-24			
£81,922,963			
YTD % Collaboration against G&S			
74%			

74% of the £110 million spent by South Wales and Gwent on goods, services and works, was spent collaboratively. This continues to exceed the target of 66%.

In 2023-24, the total goods and services spend by South Wales and Gwent totalled £110 million. A robust value for money assessment is undertaken for expenditure over £500. JCPS awarded 149 contracts at a total contract value of approximately £128.8 million. In addition, the team awarded 65 contract extensions with a value of £11.2 million and 23 quotation processes totalling £626,277.

The dashboard in Appendix A provides further detail on the expenditure and cost savings delivered for the year by Force.

3.4 Collaborative Progress and Key Procurements

An overview of a range of the 149 contracts let during this year is provided below.

Mobile Phone Refresh

To meet the Gwent and South Wales requirement for a full refresh of mobile phones, we assisted ICT in establishing the most commercially beneficial and compliant procurement route for the devices and renewed airtime contracts. In addition, there was a requirement to include some officers and staff from Dyfed Powys Police and the Southern/Mid Wales Fire and Rescue Services. Whilst Police Digital Services had negotiated with the major airtime providers and provided prices for several other Forces, following pre-market engagement, we felt that better prices may be obtained through opening competition under the CCS Framework. We ran a mini-competition and successfully awarded a contract to BT/EE which provided handsets, allowing for staged

payments over three years, and a much-improved bundle for airtime, allowing for greater flexibility for the Forces to maximise value across the board. Airtime costs were reduced by around £32,000 per year, over a 5-year contract period, delivering a significant saving.

ICT Contracts

The work to let the numerous ICT mini tenders and contracts is led by the ICT Business Services Manager, assisted by JCPS. In addition to the mobile phone refresh described above, examples of renewed contracts this year include Cellebrite digital forensics, Knox security software for the mobile devices (SWP and Gwent), Professional Standards Insider threat software (SWP and Gwent), Cisco equipment and support, Specialist Temporary Staff and Virgin WAN (Wide Area Network).

Control Room Software

One of the largest contracts let this year was for the provision of a fully integrated command and control system for both Gwent and South Wales. Following pre market engagement with a number of suppliers, a detailed specification was developed and we worked with an external legal provider to produce the terms and conditions for the Framework and subsequent call-off contracts by each Force.

A number of suppliers accessed the tender but only two final bids were received. Following a robust evaluation process, a phase of due diligence was carried out and a contract was awarded to Saab AB.

Whilst there are challenges and unanticipated costs relating to the implementation of this contract, this is a clear example of the benefits of collaborative procurement. [REDACTED]

[REDACTED]. Further savings, such as shared project management costs are currently being verified.

Niche Support and Maintenance

Arrangements were made to award a new contract commencing in April 2024, for the provision of ongoing support and maintenance for Niche for South Wales and Gwent.

Telephony Services - Gwent

Significant work has been completed to renew the contract for Gwent's Telephony Services with Atos, under the CCS Framework. This is still to be finalised but satisfactory progress has been made.

Fire Maintenance, Accessories and Associated services -South Wales Police

Efficiencies were delivered through the retender of this service which will offset some of the increased costs related to the fire regulation changes. By combining door surveys with the fire extinguisher checks, the same team can carry out both requirements whilst at the premises. The innovative approach enables SWP to maintain its compliance and reduces the carbon footprint of the contractor and therefore of the Force. The forecast savings are £142,720 for the first year, commencing April 2024 and cost avoidance of £428,160 for years 2,3 and 4 of the direct award.

Mechanical Services

The annual price negotiation with Riverside took place in October 2023. The supplier originally requested a 35% increase which was unrealistic and not in line with contract clause. Through market research of energy prices, fuel prices and employment rates, we were able to establish that a reasonable price increase request would be closer to 10%. However, we were able to negotiate this to 5%, and delivered a cost avoidance saving of £12,969 compared with the 10% for the year for the estimated demand.

Painting and Decorating Framework

A decorating framework is in the process of being awarded and will facilitate painting and decorating requirements within the estate. The Framework is awarded to 3 suppliers, with a process designed to undertake a competitive process with the three suppliers to ensure value and capacity throughout the framework period. The framework is open to Gwent.

Roofing Services

A full open tender for SWP's Roofing Services will deliver £20,900 in notional savings. This is a difficult service to source for policing so a positive result.

Eyecare - South Wales Police

We originally planned to award a new contract under the NPS Framework for eyecare but prices for eye examination vouchers and standard glasses with single vision lenses had increased significantly to £55 per person. Therefore, we identified an alternative CCS Framework and are in the process of awarding a call-off contract for these services to Specsavers. The price for an eye examination and one pair of frames fitted with standard single lenses under this framework will be £9.95, a saving of £45 per person. The reason for the increase is that eye tests in Wales have increased in price but we have identified a source that is not impacted by this increase.

Selected Medical Practitioner (SMPs) - South Wales, Gwent and Dyfed Powys

Our contract for this service expired in October 2023. We were unable to extend the contract when the doctor providing the service took the decision to retire. At that time, Bluelight Commercial (BLC) were in the process of tendering for a national provision for this service, but there was no guarantee that they would award in time to support our requirements. This is a difficult service to encourage individual doctors to tender for, with several SMPs expressing their frustration of the process for the national provision. Therefore, the Procurement Lead approached the market using the information gathered from several sources. We were successful in gaining an interest from two suppliers and following discussion with the 3 Forces, agreed an allocation strategy for the work for each Force. A contract was awarded to Icarus Health for Gwent Police, Sarum occupational Health for South Wales Police and Dyfed awarded a contract to their existing supplier, Workforce Wellbeing.

BLC have since awarded their Framework and initial benchmarking has revealed that the prices on the BLC Framework are higher than those included in our recently awarded contracts. [REDACTED]

[REDACTED]. This represents a saving of £4,400 for SWP based on the estimated number of hours. There is an additional saving for the Police Medical Appeals Board attendances.

Force Medical Examiner (FMA) - South Wales and Gwent.

Our contract for FMA services was extended several times whilst we awaited the award of the National Procurement Service (NPS) Framework to be awarded. As soon as the NPS Framework was awarded we carried out a mini competition but unfortunately this produced no bids and we had little option but to negotiate with the current provider to extend the contract further. The

Contractor requested a price increase of 5% as part of the extension. The contract permitted a maximum increase of 6.1%, but a negotiation resulted in a 4% increase and delivered cost avoidance savings. DPP have contracted with Workforce Wellbeing.

ANPR Management Server

A new contract was let under a framework for a ANPR Management Server for South Wales, Gwent and North Wales. This resolved some historical issues and provided a fixed cost per force and delivered savings of £25,000 for Gwent and £17,000 for South Wales.

ANPR Static Maintenance

Following a review of SWP's existing contract and set up, we were able to deliver a process efficiency and cost efficiency by changing how the service would be provided longer term, on a similar basis to the set up within Gwent. A 12-month interim agreement will begin in April 2024, realising a £75,000 saving for the 12 months and further savings predicted following the interim agreement once the technical and hardware capabilities are established to bring more of the service in house.

Police Vehicle Accident Repair Services

A full open tender was carried out on behalf of Gwent, SWP and Bridgend County Borough Council. Contracts were awarded to Ceejay Autoworx (Gwent Lot) and RGM Vehicle Body Repairs Ltd (SWP/BCBC) Lot. Prior to this contract award, Gwent's were operating on an interim provision. There is now a longer-term contract in place.

Auction Services

A mini competition exercise for Auction Services was carried out under a Crown Commercial Service framework (RM6171) for a 2-year contract with two possible annual extensions. The service is to provide valuation, retention, and sale of items services to sell assets seized or obtained pursuant to Confiscation Orders issued by the Court under the Proceeds of Crime Act (POCA) 2002, Police and Criminal Evidence Act 1984, Drug Trafficking Act 1994 and Criminal Justice Act 1988 (as amended). The contract was awarded to John Pye Auctions and commenced in November 2023.

Women's Services

A collaborative framework and subsequent call offs were awarded to The Nelson Trust in January 2024. A full open FTS (Find a Tender) procurement process was completed on behalf of the Police and Crime Commissioners for Gwent and South Wales Police, HMPPS (HM Prison and Probation Service) and the Welsh Government. This was an ambitious project to bring together four services (Women's Pathfinder, 18-25 Early Intervention, CRS (Commissioned Rehabilitation Services) and Family Ties) to support the Wales Women's Justice Blueprint. The framework was split into two lots – Lot 1 Women's Services for Gwent and South Wales area. Lot 2 - CRS, Family Ties and Women's Pathfinder development in Dyfed and North

The contract commences 1st April 2024.

Independent Sexual Violence Advisors

The requirement for an Independent Sexual Violence Advisor contract is part of the Wales Sexual Abuse Services (WSAS) regionalisation programme which aims to achieve consistency and equity of sexual abuse service provision (models, accessibility and governance) across the South-West Wales region. Under previous arrangements, there were no formal contracts in place and the services were grant funded by each of the Offices of the Police and Crime Commissioner.

The Police and Crime Commissioner for South Wales led a full open FTS (Find a Tender Service) tender process in compliance with Public Contract Regulations 2015 on behalf of South Wales Police, Dyfed Powys Police, and Gwent Police. The tender aimed to appoint a single service provider for the region, as change of emphasis to a criminal justice focused provision. This procurement benefited from strong project management which assisted in ensuring the tender was published, evaluated and awarded on time.

The contract commencement date has been delayed by three months until July 1st, 2024, [REDACTED]

Forensic Medical Services and SARC (Sexual Assault Referral Centre) Services

Forensic Medical Services is a complex and high value and risk procurement for South Wales, Gwent and Dyfed Powys, which looks to redesign the way these services for custody and SARCs (Sexual Assault Referral Centres) are delivered.

This framework contract has been a long time in development, due to several factors, which include:

- Complexity of requirement
- Specification development.
- Service redesign
- Churn of staff in the client departments, particularly in relation to custody.

The ITT (Invitation to Tender) document is now finalised and will be tendered in April 2024, with expected contract award in June. 10% of the award criteria has been reserved for social value. There will be a significant resource demand to deliver the evaluation and implementation.

The lotting structure and changes are summarised as:

1. **Lot 1 – South Wales Police Custody.** Existing arrangements combine custody and SARC provision through a mix of nurse and doctor led services. The new custody contract will be nurse lead, which may deliver some savings, but will also provide options for increased provision in Cardiff Bay.
2. **Lot 2 – Gwent Police Custody.** Current provision is delivered by in-house nurses, with additional support provided by Go Locum (primarily for SARC but some coverage for custody) and telephone advice from Mountain Healthcare. The new contract will outsource this service, which will also eliminate the need for provision of telephone advice and support from Go Locum.
3. **Lot 3 – Dyfed Powys Police Custody.** Existing arrangements combine custody and SARC provision through a mix of nurse and doctor led services. The new custody contract will be nurse lead and will also provide options for increased embedded provision in stations which have been previously covered by on-call nurses.
4. **Lot 4 – Tri Force SARC Forensic Medical Service.** Currently the SARC provision is covered by each Force's arrangements. The new contract will provide for a single regional provider, with South Wales Police as the lead legal entity. This is part the WSAS (Wales Sexual Assault Services) regionalisation programme and is driven by the requirement to achieve ISO 15189 (Medical Laboratories) requirement for SARC examinations.

We have demonstrated in other collaborative procurement projects, the benefits of a structured project board approach. The Board holds stakeholders to account and the structure is an effective tool to ensure the procurement is awarded on time. Given the value of each of the lots, the complexity and potential risks, there would have been a real benefit to a project management

approach in this procurement. It is recommended that this is considered should this service be re-procured in the future.

Office Cleaning Services - South Wales

In October 2023 we awarded the new cleaning contract to Solo Service Group, a Swansea based company, for the South Wales Police estate. There was a cost saving across the initial two years of the contract [REDACTED] – this was achieved by moving away from the traditional instructed number of hours to clean, to a Service Standard level of cleaning based on the square meterage of the premises.

Office Cleaning - Gwent

The new cleaning contract for the Gwent Police estate, due to commence 1st April 2024, has adopted the same new ways of working as the South Wales Police cleaning contract. By moving away from the traditional instructed number of hours to clean, to a Service Standard level of cleaning based on the square meterage of the premises, this is forecast to produce a cost saving within the first two years [REDACTED]

Safer Streets 5

We supported the goods and services requirements provided under the Safer Streets 5 funding. This included an anti-social behaviour social media campaign, electrical Installation of safety equipment in homes and specialist cameras for both forces.

Capital Projects

The Category 2 team have continued to support both forces with several capital projects. These include Abergavenny Police Station, Gwent Fleet Workshops, Gwent Operational Policing Facility, the Tri Force Firearms Range. Work has been undertaken to establish routes to market for Construction and Project Services to support the forces' long term estates strategy as well as working on the services associated with new builds, vending machines, gym equipment, road signage and AV (audio visual) Support.

Private Healthcare

From April 2024 Private Healthcare will be available for all Gwent Police officers and staff via Benenden Health. The tender was carried out to create an affordable private healthcare for staff for just [REDACTED] per month and includes 24/7 GP access, mental health support, medical diagnostics and medical treatment. After much negotiation, we were able to avoid the initial 6-month waiting period that would have prevented staff from accessing the medical diagnostics – instead they can access these from day 1 of the membership. With the current pressures on the NHS, this service will allow our staff access to medical care within a very short time, in turn benefitting the organisation with potentially lower staff sickness rates.

Laundry Services

An open tender for Laundry Services was awarded in 2024 as a collaborative procurement for Gwent, South Wales and Dyfed Powys Police custody units for their detainee clothing and bedding requirements. As part of the new contract, the intention is to replace paper-based collection/delivery notes with an electronic web-based system.

Body Armour

A specification and technical questions have now been agreed in preparation to let a mini tender under a Bluelight Commercial Framework for Ballistic Body Armour for the Joint Firearms Unit, comprising of officers from Gwent, South Wales and Dyfed Powys.

Ceremonial Uniform

A call-off contract under a Kent Fire & Rescue Services Framework for Ceremonial Uniform was carried out for special measure requirements for South Wales. To deliver better value for Gwent and South Wales, ceremonial uniform is now laundered and issued out to officers when required for ceremonial duties and court appearances.

All-Wales Police Education Qualification Framework

A re-procurement of the All-Wales Police Education Qualification Framework was completed this year. All lotting options were considered but the chosen route was a three-lot framework, with Gwent and South Wales combining numbers and aligning intake dates to improve value. The total value of the framework is £5,717,634, the South Wales and Gwent lot being £3,581,420.

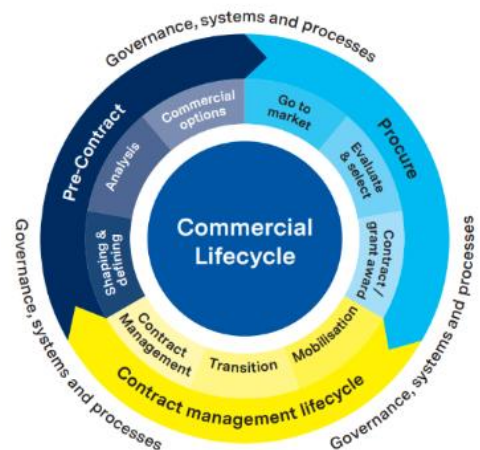
This re-procurement benefited greatly from a strong project board structure which drew on lessons learnt from the existing contract and were engaged in all aspects of the tender design, including specification, evaluation criteria and performance management. 10% of the evaluation criteria was reserved for social value. This project board structure also ensured that the service was able to be tendered on time. We have demonstrated that where several parties are involved in a collaborative tender, a project board structure is vital in holding the parties to account and delivering on time.

Dyfed-Powys Contract Highlights (*information to follow*)

3.5 Contract management

The emphasis on contract management expanded further this year and this phase of the commercial lifecycle is now as prominent as the procure phase. The contract management activity for the goods and services in Category 1 (includes Estates, ICT, DSD, Health, Fleet and Health) was limited by the Contract Management Officer's period of maternity leave, but the strategic team responded to the challenge by focussing on specific contracts to develop a 'deep dive' contract management approach in areas such as Electrical Maintenance Services.

We continued to upskill officers and staff to enable them to manage contracts and encourage ownership locally to deliver best value through the contract.



Training

In 2023-2024, a further 8 people attended the Fundamentals of Contract Management training, provided by Bluelight Commercial. A total of 16 SWP staff attended Bluelight Commercial training to improve a range of skills. The topics included managing effective tender evaluations, risk management, supplier relationships, agile project management and writing effective specifications.

SWP ICT procurement staff completed training on the legal aspects of contracts, managing effective evaluation, purchase price and cost analysis and advanced contract management. 9 Gwent staff attended training but only a small number were from client departments. We will encourage more Gwent staff to attend training in 2024-2025.

Some of the highlights of the contract management work this year are described below:

- Quarterly business reviews set up at the outset for several new Gold contracts, including Cleaning Services (two new contracts), Waste (joint contract for both forces), Temporary Labour (Gwent). This will ensure any issues with implementation and the new contracts are identified and dealt with by the right people and in a timely manner. It also provides opportunity to discuss the delivery of benefits such as those through social value.
- Significant savings realised through robust contract management. Savings include cost avoidance by negotiating supplier requests to increase prices related to inflation and price indices. This includes £13,154 for Waste Services.
- The Contract Management Officer (CMO) secured a £22,500 saving by identifying undelivered services in our Cleaning and Child Advocacy contracts.
- A deep dive into invoices for Cleaning Services resulted in real improvements. Our suppliers must provide more detailed monthly records which allows us to ensure more accurate invoicing and request credits where these are due.
- A £10,000 reduction was achieved by cross referencing the Gwent estate compared with supplier invoices, prior to issuing the tender specification for cleaning services.
- The CMO negotiated a cost avoidance saving by negotiating a request for Gwent to meet redundancy costs of £15,136.
- The increase in the cost of energy necessitated a review of the route to market. Both forces are buying via the best value route to market available, in collaboration with the Welsh public sector and other organisations via Crown Commercial Services. The commercial benefit (based on Department for Business, Energy & Industrial Strategy (BEIS) methodology realised through this route for SWP amounted to £298,401 plus £156,268 for Gwent. This methodology has been accepted by Government Internal Audit.
- On 6th April 2024, the Welsh Government introduced new regulations requiring all workplaces to separate recyclable materials to improve the quality and quantity of how the Forces collect and separate waste. The CMO played a key role in preparing for this via literature, a video, sourcing new receptacles as well as being involved in cost discussions and budget planning.
- We worked with Bluelight Commercial to develop a Key Performance Indicator and contract management tool. This has been adopted by Gwent & SWP and Bluelight Commercial will issue this document to all police forces in England & Wales.
- We developed a change control and variation document approved/adopted by JCPS and communicated to stakeholders.
- The CMO is playing a key part in developing our sustainability requirements with suppliers, for example, a recent case study with Biffa shared with Corporate Communications, demonstrates the positive environmental impact of effective contract management.
- Our Contract Management resource is proving invaluable in managing the exit strategy and implementation of new contracts where there is a transfer of staff through TUPE arrangements. A good example is the new SWP cleaning contract where over 130 staff transferred via a robust twelve-week implementation plan. A similar plan is in place for the new Gwent cleaning contract.
- Social Value and Ethical Employment in Supply Chains – as outlined in section 3.1 of this report, we have continued to make progress in this area. The CMO has been integral in identifying tangible social value that our suppliers are offering to deliver to Gwent & SWP on an on-going basis. Effective contract management monitors this and ensures benefits are realised

throughout the life of the contract. A good example of this is the social value offered by Adecco through the temporary labour contract with Gwent. We are currently considering which options to pursue with Adecco but options include equality, diversity and inclusion workshops such as training to help organisations understand, hire and support neurodivergent colleagues and a women's health strategy supported by the UK Government's Menopause Employment Champion.

- We identified the need to include Financial Services and Specialist Equipment in the Bluelight Commercial Social Value Interactive Tool and encouraged the issue of an updated version. A second version toolkit is due to be delivered by the end of March 2024.
- Fire Stopping - an innovative approach to the 'fire stop' requirement for SWP, without a compromise on safety, has delivered a significant cost saving by reducing the materials required and the labour, as the work can be completed more quickly. This is a great example of working with the supplier through contract management and supplier relationship management. The approach installs a fireproof ceiling cover and avoids the need to remove old pipework and cabling within the ceiling. An example of the cost saving is £80,000 at Maesteg Police Station. The savings will be of a similar order where the approach is applied to other buildings.

3.6 Decarbonisation and Sustainability

Greener Gwent and the South Wales Blue Dot Board have continued to progress sustainability matters locally, feeding into the All-Wales Sustainability and Decarbonisation Committee with representatives from the four Welsh Forces. This group has developed an All-Wales Sustainability Strategy to collaborate on a common approach to a range of initiatives and to share learning, for example with regard to waste data and electrical vehicle chargers. We have agreed a consistent methodology for carbon reporting submissions, have captured our scope 3 carbon emissions in order to track the improvements going forward and have a shared action plan.

Estates, Fleet and Procurement are pro-actively working to a common goal of achieving ambitious environmental and decarbonisation targets. Procurement has played a key role in procuring goods and services to make more effective use of technology, particularly through mobile data, telematics and body worn cameras. We have supported waste reduction to landfill, for example by working with our supplier to introduce new bins to meet Welsh legislation.

The Procurement and Supply Chain strand of the action plan plots and monitors progress against initiatives such as tackling ethical employment in our supply chains, scoring social value in our tenders, reducing the plastics we purchase and working with Bluelight Commercial to source uniform more sustainably. We showcased three case studies to demonstrate how we are working with our suppliers to deliver environmental benefits. A range of procurement related actions are set for delivery during 2024-25.

3.7 Gwent No PO, No Pay Policy

Gwent Police's No Purchase Order, No Pay policy was established to encourage good practice in raising requisitions prior to agreeing to make a purchase and to ensure prompt payment of suppliers. Where a purchase order is not in place, there is nothing to match the invoice received with and Finance begin an investigation to identify the source of the requirement and seek approval with potential to delay prompt payment.

Compliance levels improved from the previous year and show a significant improvement since the policy was introduced in 2020. 6412 transactions out of a total 11318 were covered by a purchase order.

Percentage of Transactions Covered by Purchase Order	%
2020/21	29.67%
2021/22	53.06%
2022/23	51.97%
2023/24	56.65%

The percentage by spend shows a small decrease but there are a smaller number of transactions than the previous year but a higher value spend with a purchase order. There are some areas that are not associated with a purchase order but have increased in spend this year, such as veterinary fees and kennelling for dangerous dogs, vehicle spares and repairs and legal fees.

Gwent Non-Pay Spend covered by a purchase order	
2019/2020	42.06%
2020/2021	60.96% N.B. This figure is skewed by several large payments relating to Gwent HQ construction project
2022	62.62% and 58.32% excluding payments for the Gwent HQ construction project
2023	67.34%
2024	66.18%

4.0 Collaboration – is it delivering the expected benefits?

As the default starting position for most of our tenders is to work in collaboration, it is worthwhile taking stock to review whether collaboration is delivering the expected benefits and to ask whether collaboration is always the best approach.

In most cases, letting one tender for South Wales and Gwent or for the southern Wales forces brings an efficiency. There are instances where the timing prohibits this but we are aligning tender expiry dates where possible. A collaborative tender means a single process rather than two or more procurement exercises. The potential benefits are:

- better use of a limited procurement resource.
- lower costs for the market - suppliers only need to draft a tender bid once.

- economies of scale - increased purchasing power should deliver greater efficiency through common requirements and higher volumes.
- a more attractive opportunity may increase interest and therefore provide better competition.
- increased opportunity for standardisation e.g. of equipment, which may reduce training requirements and improve interoperability across Forces
- potential for improved supplier relationships and stronger contract management where there is a common supplier.
- improved cost savings through collective bargaining power.

However, a collaborative procurement exercise involves more parties, the total value is increased and therefore raises risk and there are instances where the Forces specify differing requirements. An example of this is the different specifications for body armour for Gwent and South Wales. Variances can be accommodated in the tender and have little impact where these are minor, but where requirements vary significantly, the tender is often structured into separate lots which may result in awarding to separate contractors and thus the process delivers very few efficiencies. The principal benefit is a saving in the procurement resource but we should question whether this outweighs the added complexity of a collaborative procurement.

We have demonstrated that there may be significant challenges in the case of a collaborative tender which includes partners outside policing. Whilst one party may lead the procurement, each party usually seeks its own legal advice which incurs significant cost and adds to the procurement timeline. JCPS were asked to lead a procurement for Women's Services this year on behalf of several parties. Not all requirements were common and the Force was obliged to award a whole Lot where the requirement was outside the work of the Force. The necessary changes to our standard tender document to reflect the needs of the other party made the document unrecognisable and the total legal fees incurred were substantial. The parties involved have agreed that there are lessons to learn from this exercise and consideration should be made at the outset, before deciding who is best placed to lead a similar collaborative exercise.

We can demonstrate some excellent examples of successful complex collaborative procurements which were delivered on time with a good outcome, despite the number of stakeholders involved and the high value and risk of the procurement. A good example is the re-tender of the All-Wales Police Education Qualification Framework. This tender was recognised and published by Cyd (Procurement Centre of Excellence for Wales) as a case study as a best practice procurement collaboration. [Case Studies - CYD Procurement.](#)

This three-lot framework for the four Welsh Forces, at a total value of £5.7 million was delivered within twelve months and on time. This was largely due to a robust project board structure, attended by decision makers from each Force and led by a senior stakeholder. The Board was able to hold all Forces to account and resolve any difficulties with the stakeholders on the board.

For other complex, high value procurements, delivering on-time has been hampered by delays in response by the client leads, change of client lead through police officer churn, difficulty in getting all parties together. These issues could be resolved by a project board, a project lead and where necessary, a commitment through a collaboration agreement or MOU.

The Procurement Bill, expected to commence on 28th October 2024, will make it easier for businesses to enter public sector supply-chains and will benefit SMEs (Small and Medium Enterprises). A new duty is placed on contracting authorities to have regard to the barriers facing SMEs and to consider what can be done to overcome them. In policing, we understand the

benefits of providing opportunities for the businesses in our communities and where we undertake a quotation process, we will seek quotations from local organisations where this is possible. Combining volume and buying power also increases the value of a procurement process and above a set threshold, our governance states that we must carry out a tender process rather than seeking quotations. Collaboration may also mean that suppliers can be locked out for years if they do not win a place on a framework or win some business outright. Therefore, consideration should be given to the pros and cons of a collaboration on a case-by-case basis.

In terms of the success of the collaborative procurement unit, working as two forces has delivered a wide range of benefits, as summarised in this report. These include:

- cashable and non-cashable savings, exceeding cost savings targets
- robust contract management and better value through our contracts
- improved supplier relationship management
- progress in tackling ethical supply chains and addressing sustainability matters
- upskilling client leads
- sharing of best practice
- improved demand planning and risk management
- creation and implementation of a toolkit for JCPS and for client contract owners across the Forces.

5.0 Priorities for the Year Ahead

1. The Procurement Act 2023

The new procurement legislation, referred to earlier in this report, is anticipated to go-live on 28th October 2024 and will bring major changes for procurement teams and contracting organisations. Our priority for the first half of the year, will be to complete the Cabinet Office learning launching in late April 2024, supplemented by additional training, to effectively start to implement the new legislation in October. In preparation for the Act, we will follow the Cabinet Office guidance and prioritise preparations for the new legislation. Please see below some of the considerations and activities we will undertake.



Commercial activity: review all current and planned commercial opportunities



Procurement operating procedures and policies: future-proof for the new regime and reflect changes in the Manual of Governance



Tender Planner and information: review and update our documents and guidance



Systems: consider any changes to our systems to reflect the changes



People: ensure strategic procurement staff and senior leaders understand Transforming Public Procurement and undertake the necessary training



Training: Attend funded training and training offered by law firms

2. Demand Planning and Key Contracts

A Contracts Directory that feeds into 18-month planners for Category One and Two teams, facilitates the allocation of resource and prioritisation of new procurements and contract renewals. There will always be a level of unexpected demand, but we are feeding into a process led by the Continuous Improvement team at SWP, to help users understand the pathway for any business change and interdependencies. Interdependencies may include procurement legislation, ICT change, data protection considerations, the impact for Estates or Human Resources factors. Gwent manage change effectively through the Service Improvement Board.

Some of the key contracts to be progressed during 2024-25 include Forensic Medical Services, as referred to in this report, the Tri-Force Firing Range, Internal Audit Services, Control Room Software, Garage Services, CCTV Services, Niche support and maintenance, Carpentry Services, Specialist Vehicle Cleaning, Fuel Cards, Vehicle Hire. Abergavenny Police Station construction and other construction projects plus the refurbishment of police buildings, Destruction and Disposal of Protectively Marked Waste, Uniform Trousers, Body Armour and Appropriate Adult Services. We anticipate that there will be a requirement to the commissioning of various services on behalf of the Commissioner but these are not yet known as we anticipate new Police and Crime Commissioners, following the elections in May 2024.

The number of ICT contracts and renewal of licenses is vast. JCPS will continue to work closely with the ICT Business Services Manager to ensure value for money and compliance in our ICT purchases.

There will be a continued focus on establishing effective contract management arrangements from the commencement of new contracts. The new Procurement Act will bring additional demands to this stage of the procurement lifecycle.

3. Collaborative Procurement Strategy

We will produce a refreshed collaborative procurement strategy during the next twelve months, to replace the current 2020-2025 strategy for the Southern Wales Forces.

4. Social Value

We will continue to progress our focus on the delivery of the full range of value for money considerations and consider how we can incorporate these into our procurements. The Procurement Act emphasises this with the change of tender award based on Most Advantageous Tender (MAT) rather than Most Economic Advantageous Tender (MEAT). We understand the value of more than just price and the role our procurements can play in delivering best social value for money.

6.0 Additional Considerations

- **Financial Considerations**

Procurement related savings are only one measure of the procurement unit but the figures in this report demonstrate the benefit of strategic procurement, effective contract management and the value for money process operated by the forces.

The forces did not receive any legal challenges or associated fines to the tenders awarded thus demonstrating the value of a robust and compliant process.

- **Personnel Considerations**

There are no personnel considerations in relation to this report.

- **Legal Considerations**

There are no legal considerations in relation to this report.

- **Risk And Audit**

Risks are recorded on local risk registers and escalated as necessary.

TIAA, the current provider of internal audit services to the Welsh forces, carried out internal audits to review various aspects of Procurement during 2023/24. All four Welsh Forces received a Substantial Assurance rating in the review of the internal policies providing mitigation against fraud and its impact. The review tested for potential significant fraud exposures due to non-compliance with the Force's procurement arrangements and/or inadequate or ineffective segregation of duties.

- **Public Interest**

In producing this report, has consideration been given to 'public confidence'? Yes

Are the contents of this report, observations, and appendices necessary and suitable for the public domain?

The report is suitable for the public domain except for Appendix A and Section 3.1, 3.2 and 3.4 which provide details of savings achieved. These sections should be redacted.

- **Lead Chief Officer**

Umar Hussain, Nigel Stephens and Edwin Harries, Chief Financial Officers for the Southern Wales Forces

- **Chief Officer Approval**

- I confirm this report has been discussed and approved at a formal Chief Officers' meeting.
- I confirm this report is suitable for the public domain / is not suitable for the public domain for the reasons stated. (delete as appropriate)

Signature: (Insert CO electronic signature)

Date:

Appendix A – Spend Analysis

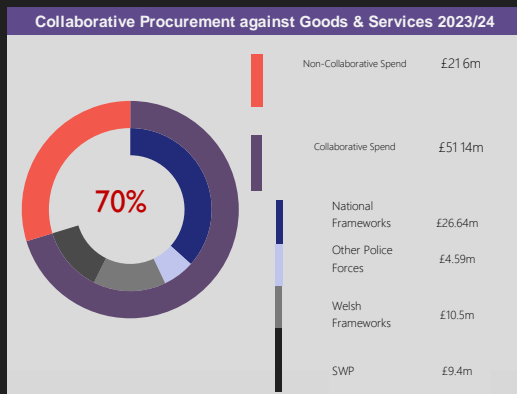




South Wales Police Spend Report

Month: **March-24**

Goods & Services	Other Police Forces	Public Sector Organisations	Non-Addressable	Monthly Spend
<p>YTD: £72.74m</p> <p>01-Mar £6.45m</p>	<p>YTD: £13.9m</p> <p>01-Mar £.2m</p> <p>Includes</p> <ul style="list-style-type: none"> Payments to other Police Forces WITS NPAS College of Policing Police Digital Services 	<p>YTD: £6.74m</p> <p>01-Mar £.46m</p> <p>Includes</p> <ul style="list-style-type: none"> Rates Water Welsh Government 	<p>YTD: £11.83m</p> <p>01-Mar £.53m</p> <p>Includes</p> <ul style="list-style-type: none"> Legal Payments Property Lease Grants 	<p>£7.63m</p> <p>YTD Total Spend 2023/24</p> <p>£105.2m</p> <p>Collaborative Spend Split</p> <p>70% 66%</p> <p>Actual Target</p> <p>Credit Card Spend YTD</p> <p>£2.m</p>



Top 10 Suppliers by Spend

█	█	£5,185,907
█	█	£4,280,014
█	█	£3,918,694
█	█	£2,142,515
█	█	£1,975,015
█	█	£1,857,188
█	█	£1,703,321
█	█	£1,599,168
█	█	£1,556,596
█	█	£1,512,027
		£25.73m
Top 10 suppliers as a % of spend on Goods & Services		35%

STR Requests

	No.	Value
2023-24 YTD	39	£3,317,318
2022-23 Total	48	£5,414,845
% Compared to Previous Year	81%	61%
JCPS STR under £40k	20	£524,555
Rejected STR's	0	

Savings

	Cashable	Notional	Total
March-24	£989,864	£146,733	£1,136,597
YTD	£1,354,351	£494,755	£1,849,106
		2023/24 Savings Target	£400,000
		Towards Target	339%



Joint Commercial & Procurement Services (Combined figures for Both Forces)

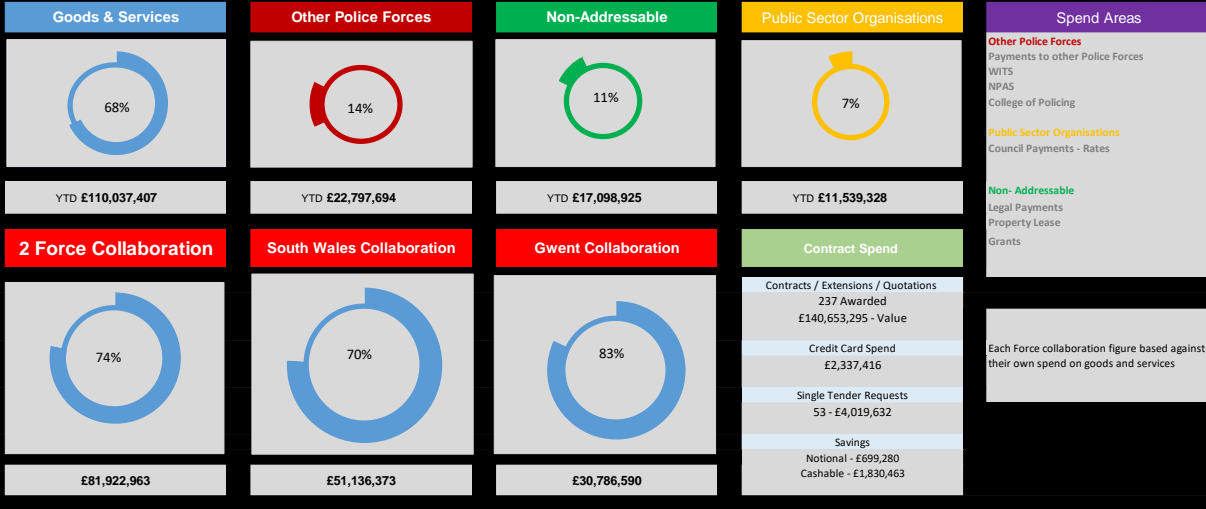


Contracts Awarded	Extensions Awarded	Quotations over £10k	Spend Both Forces
March-24	March-24	March-24	March-24
23	7	2	£11,650,801
Value	Value	Value	YTD 2023-24
£18,902,147	£1,018,300	£43,296	£161,473,354
YTD 2023-24	YTD 2023-24	YTD 2023-24	Goods & Services Mar 24
149	65	23	£9,139,356
YTD Value	YTD Value	YTD Value	Goods & Services YTD
£128,833,774	£11,193,244	£626,277	£110,037,407
Collaborative Spend Both Forces	Savings		
March-24	March-24		
£6,231,332	£1,458,942		
March-24 % Collaboration against G&S	YTD 2023-24		
68%	£2,529,743		
YTD 2023-24			
£81,922,963			
YTD % Collaboration against G&S			
74%			

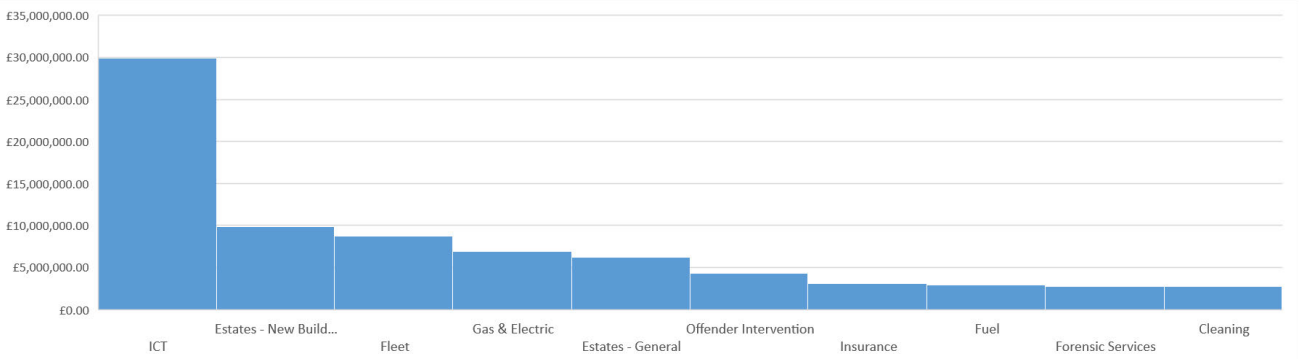


Joint Unit Spend SWP & Gwent

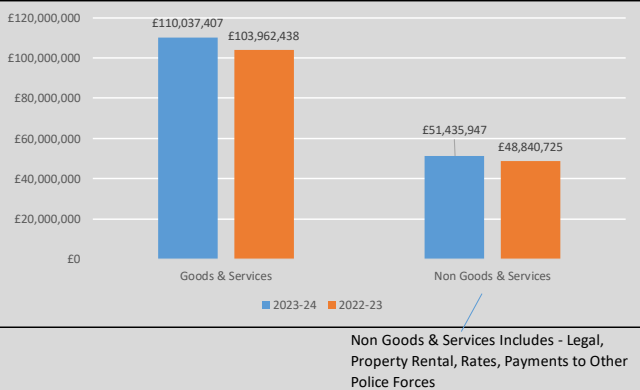
Year 2023-24



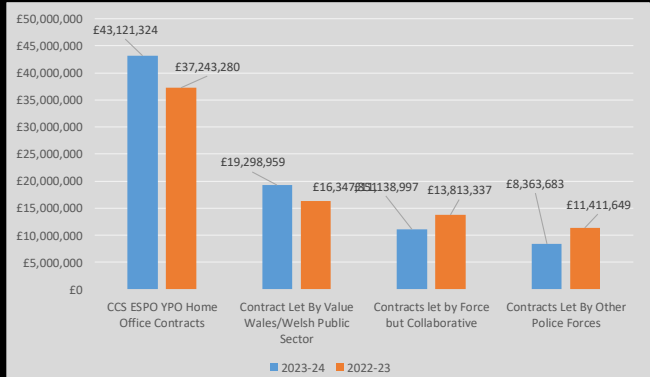
Top Spend Categories 2023-24 - Combined SWP & GP Spend



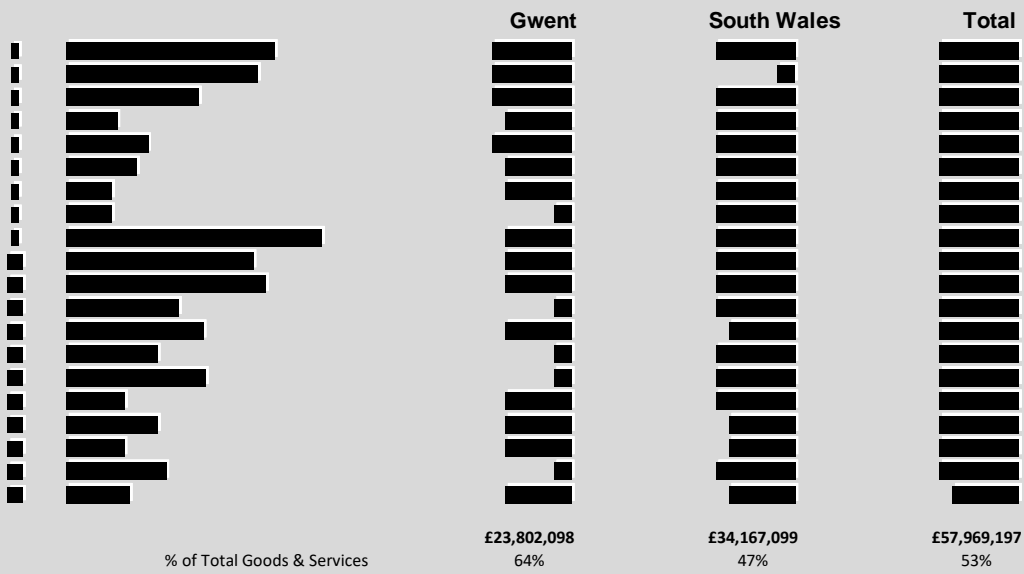
Spend on Goods & Services 2022-23 to 2023-24



Total Collaboration 2022-23 to 2023-24



Top 20 Suppliers of Goods & Services by Value



Appendix B

North Wales Police - information to follow