



ACCOUNTABILITY AND ASSURANCE BOARD

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CRYNODEB GWEITHREDOL | EXECUTIVE SUMMARY

This report provides an annual update on delivery of the Southern Wales Police Forces Collaborative Commercial and Procurement Strategy 2025–2030. It outlines progress against the strategic priorities, highlights key areas of activity across Joint Commercial and Procurement Services, and identifies the principal risks, pressures and opportunities affecting procurement delivery across Gwent Police and South Wales Police.

Good progress continues to be made in delivering value for money, strengthening contract management, increasing collaboration, embedding social value and sustainability, and developing internal procurement capability. The Joint Unit achieved total savings of £3,333,884 for 2025–26 across Gwent Police and South Wales Police; however, continued inflationary pressures, supplier price increase requests, legislative demands arising from the Procurement Act 2023, and capacity constraints remain key areas requiring oversight.

The report is presented for monitoring and information. No decision is required from the Board; members are asked to note the progress, risks and next steps set out within the report.

CYFLWYNIAD A CHEFNDIR | INTRODUCTION & BACKGROUND

The Southern Wales Police Forces Collaborative Commercial and Procurement Strategy was refreshed in 2025, replacing the previous strategy. The current strategy is in place until 2030.

Strategic direction is provided to the Joint Commercial and Procurement Services (JCPS) Unit by the JCPS Board. The Board comprises representatives from each of the two legal entities. It is chaired by the Chief Finance Officer (CC) for South Wales Police and meets to coincide with the Finance Joint Assurance Group, which is attended by the Chief Finance Officers for the four Welsh forces.

This ensures Dyfed-Powys Police input into the strategic direction and agreed procurement objectives. North Wales Police is sighted on national work being undertaken by the forces to ensure awareness of current activity and good practice.

The focus of the strategy is to deliver best value for the public purse, with an emphasis on social value, sustainability, innovation and stronger relationships to support the priorities of the three forces. Developing internal talent to support succession planning and ensure appropriate commercial capability remains a key priority.



Joint Technology Service

The Joint ICT Convergence Programme between Gwent Police and South Wales Police, a strategic initiative designed to modernise and align digital services across both forces, has required key input from Joint Procurement. This forms the second phase of work on Gwent's ICT requirements, following activity in 2025–26 to support the transition of ICT services from Shared Resource Services ahead of the July 2026 deadline. There have been challenges in obtaining full information regarding the contracts that are expected to transfer to Gwent Police, notwithstanding that best endeavours have been made to secure this information.

Joint Procurement continues to support a broad portfolio of digital procurements across the two-force Digital Services Division. By working closely with ICT colleagues, the team will play a central role in aligning contracts, identifying opportunities for efficiencies and cost savings, and reducing duplication of systems and effort.

Police Reform

As delivery of the Police Reform programme progresses, we have considered the implications for Procurement. The way Procurement purchases goods and services, manages suppliers and evidences value for money will be central to supporting Reform objectives. Key considerations include:

- Increased expectation to align with national and regional procurement frameworks.
- Reduced tolerance for force-specific solutions unless supported by a clear and robust rationale.
- Greater external scrutiny of contracts, governance arrangements, and value for money.
- Early alignment activity required in anticipation of the future National Police Service.

On a day-to-day basis, this reinforces the need for strong documentation, clear audit trails, and transparent decision-making across all procurement activity. Spend data and contract performance information must be accurate, timely, and readily accessible. Procurement activity will increasingly be subject to inspection and assurance.

It is important to note that existing contracts remain valid, and there is no immediate transfer of contracts anticipated. We are able to evidence strong and ongoing engagement with Bluelight Commercial (BLC) frameworks and other national arrangements, including collaborative procurement activity across the four Welsh forces.

Social Value

The Procurement Act 2023, which came into force in February 2025, increases the emphasis on social value, public trust and broader social and economic outcomes. As

part of our commitment to delivering meaningful social value through the supply chain, we are incorporating social value into procurement processes to create positive impacts beyond the delivery of goods and services. As a result, contracts will generate additional public benefit, help communities prosper, support crime prevention activity, and align with national and local policies that promote social, economic and community development.

We are trialling the [Pluggin Social Value Marketplace](#), a free access service for public procurement to facilitate, formalise, measure and promote contract social value collaborations between suppliers and approved charity providers. Nine Forces engaged with Pluggin in 2024/25 and a similar number are entering the marketplace in 2026 plus a smaller number of Councils and Fire & Rescue Services.

Charities supported by Gwent and/or SWP have shown significant interest in being featured and supported through the social value commitments of our suppliers.

The marketplace will also support initiatives such as the Cyber Resilience Centre Wales where suppliers can include cyber volunteering social value for the Force areas, training charity teams in cyber safety, online mentoring and digital employability skills and workshops for charities' community groups.

Decarbonisation and Sustainability

Joint Procurement continues to contribute to the Police Collaboration Wales Sustainability and Decarbonisation Strategy 2026–2030, supporting sustainability actions and plans to decarbonise policing by 2050. Goods and services Scope 3 emissions account for 75% of the total policing carbon footprint. Through the Greener Gwent group and the South Wales Police Blue Dot Board, we are progressing local sustainability initiatives and assessing supplier commitments and actions to reduce carbon emissions and increase sustainable procurement within supply chains.

Completed actions include showcasing three case studies per year to demonstrate how we are working with suppliers to deliver environmental benefits; including a 10% weighting in tenders for social value, where appropriate; confirming with South Wales Police Printing that 100% of paper used is recycled; and, through a competitive process, delivering energy-efficient monitors at a competitive price, saving energy and benefiting the public purse.

Contract Management

The Collaborative Procurement Strategy emphasises the importance of effective contract management as a key mechanism for securing value for money. Currently, nearly three-quarters (74%) of procurement spend across the three forces is delivered through collaborative arrangements.

Establishing robust contract management arrangements from the outset of a contract and maintaining them throughout the contract lifecycle is one of the most effective ways to maximise value, manage risk, and ensure service quality. We have demonstrated tangible benefits in this area through the creation of specialist contract



management roles, including dedicated posts to support high-value and high-risk “Gold” contracts, as well as a specialist role focused on Custody Services.

This approach has delivered measurable improvements. Internal Audit has confirmed a marked improvement in the assurance rating for Gwent Custody contract management compared to the previous year, following the transition of the Contract Management Specialist role to a collaborative model in 2025. A key benefit of this arrangement has been the strengthened and more consistent management of the Custody Healthcare contract across both Forces, supporting improved oversight, resilience, and value for money.

The contract management specialists have provided valuable support in negotiating requests received for price increases. The situation going forward will be challenging in the light of national insurance increases and inflation rate rises.

The additional benefits realised through our contract management activity will be set out in the annual collaborative procurement report.

Investing in People

A key enabler of the Strategy is ongoing investment in our people to ensure the right balance of commercial capability, skills, and knowledge is in place. We have adopted a strong “grow your own talent” approach, supported by ongoing training to strengthen commercial capability and ensure the team remains up to date with procurement legislation and best practice.

The implementation of the Procurement Act 2023 continues to present challenges for the team. However, this has also demonstrated our professionalism and resilience. A Gwent Police award, recognising the commitment and expertise shown by the first team member to successfully issue a complex tender under the Procurement Act 2023, is well-deserved and reflects positively on the wider function.

We continue to support internal progression, with several team members moving into more senior roles. To sustain capacity and build future capability, we have recruited two procurement apprentices and commenced a two-year procurement graduate placement in September 2025, with the intention of retaining the individual within the team on completion. In addition, we will introduce a Procurement Intern role for the first time from September 2026.

Across the three forces, staff have been supported in attaining CIPS (Chartered Institute of Procurement and Supply) qualifications via the Welsh Government Corporate Award Programme, enhancing professional standards and strengthening service resilience.

Home Office Police Efficiency and Collaboration Programme (PECP)

As outlined in the Strategy, we continue to engage actively with the Home Office Police Efficiency and Collaboration Programme (PECP), working collaboratively with policing partners to realise savings and service improvements through commercial and operational efficiencies. Bluelight Commercial acts as the PECP delivery partner for the commercial efficiency workstreams, and we are participating fully in the areas

of focus.

The initial PECP workstreams comprise Energy, Fleet and Fuel, ICT Hardware, and ICT Software. These workstreams focus on securing efficiencies through national collaboration, including economies of scale, standardised specifications, aggregated procurement and improved contract management. Key anticipated benefits include greater cost certainty, reduced unit costs and enhanced value for money across forces.

Each workstream will identify, deliver, review and monitor commercial savings, alongside wider operational and service benefits. Progress and performance will be monitored through agreed governance and reporting arrangements.

At a regional level, Welsh forces will report against defined targets, including locally realised savings and other agreed measures, to ensure that benefits are maximised and clearly evidenced.

Efficiencies and Cost Savings

Progress against the annual procurement cost-savings targets for each force is monitored during the year and reported regularly to the Home Office, with both cashable savings and cost-avoidance benefits tracked at force level.

In addition to cashable savings, the measurement of notional savings evidences the value delivered through competitive procurement processes and effective contract management. The initiatives set out in the Strategy, including strengthened procurement processes, increased collaboration, wider use of e-procurement solutions, and early engagement with stakeholders, support the delivery of both efficiency improvements and sustainable cost savings.

We achieved £3,333,884 total savings for 2025-26 for Gwent and South Wales Police.

Financial Pressures and Risks

Policing budgets remain under sustained pressure, and savings delivered through procurement activity—including competitive tenders, cost avoidance, and effective contract management—continue to be critical. However, ongoing inflationary pressures and market volatility driven by global events are resulting in increased costs across several key spend categories, notably ICT, construction, utilities, and contracts with high labour or vehicle travel components.

We are increasingly receiving requests from suppliers to increase pricing, apply contractual indexation clauses, or revisit commercial terms. In addition, competitive re-tendering exercises are often resulting in higher costs, as evidenced by the recent further competition under the national BLC Physical Forensics Dynamic Purchasing System (DPS). While the Procurement team has been able to negotiate and mitigate these requests to lower levels where possible, the overall cost trajectory remains upwards.

In parallel, the continued rollout and embedding of the Procurement Act 2023 places additional demands on procurement resources. Increased procedural requirements,



enhanced transparency obligations and additional data reporting expectations are stretching limited capacity, reinforcing the need for robust prioritisation and ongoing learning to ensure best-practice implementation of the Procurement Act 2023.

MATERION I'W HYSTYRIED | ISSUES FOR CONSIDERATION

2025–26 marks five years since the establishment of the South Wales Police and Gwent Police Joint Commercial and Procurement Services Unit. Over this period, we have continued to streamline processes, strengthen governance arrangements, and further embed collaborative ways of working. The Joint Unit continues to work collaboratively with Dyfed-Powys Police on a number of key contracts, while sharing best practice, coordinating sustainability initiatives and supporting ethical supply-chain activity. This collaborative approach enables the Southern Wales forces to maximise value and resilience, making best use of limited procurement resources.

The Joint Commercial and Procurement Services Unit operates across South Wales Police and Gwent Police. All goods and services are structured into two high-level categories, each overseen by a Procurement Manager, providing clear accountability, consistency of approach, and effective workload management across the function.

CYDWEITHIO | COLLABORATION

Collaboration is highlighted throughout the report

CAMAU NESAF | NEXT STEPS

YSTYRIAETHAU ARIANNOL | FINANCIAL

Action	Due Date
Continued focus on delivery of cashable and non-cashable savings against annual targets set by each Force	March 2027
Joint Technology Services Project – following successful completion of Phase 1, focus on delivery of phase 2, engagement in the initial consultancy work and later, working with ICT colleagues towards alignment and convergence of contracts.	June 2027
Focus on strong documentation, audit trails and transparent decision making, alignment with national frameworks in advance of the Police Reform	March 2027
Trial tenders within the Pluggin social value marketplace with a view to adopting this across the Joint Unit more widely	March 2027
Decarbonisation – work with Estates to establish whether there are significant opportunities to reduce packaging further through our contracts.	January 2027
A new intern to commence within Category 1 in September 2026. He will support a review of supplier ethical supply chain progress.	August 2027

CONSIDERATIONS

There are no further financial considerations but see Financial Pressures and Risks above.



YSTYRIAETHAU PERSONÉL | PERSONNEL CONSIDERATIONS

A small number of vacancies exist within the Joint Unit, which creates pressure on the team. Recruitment of experienced staff is challenging and remains a risk. The “grow your own talent” approach supports succession planning and has mitigated some of this pressure.

YSTYRIAETHAU CYFREITHIOL | LEGAL CONSIDERATIONS

Any legal considerations are captured within the report.

YSTYRIAETHAU CYDRADDOLDEB A HAWLIAU DYNOL | EQUALITIES & HUMAN RIGHTS CONSIDERATIONS

This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.

In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

RISG | RISK

Capacity pressures may result in the late renewal of some contracts and a protracted pipeline for new requirements. This is mitigated through prioritisation and risk-based evaluation of each requirement.

ATODIADAU | ANNEXES

None to note.

BUDD Y CYHOEDD | PUBLIC INTEREST

In producing this report, has consideration been given to 'public confidence'?	Yes ☒ No ☐
Are the contents of this report, observations and appendices necessary and suitable for the public domain?	Yes ☒ No ☐
If you consider this report to be exempt from the public domain, please state the reasons:	

I confirm this report has been discussed and approved at a formal Chief Officers' meeting 08.09.2026.

I confirm this report is suitable for the public domain for the reasons stated previously.

Signature	
Date	23.09.2026

