



**NFCC**

National Fire  
Chiefs Council

# Category Strategy Overview: Clothing



# CATEGORY STATUS OVERVIEW

Key Contacts	Status	RAG
CFO Category Lead: Ann Millington	<b>PPE:</b> Contract awarded in May 2017.	■
Category Commercial Lead: Tina Butler	<b>Workwear:</b> In Planning stage. Stakeholder and delivery group formed. Reviewing provision of workwear for the interim period.	

## Category Description

The scope of the clothing category is broad, covering a range of items from gas tight suits, to uniforms and ceremonial wear. Following analysis, it is proposed that the category is divided into the following sub-categories:

- PPE
- Workwear
- Specialist Firefighting PPE

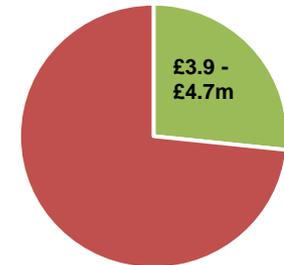
The current landscape is mixed across the sub-categories with a range of approaches in terms of routes to market and number of suppliers within each product area.

Analysis of historic and pipeline spend data has identified opportunities to consolidate the clothing solution for each sub-category, aggregating supply and demand on a national level and leveraging volumes to enable savings and reduce third party spend across the Sector.

## Key Stakeholders

- NFCC – Strategic Commercial Board
- FRS Procurement
- *Wearers (Senior Ops, Fire Fighters)*
- *Union*
- *R&D Hub*
- *Suppliers*
- *Home Office*

## Savings Target



■ 20 - 24% of annual spend

## Clothing - £19.8m pa

### Structural PPE

- £14.3m
- 2 Key Suppliers (£13.8m – 97%)
- Collaborative PPE Framework

### Uniform

- £5.4m
- 3 Key Suppliers (£1.5m – 28%)
- National 'Workwear' project planned

### Other 'Children & Adults'

- <£100k

**\*Savings are achievable through aggregation and standardisation of requirement across the Sector.**

**\*The greater number of FRS collaborating, the greater the reduction in unit price and total third party spend for the category.**



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# STRATEGIC OBJECTIVES

The implementation of this category strategy is intended to:

- ✓ Standardise clothing requirements to maximise aggregated buying power of the Fire and Rescue Sector, extending more widely to other blue light agencies if feasible, thereby reducing total third party spend and product line pricing in this category.
- ✓ Enable the Fire and Rescue Sector to become a strategic customer to the market as a result of mutual efficiencies in customer transactions, logistic solutions, recycling opportunities, standardised service levels and streamline reporting requirements.
- ✓ Drive greater competition from suppliers who have historically dominated the market share for supply of clothing to the Fire and Rescue Sector.
- ✓ Understand termination rights within existing contracts across the Sector to consider the benefits vs costs of early termination to facilitate greater volume of collaboration.
- ✓ Review of requirements against new and future Standards on a National level.
- ✓ Harvest lessons learned from the National PPE framework project.
- ✓ Adopt a National procurement policy of continuous improvement in relation to the provision of clothing and associated services with a view to reducing the costs to Customers without adversely affecting and/or improving the performance, quality and efficiency
- ✓ Deliver clothing products that are operationally fit for purpose

In striving to achieve these objectives, the strategy will seek to consider its impact on:

- ✓ Safety and well-being of all wearers
- ✓ Protection of front line services
- ✓ The priorities of the Operational Research and Development Hub

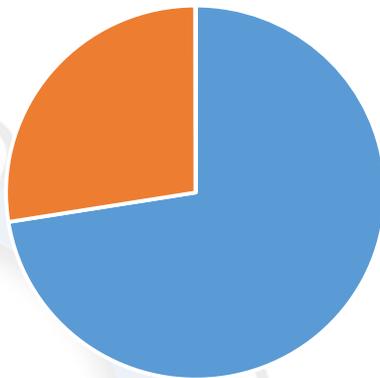


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# SUBCATEGORY SPEND

Sub-Category	FY 15/16 Expenditure	% of Expenditure
Structural PPE (inc specialist firefighting)	£14,329,579	72%
Uniform	£5,436,462	27%
Other ('Children & Adults')	£4,152	1%

£19.8m



■ Structural PPE ■ Uniform ■ Other ('Children & Adults')

Top Suppliers FY 15/16	Spend £'m	% of total
Bristols Uniforms	8,578,952	43%
Ballyclare Ltd	5,195,433	26%
Alexandra PLC	555,090	2.80%
Hunter Apparel Solutions Ltd	470,059	2.40%
William Sugden & Sons Ltd	463,949	2.30%

Data Source: Bravo Spend Analysis



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# CURRENT PROJECTS

Project Title	Description	Value	Timescales (Start/End)	Potential Benefits (Savings & Efficiencies)
PPE	National Framework arrangement for the provision of Personal Protective Equipment.	£70 - £180m (max 8 year call-off)	Framework award May 2017.	TBC. Volume discounts included within the cost model. Total discount achievable is 1.05% for the managed service element. Benchmarking to be undertaken on the unit price to determine total savings.
Workwear	Workwear, corporate wear, ceremonial uniform and ancillary items.  (Potential routes to market include: Police National Uniforms Management Services Framework; Yorkshire Purchasing Organisation Uniforms Framework; Ambulance Trust Uniform arrangement).	Minimum of £5.5m/ annum	May 2017 – August 2018	Similar volume discount model as PPE to be applied. Target of 20-24% reduction in unit price.



# FUTURE/PRIORITY PROJECTS

Project Title	Description	Value	Timescales (Start/End)	Potential Benefits (Savings & Efficiencies)
Specialist Firefighting PPE	Gas tight suits, ballistic PPE, rope rescue coveralls, extrication coveralls, flood/water rescue clothing, urban search and rescue, hazmat suits/chemical protective suits	Minimum of £1.8m/ annum	January 2018 - April 2019	Similar volume discount model as PPE to be applied. Target of 20-24% reduction in unit price.



# RISKS & OPPORTUNITIES

Risk Description	Likelihood	Impact	Mitigating action
Lack of appetite to standardise due to brand preferences/local branding	Medium	High	<ul style="list-style-type: none"> <li>• Present tangible evidence of the benefits of change.</li> <li>• Involve key stakeholders in the process.</li> <li>• Early supplier engagement to evidence quality, value and security of supply of alternative products.</li> <li>• Use R&amp;D Hub to provide factual evidential review of product.</li> <li>• Harvest lessons learned from PPE procurement.</li> </ul>
Lack of commercial resources to deliver (links into overarching Programme risk)	Medium/ High	High	<ul style="list-style-type: none"> <li>• Utilisation of existing frameworks and the services of public buying authorities.</li> </ul>
Health and safety of wearers particularly for PPE and specialist firefighting PPE	Low	High	<ul style="list-style-type: none"> <li>• Ensure products are tested against current British standards where applicable.</li> <li>• Use of R&amp;D Hub where feasible to do so to trial products.</li> </ul>
Maturity and appetite of the market to meeting aggregated demands	Low	Medium	<ul style="list-style-type: none"> <li>• Early supplier engagement to re-baseline supplier perception of the customer community.</li> <li>• Early engagement will also enable market appraisal to determine sourcing options.</li> </ul>

## Opportunities:

- ✓ Lower overall costs through committed aggregate volumes to market
- ✓ A more competitive market through smarter engagement and communication of our intentions and plans
- ✓ Work in partnership with all the key stakeholders
- ✓ FRS (and wider if viable) being seen and treated by suppliers as 'one customer'
- ✓ Selection of the optimum route for delivery and the achievement of cashable and operational savings



# SAVINGS TARGET

Category	Annual Expenditure (£m)	Savings Opportunity (%)	Savings Opportunity (£)
Clothing	£19.8m	20-24%	£3.9-£4.7m*

## Savings Commentary

Minimum target aligns with the National Uniform framework let by the Metropolitan Police Service and is focussed on a reduction in line item purchases.

Maximum target is taken from Industry evaluation of the clothing category estimated savings of up to 24% assuming two thirds of FRS can be moved onto local or national aggregated collaborative contracts. This figure is based on a reduction and standardisation of the unit price.

*\*Source of information is PA Report on FRS procurement aggregation and collaboration, produced on behalf of DCLG and published in Spring 2014*



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