

## CASE STUDY 11 – Logistics review, Public sector Uniform purchaser

We were approached by Keswick Enterprises to assist with the supply chain review for a major Public Sector purchaser of uniforms in the UK.

As part of the project

- we benchmarked the current operation against other uniform procurers
- interviewed logistics staff, procurement teams and suppliers
- analysed the efficiency of the procurement operation
- audited the warehouse operations
- reviewed both the inbound and outbound transport
- produced a report which highlighted a number of deficiencies which are currently being addressed

The recommendations were as follows:

### *Recommendations*

- Reduce the number of suppliers – 86 suppliers for 229 product lines
- Increase the number of Framework agreements, in co-operation with other forces and uniformed members of the Greater London Authority family
- Take full control of the process as lead buyer
- Introduce the concept of Tiered suppliers whereby high volume suppliers take responsibility for the availability and delivery of secondary items. E.g. insignia, cap covers, sports clothing etc
- Differentiate processes and re-engineer them to save time
- Essential personal safety and public order items should have a high priority, in-depth process
- High volume items e.g. shirts should be an in-depth process
- Non-critical e.g. sportswear & catering a standard process or outsourced to the supplier  
N.B. £58,000 worth of catering items currently in stock.
- Secondary items e.g. cap covers via Tier 1 suppliers
- Clarify entitlement rules and expectations on product life to officers and Boroughs  
£188,000 worth of cycle equipment currently in stock
- Improve the web site information
- Provide central oversight of uniform usage and enforce entitlement and stock policy

As a result of the work carried out by ourselves on behalf of Keswick they undertook a much larger project based on the results of the initial report.