



NHS EDUCATION FOR SCOTLAND

PROCUREMENT STRATEGY 2018-2020

Version	Date	Comment
1.0	January 2018	First draft
1.1	February 2018	Second draft – FPMC submission
1.2	February 2018	Final release

Section 1 – Contents

- Introduction / Executive Summary
- Procurement Vision / Mission Statement
- Strategy Rationale / Context
- Strategic Aims, Objectives & Key Priorities
- Spend/Finance
- Recommendations and Other Content for Consideration
- Monitoring, Reviewing and Reporting on Strategies
- Strategy Ownership and Contact Details
- Policies, Tools & Procedures
- Appendices

Section 2 – Introduction/Executive Summary

In accordance with the Procurement Reform (Scotland) Act 2014 (“the Act”) all public sector organisations with an annual spend of greater than £5m are required to publish a Procurement strategy.

NHS Education for Scotland “NES” is a special health board, responsible for supporting NHS frontline services delivered to the people of Scotland by developing and delivering education, training and workforce development for those who work in NHS Scotland. Our business covers the undergraduate, postgraduate and continuing professional development continuum supported by effective research. NES works closely with the education sector and we are developing our role across health and social care and within the wider public sector. NES aims to achieve equality and diversity and PFPI (patient focus, public involvement) in all our work.

The NES Refreshed Strategic Framework for 2014-19 focuses on a “quality education for a healthier Scotland” delivering an “education that enables excellence in health and care for the people of Scotland.” This Procurement Strategy is designed to provide a framework within which Procurement contributes to the delivery of these objectives.

NES continues to work closely with NHS Scotland National Procurement (NP) around the development, appointment and compliance with national contracts` initiatives aligned to ‘the Procurement Journey’. Part of this collaborative work with NP involves complying with the main attributes of the McClelland report and ensuring that collaborative best practice is shared across National Health boards and the wider public sector.

This Procurement Strategy recognises the requirements of the Scottish Government, The Public Procurement Reform Board, NHS National Procurement, EU Law and NES itself.

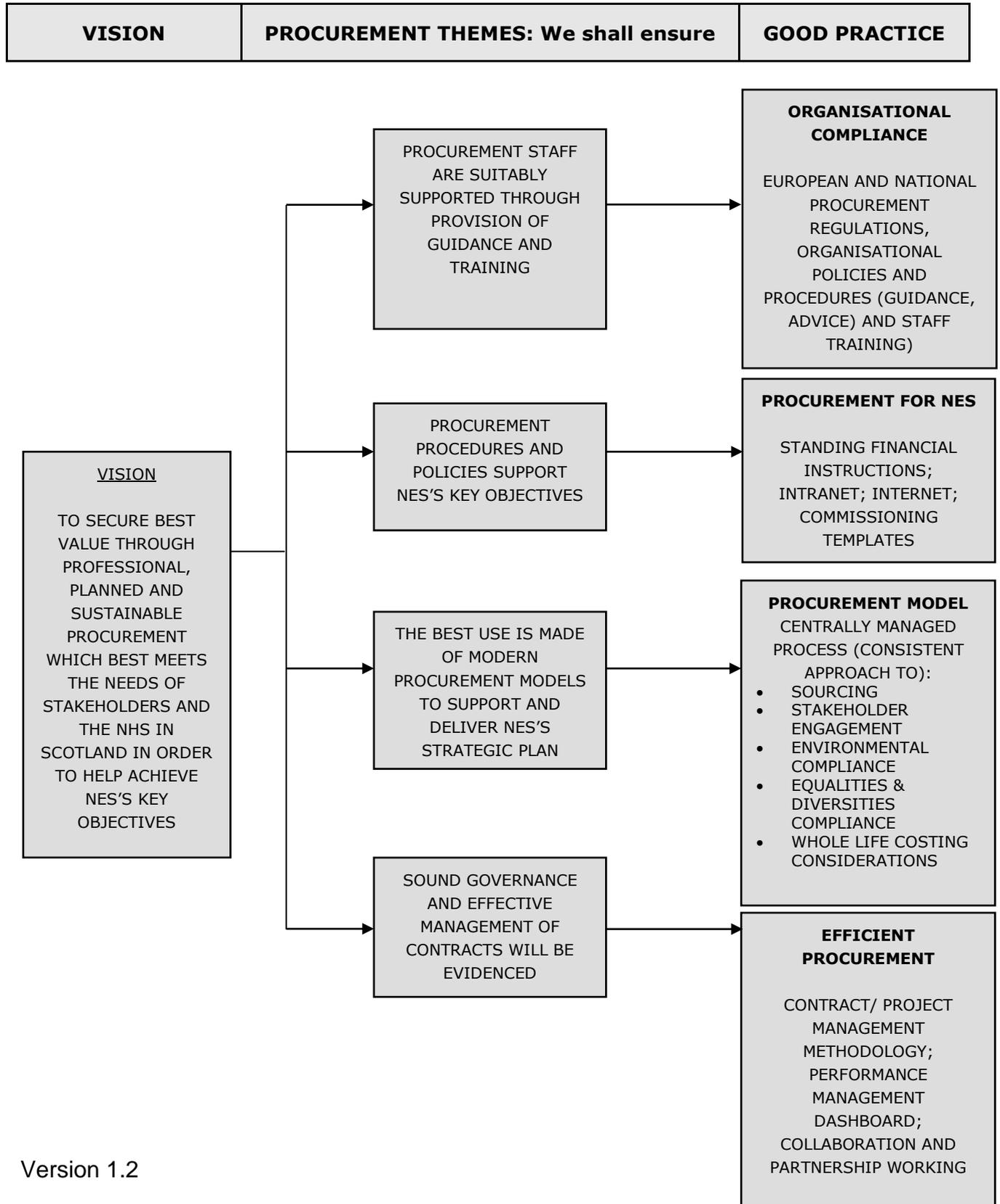
Our Procurement Strategy delivers improvements in Procurement practice. Staff Procurement skills are supported and developed to ensure Procurement choices are truly reflective of corporate policy objectives. All Procurement regulations are complied with and supplier and contract management arrangements are implemented appropriately.

Demonstrating commitment to effective Procurement and sound governance structures at all levels, NES is also required to ensure consistency in its approach to Procurement. We will achieve this by providing a clear corporate focus to Procurement by having effective governance arrangements in place.

This Procurement Strategy ensures that we are focussed on delivering the best goods and services for the NHS and that we are making a positive difference to Scotland and a measurable contribution to the Scottish Economy.

Section 3 – Procurement Vision/Mission Statement

To secure Best Value through professional, planned and sustainable Procurement which best meets the needs of stakeholders and the NHS in Scotland in order to help achieve NES's key objectives.



Section 4 – Strategy Rationale/Context

The current strategy (2018-2020) sets out a number of key Procurement themes and will be supported by the ongoing review and implementation of Procurement best practice. The Strategy is structured to support effective Procurement across NES to ensure that NES uses Procurement strategically to deliver its Vision, contribute to the national outcomes we support and underpin key business objectives. The Strategy will allow NES to respond to the changing public-sector Procurement environment whilst encouraging continual improvement and innovation.

The full benefits of the Strategy are realised through the commitment and priority given to it by the NES Executive Team and through the positive support and contribution of NES Directorates. The measurable outcomes are

- Improved commercial performance, best Procurement practice and minimal process costs to deliver best value.
- Adaptability to meet and respond effectively to changing needs in a dynamic business and healthcare environment through effective management and control.
- A more robust service provision from an integrated team approach that provides flexible resources more efficiently with commitment to collaboration across the NHS Scotland and broader supply community

Our Procurement Strategy assists in co-ordinating activities to deliver improvements in Procurement practice. Procurement skills are supported and developed to ensure Procurement choices are truly reflective of corporate policy objectives, all Procurement rules are complied with and supplier and contract management arrangements are implemented appropriately.

The following themes have been identified within NES and support the achievement of NES's Procurement vision. The themes are set out to underpin the development of the Procurement Strategy and accelerate the delivery of NES's strategic priorities.

The four core themes of the Procurement Strategy are to ensure that:

- All staff undertaking Procurement activities are suitably trained
- Procurement procedures and policies are in line with the Procurement Journey, to support NES's key objectives and enable continuous improvement
- NES will make best use of modern Procurement models and technology to deliver NES's strategic priorities
- NES evidences sound governance and effective management of contracts.

Section 5 – Strategic Aims, Objectives & Key Priorities

The overarching theme of this Strategy will be to continuously improve upon the contribution Procurement can make in both NES and the wider public-sector Procurement community and embed the position of the Procurement process higher up the value chain. The earlier the Procurement Team is involved in acquiring goods and services the more value it achieves. Procurement are involved, in a collaborative style, at the earliest stage of the sourcing process, from 'Day One' e.g. when the internal stakeholder is considering sourcing options, specification etc.

Key Priorities over the next three years will include: -

The Procurement Transformation Programme

NES will fully support the ongoing development of the Procurement Transformation Programme which will deliver a functionalised procurement service for NHS Scotland. The function will operate on the principle of a 'Once for Scotland' approach adopting a Single Way of Working with one plan, common governance and reporting systems, cross border resource allocation, people and skills development and with single technology and data platforms.

National Commissioning

The National Health and Social Care Workforce Plan highlighted opportunities to develop a more consistent national approach to education, training and workforce development to help develop a more sustainable 'pipeline' of skilled staff for health and care.

Working with the Scottish Credit and Qualifications Framework Partnership (SCQFP), territorial boards and the higher and further education sectors, we will develop national commissioning and Recognition of Prior Learning (RPL). This will involve national guiding principles and an overarching process. Procurement will continue to support developing models of National Commissioning of Education and Learning and ensure consistency, open and fair competition, and demonstrable value for money.

Digital Library Service

NES will take the lead in the commissioning of the Digital Library service for NHS Scotland. The essential aim of this service is to provide a high quality national digital library service that meets the needs of health and social care staff across Scotland for practice, education and research.

PROCUREMENT OBJECTIVES

In all Procurement activity NES will strive to obtain the following:

OBJECTIVE 1 – ALIGNMENT WITH THE NES STRATEGIC PLAN AND CORE VALUES

Procurement is only one tool, albeit an important one, in achieving NES's overriding objectives, as laid out in the Strategic Plan. Procurement objectives must be compatible with corporate values, plans and priorities both in the short and long term. To achieve these corporate priorities an effective Procurement process is central. The way NES will undertake Procurement activities to reflect these values and priorities are contained in more detail in the Action Plan shown in Appendix 1.

OBJECTIVE 2 – DELIVER VALUE FOR MONEY AND BEST VALUE PROCUREMENT

Whilst the focus of the Procurement process is traditionally on obtaining value for money, it should be borne in mind that cost should not be the overriding consideration. Added value factors such as benefit to patients, sustainability, community benefits, fair work practices, quality and workforce planning requirements should also be considered. The Procurement Team develops a balanced evaluation criteria and weightings with Directorates that accurately reflect the importance of criteria such as quality, delivery and cost.

OBJECTIVE 3 – MAKING IT EASY FOR SUPPLIERS TO DO BUSINESS WITH NES

NES aim to encourage competition and to grow the supply base for the purchases they make. This is done by ensuring there are no barriers or impediments that deter appropriately qualified suppliers from doing business with NES. All competitive Procurement activities are widely advertised using both NES internet and the Public Contracts Scotland web site. Specific guidance for suppliers who wish to engage with NES is also accessible on the NES website.

Procurement's drive for continuous improvement ensures that tender paperwork is transparent and written in plain and clear language, engaging potential contractors and suppliers and avoiding unnecessarily complicated tender documentation which is disproportionate to the value of the contract.

NES encourages and supports the wider market by holding "meet the buyer" events when appropriate.

OBJECTIVE 4 – LESSONS LEARNED FOR THE FUTURE

NES learns from its mistakes through continuous evaluation and review of tendering activity, and disseminates any best practice amongst its staff. Accordingly, we constantly seek ways to ensure that evaluation and review are built into Procurement methods and processes and that Procurement activities are planned, monitored and co-coordinated.

NES' PROCUREMENT PRINCIPLES

The following principles, a number of which reflect NES's Procurement objectives, form the basis of Procurement within NES. To aid this process a variety of guides have been developed e.g. purchasing, contracts, specification and content guidelines to assist all NES staff involved in Procurement/commissioning. These guides are designed to assist NES staff to understand key issues such as the various Procurement thresholds, specification writing and contract /supplier management.

PRINCIPLE 1 – FINANCIAL JUSTIFICATION

Any major Procurement exercise will involve the production and approval of a NES Business Case or Project Initiation Document (PID). Budgetary consideration will need to be established before any Procurement exercise is kicked off.

PRINCIPLE 2 – SPECIFICATION OF REQUIREMENTS

Specifications need to be carefully drawn up and clearly state the required outputs, deliverables and performance standards. They must comply with relevant quality service standards and performance indicators. Staff must also be aware of and comply fully with all the National Contracts negotiated by National Procurement. When setting out specifications NES staff will also need to be conscious of the need to enable local businesses and small and medium sized enterprises to do business with NES. Detailed guidance is provided on the NES Intranet to ensure compliance.

PRINCIPLE 3 – ASSESSING AND MINIMISING RISK

The risks associated with Procurement must be assessed. A procedure is in place to help NES staff to carry out this assessment. Assessments include ways to share and manage risk as well as advice and guidance on exit strategies (from contracts??) to minimise any impact to NES.

PRINCIPLE 4 – QUALIFIED AND EXPERIENCED STAFF RESOURCES

NES Procurement staff will be suitably and appropriately trained via formal and on the job routes and training is aligned to the Scottish Government Procurement Competency Framework. Procurement and Contract user guidelines have been developed and issued to non- Procurement staff to ensure they have an appreciation of the key steps involved in the Procurement Journey.

PRINCIPLE 5 – SUSTAINABILITY

All Procurement will take account of the need for Sustainability and the wider social, economic and environmental impacts.

- a) Procurement shall have due regard to the "whole life" of the goods or services procured
- b) sustainability and environmental issues will be considered in each procurement. This will include applying the 'six simple step' approach for SME's detailed in the Scottish

Government guidance and the sustainability guidance and principles provided under the UN Global Compact initiative.

c) Community benefits where appropriate to the nature of the procurement.

PRINCIPLE 6 – STRATEGIC OBJECTIVES

Procurement will reflect the objectives of the Strategic and Operational Plans.

PRINCIPLE 7 – EQUALITY AND DIVERSITY

NES has a commitment to ensure that everyone it deals with and employs are treated fairly and equally regardless of race, colour, gender, disability, age, ethnic or national origin, trade union activity or faith. NES's scheme for Equality and Diversity reflects this commitment. These commitments are reflected in all Procurement processes, contract templates and SLA's. All procurement documentation is reviewed annually, in consultation with the Equality and Diversity Adviser in line with our Procurement Duty.

PRINCIPLE 8 – MANAGEMENT OF CONTRACTS AND CONTINUOUS IMPROVEMENT

The Procurement team will take a key role in the performance measurement and management of key suppliers and contracts. All contracts will be monitored to ensure that all specified deliverables /outputs and timescales are successfully achieved within budget. A "lessons learned" database will be created and incorporated into all new contracts to assist in the achievement of our aim for continuous improvement.

Where a contract or service level agreement is going to run for a number of years, the contract/SLA will be sufficiently flexible to provide for evaluation, improvement and change of circumstances throughout the period of the contract.

PRINCIPLE 9 – LEGISLATIVE REQUIREMENTS AND BEST PRACTICE

Approved templates, processes and procedures must be used to ensure high standards of transparency, probity and accountability as these will have been reviewed to ensure they are up to date with legislative requirements.

PRINCIPLE 10 – FRAUD AWARENESS AND PREVENTION

NES has a zero-tolerance approach to fraud: there is no acceptable level of fraud. There is a role for all members of staff and all suppliers in establishing an effective counter fraud culture by engaging and being alert to the risk of external and internal fraud; the potential for money laundering; identifying suspicious activities and control weaknesses; and reporting any suspicions quickly and appropriately.

PROCUREMENT PROCESS

All Regulated Procurement opportunities will be advertised via the Public Contract Scotland (PCS) website and will utilise PCS Tenders.

The following thresholds are in place

- £0k to £10k – Value for Money must be demonstrated
- £10k to £25k – Quick Quote via PCS (Procurement Journey Route 1)
- £25k to £50k – Tender via PCS (Procurement Journey Route 1)
- £50k to £118k - Tender via PCST (Procurement Journey Route 2)
- £118k> - Tender via PCST advertised OJEU (Procurement Journey Route3)

NES Procurement Risk Matrix						
Spend (ex VAT)	≥ £118,133*	OJEU	OJEU	OJEU	OJEU	OJEU
	>£50,000 < £118,133	PCS	PCS	PCS	PCS	PCS
	>£25,000 ≤£50,000	PCS	PCS	PCS	PCS	PCS
	>£10,000 ≤£25,000	PCS Quick Quote	PCS Quick Quote	PCS Quick Quote	PCS Quick Quote	PCS
	>0 ≤£10,000	Value for Money	Value for Money	Value for Money	Value for Money	PCS Quick Quote
		Very Low	Low	Medium	High	Very High
		Risk				
<i>≤ Less than or equal to, ≥ greater than or equal to</i>						

* 2018 value. These threshold values are revalued, in Euros, every two years by the European Commission. The Commission then applies a conversion formula to the revised Euros figure for those Member States which have their own national currency.

POLICY ON REGULATED PROCUREMENTS (any procurement greater than £50k)

The Procurement Reform Act 2014 requires public bodies to state how they intend to carry out regulated procurements with regard to the following specific categories;

The Procurement of fairly and ethically traded goods and services:

NES does not buy products that fall within the fair-trade commodity groups.

NES Supplier Code of Conduct

NES have published a Supplier Code of Conduct on the NES internet which sets the standards for doing business with us.

How we ensure that payment to contractors, subcontractors and third tier subcontractors are made within 30 days: NES utilise a standard set of terms and conditions that state we pay suppliers within 30 days of receiving an invoice, although we strive to achieve 10 days in line with Scottish Government policy and this is a key measurable metric. These terms and conditions also require subcontractors to be paid within 30 days.

The payment of a Living Wage to persons involved in producing, providing or constructing the subject matter of regulated Procurements:

NES have incorporated the Addressing Fair Work Practices, including the Living Wage, in all regulated Procurements in line with Scottish Government guidance.

The use of community benefit requirements:

NES will include the use of community benefits in all contracts over the £4m threshold. However, it will review all regulated Procurement contracts to explore any opportunities for community benefits

Consulting and engaging with those affected by its Procurements:

NES Procurement engage with its stakeholders in developing all specifications. Stakeholders are also part of the evaluation process.

Promoting compliance by contractors and sub-contractors with the Health & Safety at Work, etc. Act 1974 and any provision made under that Act:

NES contract terms and conditions require suppliers to comply with Health and Safety legislation

How it intends its approach to regulated Procurements involving the provision of food to: improve the health, wellbeing and education of communities in the organisation's area; and promote the highest standards of animal welfare:

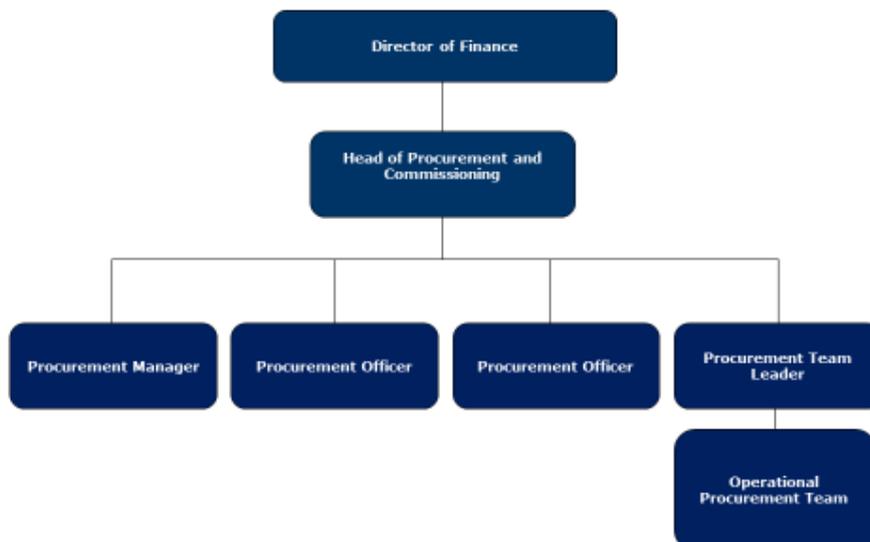
Not Applicable.

PROCUREMENT TEAM ORGANISATION:

The centrally managed Procurement Team is part of the Finance and Procurement Directorate. Procurement is responsible for the provision of professional advice and support, including all tendering activities, to any member of NES requiring Procurement or commissioning of goods or services. Procurement has full visibility of all NES spend and it is mandatory for NES staff to involve Procurement in any such activities. The main areas of responsibility of the Procurement team will include:

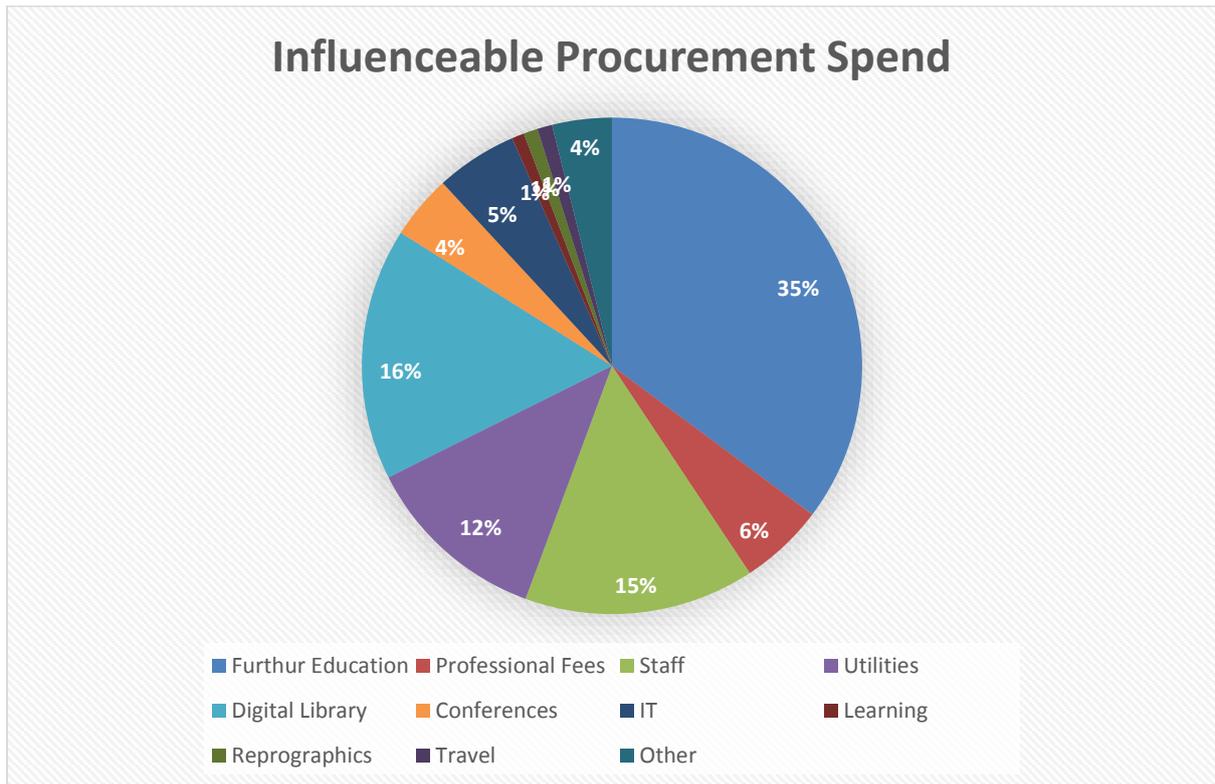
- Ensure all Procurement activity complies with the requirements of Public Contracts (Scotland) Regulations 2006 and the Procurement Reform (Scotland) Act 2014
- Ensure compliance with National Contracts, Procurement Directives and NES's Financial Instructions.
- Undertake all tendering activities including contract award
- Raise all purchase orders issued on behalf of NES
- Identify opportunities for improved Procurement
- Facilitate and manage contract meeting and tender evaluation panels
- Development and implementation of policies, processes and templates in line with the "Procurement Journey"
- Training
- Promote awareness of best Procurement practice
- Develop Supplier and Contract Management
- Guidance for suppliers

Procurement Team: Organisation chart



Section 6 – Spend/Finance

NES Procurement spend on influenceable external goods and services is approximately £28m (spend external to the NHS, based on most recent full financial year data from 2016/17). The full breakdown of annual spend is as follows –



Section 7 – Implementation, Monitoring, Reviewing and Reporting

Procurement of goods, services and works are regulated by standing orders and standing financial instructions (SFI's). Procurement report to the Finance and Performance Management Committee (FPMC) on a quarterly basis. The FPMC is a sub-committee of the full NES Board, chaired by the Chair. Attendees at the FPMC include: the Chief Executive, the Director of Finance, the Deputy Director of Finance and the Head of Procurement and Commissioning.

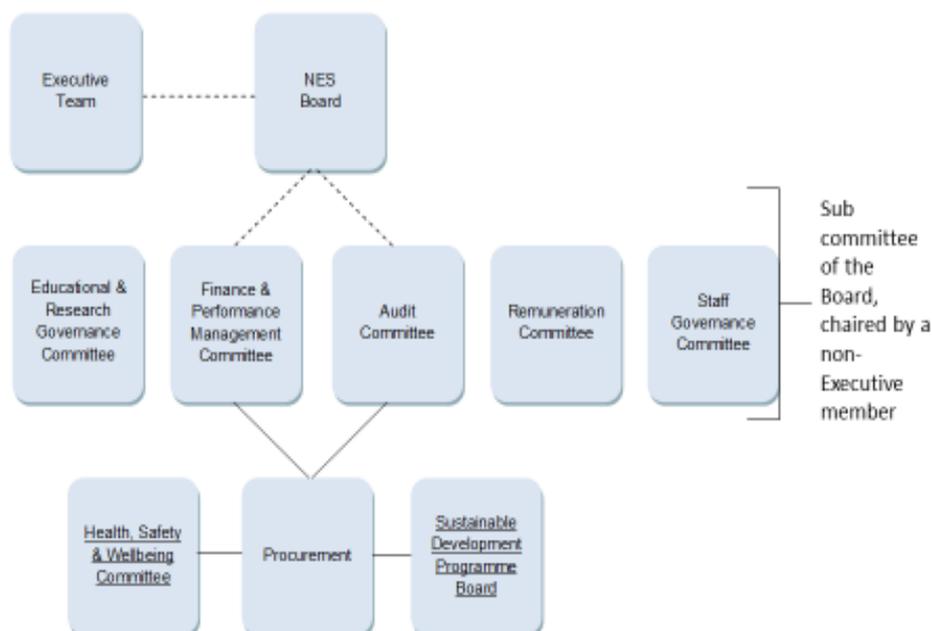
The Head of Procurement and Commissioning is responsible and accountable for all Procurement activities across NES. The centrally managed Procurement Team are responsible for ensuring that all orders and contracts awarded comply with the requirements of NES standing orders, SFI's and all relevant Procurement directives and legislation.

The following sections highlight the governance arrangements in place to ensure the effective monitoring & continuous improvement of Procurement within NES.

The Finance and Performance Management Committee is responsible for providing additional scrutiny of financial reports and other reports and proposals delegated to it by the Board and for reporting the results of its deliberations, together with recommendations as to decisions, back to the Board. This specifically includes:

- considering and making recommendations to the Board on matters relating to the financial management of NES, including Procurement, efficiency programmes, resource allocation and the financial arrangements governing relationships with other organisations;

Corporate Governance



3

HIGH LEVEL COMMERCIAL TARGETS:

The formal NES contract register is publicly available via the PCS website and NES will produce the first Procurement annual report in Q3 2018. This will contain report on progress against the high level commercial targets.

High Level Objectives	Actual 2017-2018	Target 2018-19	Target 2019-20
Savings (% budget v actual against influenceable spend)	2.4%	3.25%	3.35%
Invoice Average Payment time (<10 days)	86.69%	87%	90%
Spend with SME's	63%	65%	69%
Framework Compliance	95%	95%	96%
Spend under contract	65%	75%	77%
Stakeholder Satisfaction Survey	81%	82%	85%
Contracts notices published with 30 days of award	90%	100%	100%
tender >50k issued on PCST	100%	100%	100%

Section 8 – Strategy Ownership & Contact Details

The owner of the Procurement Strategy will be as follows:

Kenny McLean
Head of Procurement
102 Westport
Edinburgh
EH3 9DN

Kenny.McLean@nes.scot.nhs.uk

0131 656 4366

Section 9 – Policies, Tools & Procedures

NES use various tools/guidance within the strategic Procurement process to assist and ensure best value. Utilisation of the tools also supports compliance with the Sustainable Procurement Duty. The key tools/guidance utilised by Procurement are:

- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers Charter](#)
- [EU Procurement Thresholds](#)
- [Procurement Journey](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Scottish Procurement Information Hub](#)
- [General Data Protection Regulations \(GDPR\)](#)
- [PECOS](#)

Procurement Strategy Evolution and Action Plan

APPENDIX 1

PROCUREMENT OBJECTIVE /PRINCIPLES	KEY ACTIONS from April 2015 to end of March 2018	KEY ACTIONS from April 2018 to end of March 2020
COMPATIBILITY WITH THE NES STRATEGIC PLAN	<p>Procurement aligned to the NES strategic framework</p> <ul style="list-style-type: none"> • An excellent workforce – ensure Professional Procurement training is encouraged • Improved quality – identify, select and manage best value supply base • Clearly identify statement of requirements prior to tender • Enhanced educational infrastructure – negotiate widest access to best tools 	<ul style="list-style-type: none"> • Turas Learn/pdp’s aligned and managed • Procurement survey scheduled for Oct 2018 • Annual Supplier Management analysis to be carried out by Q3 • Standardised tender templates with the wider NHSS and NHB’s adopted across all regulated Procurement by Q4 • eLibrary – review with key stakeholders to ensure streamlined and cost- effective content to best meet HSC targets
DELIVERING VALUE	<ul style="list-style-type: none"> • Savings targets included in staff PDP (3%) • Suite of Spend Reports to be developed to support quarterly tracking and analysis of spend 	<ul style="list-style-type: none"> • Savings tracked against budget and reported • Spend under contract – increase target to 75% by end of 2018/2019 • Contribute to Single PTP Workplan by monthly submission of key NES Procurement updates • Seek further NHB collaborative working opportunities • Evolve suite of reports to support quarterly tracking and analysis of spend
MAKING IT EASY FOR SUPPLIERS TO DO BUSINESS WITH NES	<ul style="list-style-type: none"> • PCS used for all competitive procurement exercises • Feedback offered to all unsuccessful bidders regardless of tender value • Increased use of Quick Quotes (where appropriate) 	<ul style="list-style-type: none"> • Continue to promote standard PQQ/RFI/RFQ/Tender documentation and • All regulated procurement is managed via standardised ITT forms • Quick quotes for all procurements >£10k in line with SFI’s. Contracts register formally published on PCS

PROCUREMENT OBJECTIVE /PRINCIPLES	KEY ACTIONS from April 2015 to end of March 2018	KEY ACTIONS from April 2018 to end of March 2020
<p>SUPPLIER MANAGEMENT POLICY AND LESSONS LEARNED FOR FUTURE (MANAGEMENT OF CONTRACTS & CONTINUOUS IMPROVEMENT)</p>	<ul style="list-style-type: none"> • Planning for approved Supplier and contract management Strategy. • Review effectiveness of Supplier Strategy, supported by a survey of main stakeholders. • Roll out and establish contract management to appropriately identified contracts • Review all projects and record any lessons learned and build into all new contracts • Lessons learned to be built into all new contracts 	<ul style="list-style-type: none"> • Develop Contract Review and Management strategy for key suppliers & key contracts adopting wider NHS Scotland Procurement Transformation Programme (PTP) process – by Q3 2018 • Re-invigorate overall Supplier Management process and target minimum three major PCST opportunities • Implement tailored SM solutions in line with PTP development of 'Once for Scotland' SM toolkit - • Incorporate Risk Management aspects in SM – action plan by end of Q3 2018
<p>QUALIFIED AND EXPERIENCED STAFF RESOURCES</p>	<ul style="list-style-type: none"> • Training Register developed & maintained • Gap analysis undertaken for all staff & development plans produced 	<ul style="list-style-type: none"> • All staff to complete 'Train to Procure' modules • Training programme for Procurement Staff in line with the Procurement Journey • Re-invigorate CIPS accreditation via NSS and highlight potential NES candidates via TURAS Appraisal • All senior staff to receive refresher training on Reform Act and EU main principles • All Procurement staff to have undergone common NHB Competency Framework analysis of skills and training needs in 2018 in readiness for consolidated PTP approach to People and Skills

PROCUREMENT OBJECTIVE /PRINCIPLES	KEY ACTIONS from April 2015 to end of March 2018	KEY ACTIONS from April 2018 to end of March 2020
ASSESSING AND MINIMISING RISK	<ul style="list-style-type: none"> Risk Register to be developed for key commodities 	<ul style="list-style-type: none"> Risk Register to be developed for all tenders greater than £100k Strategy paper for regulated procurements addresses risk but work still required to embed - by Q3 Lessons learned – review and record any lessons learned, develop register and embed learning in new contracts. Register to be produced by Q2
SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES	<ul style="list-style-type: none"> Ensure full compliance with national guidance and best practice in equalities and sustainable procurement in accordance with the Procurement Journey. Ensure all procurement activity is inclusive, non-discriminatory and supporting NES’s sustainability strategic objectives. 	<ul style="list-style-type: none"> Ensure Policy is included in all tenders Embed Sustainability ethos throughout NES through Specification guidance and sustained widespread use of standard templates Procurement remain key member of NES Sustainability Development Programme Board (SDPB)
DELIVERING VALUE THROUGH COLLABORATION	<ul style="list-style-type: none"> Central Procurement Team specialists represent NES on relevant national CAPs. Attend Heads of Procurement National Health Board Meetings to develop and build network with other Health Boards, and recommend future approach. Attendance at NP Commodity Advisory Panels (CAPs) to cover any relevant procurement activity. Identify opportunities for consolidation and efficiency opportunities in NES procurement contracts and transactions 	<ul style="list-style-type: none"> Actively contribute to national Procurement Transformation Programme (PTP) ‘Once for Scotland’ Maintain NES representation and attendance at appropriate National Procurement Meetings. Participate in collaboration and working group meetings with other National Health Boards and wider NHSS NP. NES to identify and lead a minimum of two collaborative procurements from overall NHB opportunities plan Utilise all available reporting tools (NSS Spend Analyser) to collate data and seek opportunities