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Annual Report Owner

Name: Kenny McLean
Responsibilities: Head of Procurement
Contact Details: kenny.mclean@nes.scot.nhs.uk

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1. INTRODUCTION & PURPOSE

NHS Education for Scotland (NES) is a National Health Board which supports delivery of care and the health and wellbeing of the people of Scotland by providing education and learning solutions for workforce development. This includes responsibility for commissioning and delivery of postgraduate medical education, from foundation to speciality training and supporting education and continuing professional development for nurses, midwives, health visitors, pharmacists, allied health professionals, psychologists, the dental team, Health Care Science (HCS) and administrative, clerical and support staff. NES collaborates with the Scottish Social Services Council, the Education Sector and other partner agencies to support the education and learning needs of the workforce in social care and wider public services.

NES continue to transform the use of digital technology, placing the user at the centre and adopting cloud technologies which provide access anywhere from any device at any time. We are recognised as a leader in this area and, at the request of Scottish Government, the NES Digital Service (NDS) was established to develop a national digital platform. This aligns with the digital solutions we are already delivering to support workforce and business services and the work we are leading to join up workforce supply side data and provide analysis to inform workforce planning.

The purpose of this Annual Report is to record and publicise NES's performance and specific achievements in delivering its Procurement Strategy during the periods 1st April 2019 to 31st March 2020. The NES Procurement Strategy 2018-20 is set within the context of the organisation's Strategic Framework.

The Procurement Strategy Action Plan is attached to this report as Annex 1 and provides a report of activities and progress made during the period and provides a forward view on planned actions for delivery in 2020-21 in line with the new Procurement Strategy for 2020-23.

This report is in line with the Procurement Strategy Guidance and Template issued by the Scottish Government in May 2017 and the Procurement Reform (Scotland) Act 2014 which requires public organisations with an estimated total value of regulated procurement spend of £5m or more (excluding VAT) in a financial year to prepare and publish a procurement strategy and to report on this annually.

NES is committed to the Scottish Government Procurement Journey and works closely with NHS Scotland National Procurement (NP) around the development of, and compliance with national contracts. Part of this collaborative work with NP involves ensuring that collaborative best practice is shared across National Health Boards and the wider public sector.

This Annual Report focuses on the organisation's corporate expenditure (influenceable spend on external goods and services) of £24.9m for the period 1st April 2019 to 31st March 2020. For example, this excludes the funding NES provides to Health Boards for the salary costs of post graduate trainees, the *clinical* training of undergraduate and post graduate trainees and nationally agreed contracts for utilities.

2. SUMMARY OF REGULATED PROCUREMENTS COMPLETED

2.1 Definition

In accordance with the Procurement Reform (Scotland) Act 2014, any public contract (other than a public works contract) of £50,000 or greater and public works contract of £2,000,000 or greater is considered a Regulated Contract. A regulated procurement is any procedure carried out by a contracting authority in relation to the award of a proposed regulated contract which is completed when the award notice is published or where the procurement process otherwise comes to an end. This includes awards under both contracts and framework agreements. Annex 2 provides a listing of the regulated procurements carried out in the reporting period.

2.2 Summary of Regulated Procurements

The following table summarises the regulated procurements in the period.

Type of Regulated Procurement	Quantity in Period	Estimated Value
Framework Call Offs	3	£542,575
Framework Awards (DPS)	4	£297,625
Contract Awards	59	£26,270,472
Total Regulated Procurements	66	£27,110,672

The following table summarises the size of supplier that have been awarded regulated contracts in financial year 19/20.

Company Type	Total
Micro (1-9 employees)	53
Small (10-49 employees)	3
Medium (50-249 employees)	3
Large (over 250 employees) including Universities	7
Total	66

There were multiple contracts awarded within individual regulated procurements where NES framework contracts were created, for example, the Executive Coaching Framework was one regulated procurement activity resulting in the award of contracts to 41 SME suppliers. 42.5% of the NES Corporate Spend in the reporting period was with SMEs. This is a decrease from previous reports and is mostly due to an increased spend with Universities and improved processing of events management and costs associated with travel and accommodation.

Awards by Registered Business Location	Total
Scotland	61
England	4
Elsewhere	1
Total	66

2.3 Collaborative Contracts

A number of contracts were also let or delivered in the period which enable wider access for NHS Boards to centrally procured services, including:

Development and Delivery of a BSc Programme leading to eligibility to apply for registration as a Paramedic with the Health and Care Professions Council (HCPC)- After a full public consultation, the Health and Care Professionals Council (HCPC) announced that with effect from September 2021, threshold entry to the register for paramedics would be set at BSc level. Working in close collaboration with the Scottish Ambulance Service, NES were tasked with tendering for this new 3-year degree course which will provide a standardised degree qualification for the whole of Scotland, provided by multiple suppliers.

In July 2019 a total of 11 Tenders were received across 6 lots. Contracts were awarded to a total of 5 suppliers (Robert Gordon University, The University of the West of Scotland, Stirling University, Queen Margaret's University and Glasgow Caledonian University) to provide this service throughout Scotland.

Pre-Hospital Care Training and Education Simulation for Remote and Rural Practitioners

A tender was issued for delivery of bespoke training in remote and rural areas of Scotland either on the Mobile Skills Unit or other appropriate venues sourced by the supplier. The Contract was awarded to BASICS for a total of three years.

NES Audio Visual and Video Conferencing hardware requirements. – With the increasing need to provide high quality remote learning and increasingly sophisticated virtual conferencing requirements, after an open tender attracting a number of competitive bids, a contract for the provision and installation of Audio-Visual Conferencing equipment has been awarded to GV Multimedia Services. This contract provides a single source supplier that will enable ongoing upgrades, maintenance and improvements to the NES estate for the next three financial years, allowing a flexible and economic approach to the procurement of AV equipment. All National Health Boards have access to this framework.

OpenEyes- A Short Life Working Group set up by the Scottish Government National Ophthalmology workstream highlighted the requirement for an ophthalmology Electronic Patient Record as an enabler to reform eyecare services and to replace largely paper-based records. NES Digital Services (NDS) were asked to deliver this requirement. NES Procurement have used the G-cloud 11 Crown Commercial Services Framework to provide the base for this contract, enabling a dynamic approach to the project to meet the required implementation date of March 2021.

A new educational approach to prepare nurses to work in adult integrated community nursing teams in Scotland- NES tendered for education providers to develop and deliver a programme to prepare nurses to work flexibly in roles within the adult integrated community nursing team. This team includes district nursing, general practice nursing and care home nursing roles. An initial cohort of 200 students will be funded by Scottish Government. All successful suppliers will co-produce the course to be delivered, ensuring consistency of approach across Scotland. The outcome is a 2-year part time SCQF level 10 programme that provides knowledge and skills for effective practice across a range of community settings.

MSc in Psychological Therapy in Primary Care - This contract is between NES and two universities with Dundee being the institution with 'Primary Academic Regulatory Responsibility (PARR) and Stirling the institution with 'Secondary Academic Regulatory Responsibility (SARR) The contract to provide this course is initially 1st January 2020 until 31st December 2023.

Delivery of training for Vocational Dental Practitioners (VDP) and Vocational Dental Trainees (VDT) in the management of Medical Emergencies/ Delivery of training for CTs in the management of Medical Emergencies. - The Dental directorate have awarded a contract to Advance Life Support (ALS) for a total of £107,337 over three years. This contract allows for a consistent approach to the delivery of Medical Emergency training throughout the whole of the VDP community in Scotland.

Framework for Executive Coaching - Between 2015-2019, NES successfully established a quality assured framework of Executive Coaches as a national resource to support existing leadership development programmes and develop future leaders transitioning into their new roles. In June 2019 the contract was renewed, and 42 suppliers have been successfully awarded a place on the new Framework. The Executive Coaching framework will continue to support national leadership priorities and national programmes, as well as providing a unique resource for NHS Scotland Boards and wider Health & Social Care Partnerships.

Online Digital Coaching Platform - Project Lift is a collaborative programme between NES and the Scottish Government. Its focus is to develop new approaches to the recruitment, retention, development and management of individuals within Health and Social Care. In order to make coaching services accessible throughout Scotland a tender was published to find a supplier who could provide a high-quality on-line digital coaching service. Suppliers were also asked to demonstrate a community benefit as part of their operating model. For every digital coaching session requested by NES, the successful supplier will provide a pro-bono coaching session for a young adult in Scotland, thus fulfilling the requirements of the National Performance Framework and providing potentially upwards of £50k of community benefits.

2.4 Awards Without a Competitive Procurement Process

NES identifies and logs all contract awards which did not go through a Regulated Procurement process through our Waiver of Formal Tendering Procedure (single source justification).

This procedure mandates that any spend over £10k, if not on a pre-let contract or Framework Agreement, is accompanied by a Waiver form approved by the Director of Finance which provides the rationale for the direct award, including:

- The timescale genuinely precludes competitive tendering; or
- Specialist expertise is required, and evidence is provided to demonstrate that this is available from only one source; or
- The task is essential to complete the project, and arises as a consequence of a recently completed assignment and engagement of different consultants for the new task would be inappropriate; or
- There is clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering; or
- Where provided for in the Scottish Capital Investment Manual.

Against Regulated Procurements (>£50k) there was spend in this category of £1.93m (like for like in 18/19 was £1.85m) in the reporting period. This was across 10 contracts, with 74% of this spend directly funding to the University Sector for the support of education, research and development. The remainder included procurements such as proprietary licenced product and costs of activity carried out by statutory providers.

3. REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 Introduction

This section seeks to demonstrate how NES procurement has contributed to the achievement of its specific procurement objectives and principles outlined in its Procurement Strategy and how it has complied with the general duties in the Procurement Reform (Scotland) Act 2014.

3.2 Procurement Objectives

Objective 1 – Alignment with the NES Strategic Plan and Core Values

The NES Strategy for 2019-24 focusses on a “a skilled and sustainable workforce for a healthier Scotland” by “enabling excellence in health and care through education, workforce development and support.” Procurement is only one tool, albeit an important one, in achieving NES’s strategic plan objectives.

This report coupled with the Procurement Strategy published on the NES internet provides a comprehensive understanding of the linkages between the procurement objectives and the organisation’s strategic aims and objectives.

Objective 2 – Deliver value for money and best value procurement

NES procurement seeks to award contracts based on best value achieved rather than lowest price.

NES procurement, in the first instance, will seek to identify where an appropriate National Procurement, Scottish Government and/or Crown Commercial Services framework contract is available, either for Direct Award or mini competition as appropriate.

The NES procurement team has worked with internal colleagues and external partners throughout the reporting period to develop appropriate specification content, evaluation criteria and associated weightings which balance the importance of quality, delivery and cost. The output of this activity is reflected in all current template documentation.

Objective 3 – Making it easy for suppliers to do business with NES

NES has in place a comprehensive Suppliers’ Guide, fully aligned to all SG Procurement Journey, which makes it clear how NES procures services and how suppliers can access open competition

opportunities through Public Contracts Scotland and/or Public Contracts Scotland-Tenders. NES publishes and maintains its Supplier Guide on its website. PCS-T is adopted for all open tenders produced by NES, thereby maximising the accessibility for all suppliers and ensuring full compliance and standardisation. All tender documentation is written in plain and clear language and kept as simple as possible to avoid any confusion.

All unsuccessful tenderers are offered the opportunity for formal feedback/debrief on their performance, regardless of procurement route or size of contract. NES encourages potential suppliers to register with PCS and in addition, via our guidance, to be aware of opportunities to be part of both new and existing Framework Contracts. Wherever possible NES utilises all available DPS (dynamic purchasing systems), national frameworks and collaborative agreements with other health boards.

Objective 4 – Lessons Learned for the Future

NES seeks to learn from internal and external feedback, and from examples of best practice through continuous evaluation and review of tendering activity. Internal reviews are conducted regularly throughout the year with each NES directorate.

The eight National boards meet each month to exploit shared learning and the NES procurement management team meets weekly to share lessons learned and to make recommendations for any potential changes to policy and/or processes. Discussions include reference to ongoing contract negotiations, new statutory requirements, e.g. GDPR, new Framework Contracts, etc.

3.3 Procurement Principles

Principle 1 – Financial Justification

All major Procurement exercises involve the production of a NES Business Case or Project Initiation Document and associated budgets are established prior to the commencement of any external procurement activity. The Finance Business Partnering Team are also fully engaged, prior to any award of contract, to ensure accuracy of budgetary information.

Principle 2 – Specification of Requirements

The NES Procurement Team have established comprehensive templates and associated guidance for Invitations to Tender and Competitive Written Quotations. These include clear contract deliverables and anticipated outputs/benefits and provide for the establishment of quality and performance standards. We work closely with our internal stakeholders to ensure specifications are robust and appropriate.

Principle 3 – Assessing and Minimising Risk

NES has in place a comprehensive Risk Management Strategy which includes explicit reference to the management of risks associated with contractual arrangements. The standard NES tender and contract documentation for use with third parties includes specific risk management

requirements and mitigations and we work closely with all internal stakeholders to ensure these mitigations are understood and managed.

NES also has in place templates to support staff in the assessment of risk and guidance on how to share and manage risk as well as provide advice on specific risk mitigation.

Principle 4 – Qualified and Experienced Staff Resources

The centrally managed Procurement Team forms part of the NES Finance and Procurement Directorate and is responsible for the provision of professional procurement advice and support to all NES staff. All staff are appropriately qualified and/or experienced and have received training relevant to their role. In addition, all Procurement staff have been trained and qualified on PCS-T to afford full flexibility of resources.

In addition to supporting the tendering, evaluation and contract award activity and standard operational processes, during the reporting period the team also sought to:

- Ensure compliance with the requirements of Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014 and all relevant updates
- Ensure compliance with National Contracts, Procurement Directives and the NES Standing Financial Instructions as they relate to procurement
- Identify opportunities for improvements to Procurement governance and practices
- Facilitate and support contract management
- Promote awareness of best practice in Procurement
- Engage with and provide comprehensive guidance for internal managers and potential suppliers
- Continue to develop policies, processes and templates in line with the *Procurement Journey*.

All Procurement team members have Personal Development Plans in place, which reflect their individual skills and needs against the requirements of the Procurement Journey and work continues to align the team to the Scottish Government's National Procurement Development Framework (NPDF).

Principle 5 – Sustainability Duty

NES has in place a Sustainable Development Action Plan which is overseen by the Sustainability Development Programme Board (STPB). The Head of Procurement is a member of the STPB.

The actions related specifically to Procurement and their current status are:

Procurement Skills

- All NES staff involved in the Procurement process are briefed on the Sustainable procurement policy – *the policy is available to all staff on the NES intranet and generally on the NES website, together with the Sustainability Code of Conduct.*
- Tenders / specifications include relevant sustainable procurement evaluation criteria, and this is embedded in procurement templates

Procurement Process

- Regular review of supplier / tender evaluation process to include sustainability in the evaluation process

Engaging Suppliers

- For all major tenders a 'Prior Engagement' event is held to allow suppliers to review and shape our specifications. These are posted via a Prior Information Notice (PIN) on PCS. PINs are adopted wherever practical and commensurate with strategic significance.
- As described earlier, NES has in place a comprehensive Suppliers' Guide which is published on the NES internet and makes it clear how NES procures services and how suppliers can access relevant opportunities

Ethical Procurement

- NES has established a Sustainability Code of Practice, which aligns to the Ten Principles of the United Nations Global Compact for Responsible Business Practice. This is made available to all staff and suppliers on the NES website.

Principle 6 – Strategic Objectives

As described earlier, invitations to tender templates require a clear demonstration of linkages with the strategic aims and objectives of the NES Procurement guidelines.

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 Equality Outcomes and Mainstreaming Report 2017-2020 reflects this commitment. In turn, these commitments are reflected in all Procurement processes and contract templates. All procurement documentation is reviewed annually, in consultation with the Equality and Diversity Adviser.

An annual review of our Equality and Diversity - Procurement Duty is submitted to, and approved by, the Finance and Performance Management Committee.

The Fairer Scotland Duty (the socio-economic duty) was enacted in Scotland on 1st April 2018 and sets out an expectation that public bodies will actively consider, at an appropriate level, what more they can do to reduce the inequalities of outcome caused by socio-economic disadvantage in any strategic decision-making. We therefore also consider this when creating and evolving our documentation.

Invitations to Tender require all potential suppliers to complete a comprehensive Equality and Diversity questionnaire, as a mandatory requirement.

Organisations which are awarded contracts are expected to comply with all current fair work practices, equality and diversity legislation and actively adopt equalities of employment and service delivery (as specified in the NES Suppliers' Guide).

NES are constantly striving to achieve fairness in the workplace through our supply base and contracts awarded in this financial year for the provision of Catering and Cleaning services are good examples of this. Although not mandated, operatives working on these NES contracts are

all paid the 'Real Living Wage'. This further confirms our critical focus on Sustainability, Community Benefits and Equality and Diversity.

All NES staff members are required to complete Essential Learning in Equality and Diversity on appointment.

Principle 8 – Management of Contracts and Continuous Improvement

During the reporting period, the Procurement Team continued to support key strategic contracts to ensure performance measurement and management remains a fundamental NES objective. In addition, a Contract Review and Management Strategy for key suppliers and contracts is under development for implementation in 2020-21.

Principle 9 – Legislative Requirements and Best Practice

NES has established a comprehensive suite of Procurement templates which align to approved internal policies and procedures, delegated authority levels, etc. In addition to meeting all statutory and legislative requirements, significant ongoing activity is undertaken during the year to ensure that all procurement documentation is aligned to evolving legislation (e.g. GDPR). NES is committed to organisation-wide use of these templates, in order to ensure high standards of transparency, probity and accountability.

Further, we are preparing for all processes and procedures to support formal accreditation to ISO27001 by the end of 20/21.

Principle 10 – Fraud Awareness and Prevention

NES has a zero-tolerance approach to fraud; there is no acceptable level of fraud. All NES staff members are required immediately on appointment to complete Essential Learning on a number of policies including Counter Fraud. This training contains worked examples, sets expectations for individual staff member behaviours and provides information in respect of reporting suspicious or potentially fraudulent acts.

NES also works closely with NHS Counter Fraud Services (CFS) to regularly provide awareness training across the organisation. All Counterfraud activity is reported to the NES Audit Committee on a quarterly basis.

4. OTHER MANDATORY REQUIREMENTS

4.1 Procurement of Fairly and Ethically Traded Goods and Services

As described earlier, NES has established a Sustainability Code of Practice, which aligns to the Ten Principles of the United Nations Global Compact for Responsible Business Practice. This is made available to all staff and suppliers on the NES website.

4.2 Payments to Contractors, Sub-Contractors and Third Tier Sub-Contractors

NES utilises a standard set of terms and conditions that state we pay suppliers within 30 days of receiving an invoice however, in line with Scottish Government policy, we aim to achieve payment within 10 days. During the reporting period, NES paid 98.1% of suppliers within 30 days and 92.8% of payments were made within 10 days.

4.3 Use of Community Benefit Requirements

NES tender documentation requires potential suppliers to identify community benefits as relevant and provides links to Scottish Government community benefit guidance.

NES seeks to contract wherever possible through the national frameworks, noting the requirement of suppliers to demonstrate their commitment to the realisation of community benefits. An example of this is the use of the Scottish Government's collaborative Publishing, Print, Design and Associated Services Framework (PPDAS) Agreement which was awarded to APS Group Scotland on a single supplier basis on 1st April 2019. We note their commitment to Community Benefits through their supply chain and their provision of modern apprentices and undergraduate programme.

As mentioned in section 3.3, services such as Catering have now offered NES the ability to pay the Living Wage and with the award of a new NES-wide cleaning contract in 2019/20 we have maintained this standard.

The NES Mobile Skills Unit (MSU) spends between 1-2 weeks at 18 different venues throughout Scotland each year. A variety of skills can be taught onboard, depending on the needs of the staff in the local area. These range from immediate life support for trauma victims, airway management, suturing and multi-agency emergency scenarios. In addition to training NHS staff, the mobile skills unit has also become a focus for training local communities using simulation. In 2019/20, the MSU had a total of 35 visits - 27 for training plus 4 faculty development courses and 4 conferences. It facilitated the training of 1104 people (954 NHS, 45 Emergency services (coastguard, fire, police) and 105 others - mainly armed forces. It also visited two prisons for staff training.

4.4 Promoting Compliance with the Health & Safety at Work etc. Act 1974

NES procurement documentation makes explicit reference to the requirement for suppliers to declare that all necessary tests and examinations have been made or will be made prior to performance of the Services to ensure that the Services are designed and performed so as to be safe and without risk to the health and safety of persons using them and requires the provision of information to demonstrate this. NES also requires to be indemnified against all direct losses incurred as a health and safety breach and reserves the right to reject suppliers for health and safety breaches.

5. SUPPORTED BUSINESSES SUMMARY

The type of procurement NES is engaged with does not afford many opportunities against the current Supported Business network; however, NES strives to ensure that where these exist, they are fully utilised.

Procurement team members visit supported business premises and attend Scottish Government sponsored events to build organisational and team knowledge and awareness. All Supported Business literature is available on the NES intranet to build awareness.

6. FUTURE REGULATED PROCUREMENTS SUMMARY

In addition to planned expenditure, NES regularly receives funding in year to support the delivery of Scottish Government initiatives, etc.

The workplan for 2019/20 to 2020/21 currently includes the following:

Subject Matter	Expected Award Date	Expected Start Date	Estimated Contract Value
Platform as a Service (NDS)	April 2020	June 2020	TBC**
eLearning Framework	January 2021	March 2021	TBC**
DPS – Academic Education	January 2021	May 2021	TBC
DPS - eBooks	February 2021	April 2021	TBC
School Nursing	September 2020	December 2021	TBC*
Return to Practice AHP Course	January 2020	April 2021	TBC*
Adobe Licenses	February 2020	April 2021	TBC*

*Estimated contract values have not been provided to ensure competition in the tendering process

**Budget will be established through tender process to develop the framework arrangements

ANNEX 1 – NES PROCUREMENT STRATEGY ACTION PLAN

Procurement Objective / Principle	Key Planned Actions from April 2018 to March 2020	Progress in 19/20 against actions from April 2018 to March 2020
Compatibility with the NES Strategic Plan	<p>Turas Learn/PDPs aligned and managed</p> <p>Procurement survey conducted annually (in October of each year)</p> <p>Annual Supplier Management analysis to be carried out by Q3 2018</p> <p>Standardised tender templates with the wider NHSS and NHBs adopted across all regulated Procurement by Q4</p> <p>eLibrary – review with stakeholders to ensure streamlined and cost-effective content to best meet HSC targets</p>	<p>Turas Learn fully adopted and utilised</p> <p>Procurement survey completed and shows year on year improvement in key performance areas.</p> <p>Draft Supplier analysis completed and preliminary activity on key targets commenced.</p> <p>Templates updated and regularly reviewed.</p> <p>eLibrary reviewed and re-tendered – new optimised contracts commenced date 1/4/19</p>
Delivering Value	<p>Savings tracked against budget and reported</p> <p>Spend under contract – increase target to 75% by end of 2019/20</p> <p>Contribute to Single Workplan by monthly submission of key NES Procurement updates</p>	<p>Target exceeded in 19/20</p> <p>Spend under contract (including all SG and NHS frameworks increased to >90%</p> <p>Use of new software tool to capture workplans now in place.</p>
Finding it easy for Suppliers to do Business with NES	<p>Continue to promote standard Pre-Qualification/Request for Info/Request for Quote/Tender documentation</p> <p>All regulated procurement is managed via standardised Invitation to Tender (ITT) forms</p> <p>Quick quotes for all procurements >£10k in line with SFIs.</p> <p>Contracts Register formally published on Public Contracts Scotland (PCS)</p>	<p>Public Contracts Scotland-Tender (PCS-T) and standard templates utilised for all procurements greater than £25k</p> <p>This remains standard practice.</p> <p>“Quick Quote” (QQ) adopted for all procurement between £10k and £25k</p> <p>In line with Procurement Regulations</p>
Supplier Management Policy and Lessons Learned for Future	<p>Develop Contract Review and Management Strategy for key suppliers and key contracts, adopting wider NHS Scotland Procurement Transformation Programme (PTP) process – by Q3 2018</p>	<p>PTP was halted in 2019. A National Health Board approach has been the preferred option as part of the NHB Collaboration activity. A number of collaborative contracts have been</p>

Procurement Objective / Principle	Key Planned Actions from April 2018 to March 2020	Progress in 19/20 against actions from April 2018 to March 2020
(management of contracts & continuous improvement)	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'	implemented in 19/20. NES Frameworks such as PEN Testing and Executive Coaching are good examples of the contribution that NES Procurement have with supplier management. NHB Collaboration will now drive a consolidated approach to SM.
Qualified and Experienced Staff Resources	Training programme for Procurement Staff in line with the Procurement Journey CIPS accreditation - highlight potential NES candidates via TURAS Appraisal process. 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 2019 in readiness for consolidate PTP approach to People and Skills	'Turas Appraisal' Personal Development Plan (PDP) captures all training and development requirements. Candidates identified. Linked to Competency Framework Gap analysis below Ongoing. Delays in progressing PTP has meant activity will now commence in 20/21. Profiling of job groups has commenced to enable National Procurement Development Framework (NPDF) tool.
Assessing and Minimising Risk	Risk Register to be developed for all tenders greater than £100k Lessons learned – review and record any lessons learned, develop register and embed learning in new contracts. Register to be produced by Q2 19/20	These risks are captured within local risk registers. Consideration will be given as to how best to consolidate this information. Delayed. Ongoing Complete. Register being updated
Social, Economic and Environmental Issues	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)	All tenders require prospective bidders to detail their approach to Sustainability. All Procurement templates and processes have been reviewed to ensure alignment with NES strategy and national standards. Ongoing.

Procurement Objective / Principle	Key Planned Actions from April 2018 to March 2020	Progress in 19/20 against actions from April 2018 to March 2020
Delivering Value Through Collaboration	<p>Actively contribute to national Procurement Transformation Programme (PTP) 'Once for Scotland'</p> <p>Maintain NES representation and attendance at appropriate National Procurement meetings</p> <p>Participate in collaboration and working group meetings with other National Health Boards and wider NHSS NP</p> <p>NES to identify and lead a minimum of two collaborative procurements from overall NHB opportunities plan</p> <p>Utilise all available reporting tools (NSS Spend Analyser) to collate data and seek opportunities</p>	<p>PTP has been halted. A National Health Board approach is now underway as part of the NHB Collaboration activity.</p> <p>NES represented at all Heads of Procurement Delivery Group (HPDG) meetings</p> <p>Procurement collaboration ongoing. Draft strategy paper submitted to the NHB Collaborative Steering Committee in Q4</p> <p>Examples - Internal Auditors and Audio-Visual Support negotiated and accessible by all National Health Boards</p> <p>Register of all opportunities maintained and presented quarterly to Finance and Performance Management Committee.</p>

ANNEX 2 – INDIVIDUAL REGULATED PROCUREMENT LISTING

Date of Award	Supplier Name	Title	Estimated Value	Start Date	End Date
06/04/2019	Associated Life Support	Delivery of training for the Management of Dental Medical Emergencies.	£107,337	01/08/2019	31/07/2020
01/04/2019	BASICS Scotland Ltd	Pre-Hospital Care Training and Education for Remote and Rural Practitioners using Simulation.	£969,732	01/04/2019	31/03/2021
01/05/2019	DaySix Limited	Project Lift Application Development Phase 3	£57,000	15/06/2019	31/03/2020
10/06/2019	EITS	Digital Transformation: Specialist support for public cloud procurement and contracting for the National Digital Platform.	£74,625	16/06/2019	31/10/2019
22/07/2019	Churchill Contract Services Limited	Cleaning Services for WP, 2CQ & FGH	£231,825	01/11/2019	30/10/2022
04/11/2019	Robert Gordon University, University of Stirling, Queen Margaret University, University of the West of Scotland, Glasgow Caledonian University	Development and Delivery of a BSc Programme leading to eligibility to apply for registration as a paramedic with the Health and Care Professions Council (HCPC)	£22,161,000	01/09/2019	31/08/2023
18/06/2019	Dunedin Health Ltd	Target and Transition Architectures for the National Digital Platform	£56,000	18/06/2019	30/10/2019
18/11/2019	Animate, AMW Coaching, Authentic Change Ltd, Belmont Research Ltd, Brigid Russell Coaching Limited, CFM Consulting Ltd, Christine Hamilton Consulting Ltd, Coaching Direct Ltd, Coaching Works!, Deegankerr Consulting, Down To Earth Development, Full Circle Development, Gemm Ltd, Goldsworthy Consulting Ltd, Helen Ross Associates, Hibbards Ltd, HRPD Associates, Iain Wallace Coaching, ID Consultancy Solutions Ltd, InPsych Business Psychologists Ltd, Jo Adams Consulting, Options, Kynesis Coaching, La Bella Vita	Framework Agreement for Executive Coaching	£1,120,000	01/12/2019	30/11/2021

	Ltd t/a Lynne O'Neil Coaching, Lead Real Change Limited, Lettoch Associates Ltd, Lifetree (Scotland) Ltd, Martha Simpson Coaching and Harvey McMillan Associates Ltd, Mary Parker HR Consultant, Sue Lieberman, lifetimeswork, OnSight Solutions Ltd, Originate, Pensando Consulting, Red Sky Management Ltd, Stephen Quinn Associates Ltd, The Keil Centre Ltd, The Mudd Partnership Ltd, The Taylor Clarke Partnership Ltd, TurningTides, Yellow Kite Development				
17/09/2019	Queen Margaret University, University of the West of Scotland	A new educational approach to prepare nurses to work in adult integrated community nursing teams in Scotland	£1,061,340	11/11/2019	31/03/2023
08/10/2019	DotCoach CIC t/a Know You More	Project LIFT - Digital Coaching Pilot	£105,000	21/10/2019	31/03/2021
01/01/2020	IxDx Ltd, Edinburgh Innovations, National Autistic Society	Autism Diagnostic Tool	£116,800	01/01/2020	31/03/2021
04/10/2019	Sinclair Consulting, University of the West of Scotland	Research Associate (s)	£54,000	07/10/2019	31/03/2020
21/01/2020	DaySix Limited	Turas 360 Feedback Tool Development	£110,000	29/10/2019	29/10/2020
29/11/2019	Tactuum	Development Support for the NHS Education for Scotland Quality Management of the Practice Learning Environment (QMPLE) Web application system	£60,750	01/01/2020	31/03/2020
13/12/2019	PricewaterhouseCoopers LLP	eRostering Full Business Case Development	£59,450	01/01/2020	31/03/2020
05/03/2020	SureCode	Senior Web Development Services	£515,813	15/01/2020	31/03/2021
15/01/2020	Toukanlabs	OpenEyes	£250,000	04/02/2020	31/07/2020

This data reflects all regulated procurement (>£50K) and provides detail which is also published on the Public Contracts Scotland (PCS) website <https://www.publiccontractsscotland.gov.uk/>