

Version	Date	Comment
1.0	October 2020	First draft
1.1	November 2020	Second draft – general updates
1.2	December 2020	Third draft
1.3	April 2021	A&R draft
1.4	December 2021	Updates – Sustainability and CWB

## 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 Strategy for 2019-24 focuses on a “skilled and sustainable workforce for a healthier Scotland” and having the right numbers of skilled, trained and supported staff, in the right place, at the right time, and in the right roles, providing high quality health and care services which address health inequalities and encourage and support people to take more responsibility for their own health and well-being. 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 the wider NHS Scotland and NHS National Procurement (NP) around the development, appointment and compliance with national contracts initiatives aligned to ‘the Procurement Journey’ 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, UK Procurement Law (post Brexit), and critically the changing demands of 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.

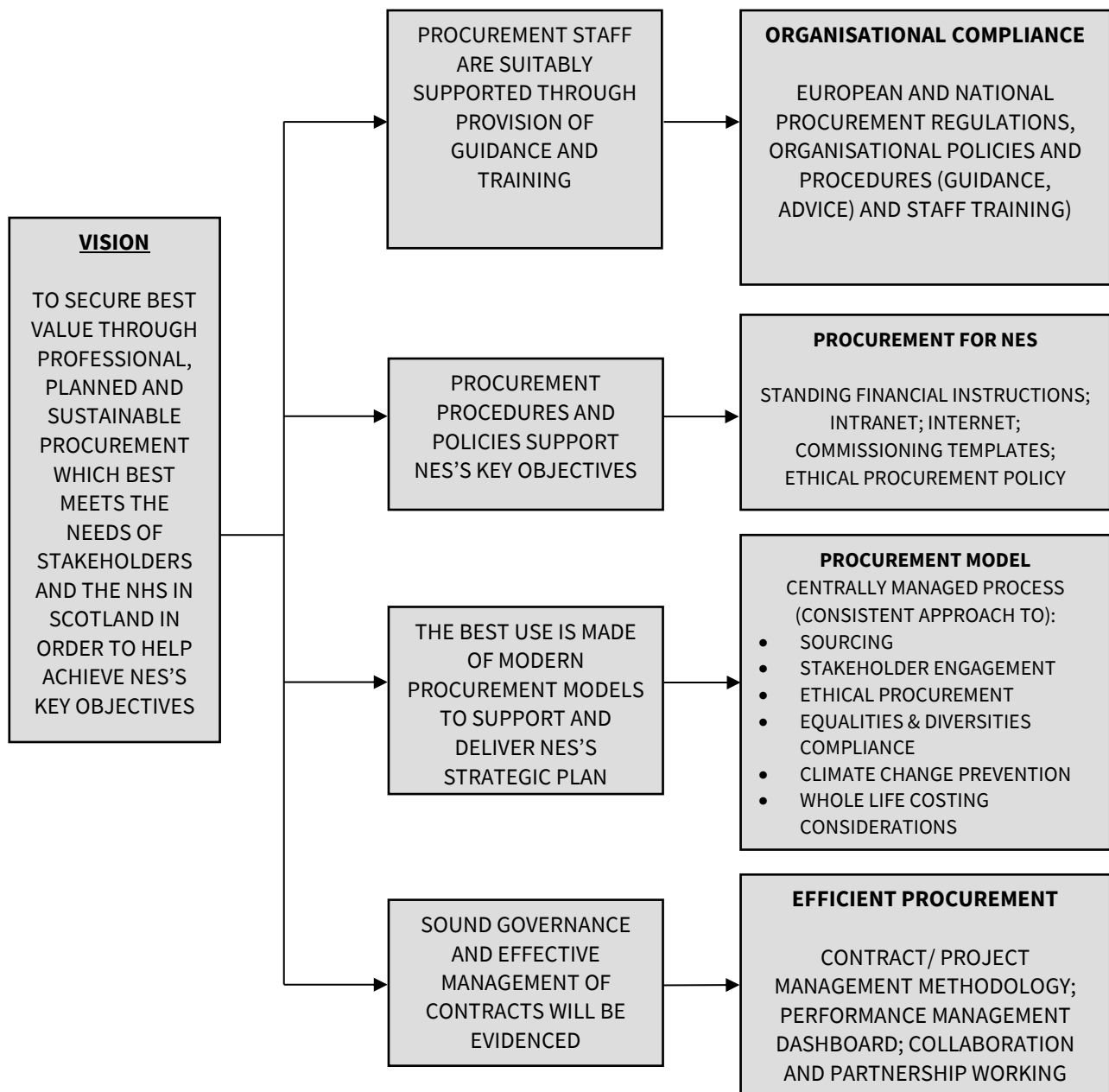
This Procurement Strategy ensures that we are focussed on delivering the best goods and services for the NHS and that we are making a positive difference to Scotland and a measurable contribution to the Scottish Economy.



## 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.”

VISION	PROCUREMENT THEMES: We shall ensure	GOOD PRACTICE
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## Section 4 – Strategy Rationale/Context

The strategy 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 of ‘A skilled and sustainable workforce for a healthier Scotland.’, 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
- To demonstrate our proactive approach to ensuring that all goods and services procured are sourced ethically in terms of both the way the NES procures and in terms of the standards that we expect our suppliers, service providers and contractors to meet.

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 fully aligned with the Scottish Government's Procurement Journey, to support NES's key objectives and enable continuous improvement
- NES 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 is 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 the acquisition of 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’ when our internal stakeholders are considering solutions, sourcing options, and specifications.

Key Priorities over the next four years will include: -

### Post EU optimisation

The UK left the European Union (EU) on 1st January 2021 after a 12-month transition period that supported stability while negotiations were completed on the future trading relationship between the two parties. Whilst in the EU and throughout the transition period the UK was subject to the EU rules on Procurement “The EU Regulations”. The regulations are fully transposed in UK and Scots law and continue to form the basis of Public Procurement rules and are fully devolved to Scotland. We will ensure that NES remain focused on our principles and objectives and remain consistent with

- Public good
- Value for money
- Transparency
- Integrity
- Fair and ethical treatment of suppliers
- Non-discrimination.

### National Commissioning

The National Health and Social Care Workforce Plan has 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.

The National Health and Social Care Workforce Plan has highlighted opportunities for a more coherent provision/commissioning of education and development to secure a sustainable pipeline of skilled staff. The National Board Collaborative Proposition 2018/19 – 2020/21 also clearly identified an opportunity for NHS Education for Scotland (NES) to lead on Once for Scotland activity around collaborative commissioning.

Working with the Scottish Credit and Qualifications Framework Partnership (SCQFP), territorial boards and the higher and further education sectors, we will continue to develop national commissioning and Recognition of Prior Learning (RPL) which will involve national guiding principles and an overarching process – see ‘Educational Commissioning – A best Practice Guide’

[https://www.nes.scot.nhs.uk/media/12ya5ma4/2019-08-19\\_education\\_commissioning.pdf](https://www.nes.scot.nhs.uk/media/12ya5ma4/2019-08-19_education_commissioning.pdf)

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.



We also need to understand how NES Procurement will play its part in addressing the Independent Review of Adult Social Care in Scotland (the Feeley Report) and the recommendations for improvements to adult social care support in Scotland.

### The NHS Scotland (NHSS) Academy

NHS Education for Scotland and NHS Golden Jubilee have partnered to create the NHS Scotland Academy - a unique new approach for workforce development and sustainability bringing together the attributes and experience of both organisations to provide a new model of education delivery. The NHSS Academy will offer accelerated training for a range of subjects and professions, aligned with and adding to existing clinical and simulation training across Scotland. The NHSS Academy fits with the NHS Education for Scotland (NES) vision of 'a skilled and sustainable workforce for a healthier Scotland' and mission of 'enabling excellence in health and care through education, workforce development and support'. This also fits with the NHS Golden Jubilee vision of 'delivering care and education through collaboration' and the NHSS Academy ambition to provide 'excellence in learning to enable the development of a highly skilled NHS Scotland workforce of the future'.

National NHS Scotland Academy will provide a co-ordinated approach delivering training linked to workforce and skills gaps, recruitment and NHS needs. The Academy will support workforce transformation and sustainability through accelerated learning for key roles.

Integrated, ethical and efficient collaborative Procurement will be carefully considered during the evolution of this exciting initiative.

### National Digital Service

NES Digital Service (NDS) was set up by the Scottish Government following the publication of the Digital Health and Care Strategy for Scotland.

NDS are mandated with three objectives:

- to enable excellent care by making sure health and care practitioners can capture and access the specialist information they need to do their job;
- to provide tools and services which allow NHS Scotland colleagues and third parties can build valuable products and services on shared national infrastructure;
- to create the architecture to support key research agendas, better decision making and service improvement.

Central to our work is the National Digital Platform which is the technical architecture which ensures that key things are only done in one way across Scotland such as how people are identified and where clinical data is stored, thus avoiding having to have a different log-in for every system and the duplication of information. NES Procurement will ensure we take an innovative and dynamic approach to supporting our digital ambitions.

### Digital Library Service

NES continues to take the lead in the commissioning, development and continuous improvement of the Digital Library service for NHS Scotland. The essential aim of this service is to maintain 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 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 embeds and develops 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.

### **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). Budgetary consideration will be established before any Procurement exercise is kicked off and agreed with our Finance Business Partners.

### **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 Scottish Government and NHS National Procurement. When setting out specifications NES staff 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 are assessed as part of the project initiation. Assessments include ways to share and manage risk as well as advice and guidance on exit strategies 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**

The climate change emergency is a Scottish Government national priority. 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 steps' approach for SME's detailed in the Scottish Government guidance and the sustainability guidance and principles provided under the UN Global Compact initiative.

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

## **PRINCIPLE 6 – STRATEGIC OBJECTIVES**

Procurement will reflect and underpin the objectives of the NES 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. NES has published an Ethical Procurement Policy to explicitly detail our commitment to Fair Work Practises and our expectations of our supply chain.

## **PRINCIPLE 8 – MANAGEMENT OF CONTRACTS AND CONTINUOUS IMPROVEMENT**

The Procurement team takes 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 are used to ensure high standards of transparency, probity and accountability and these are reviewed periodically 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)
- £123k> - Tender via PCST advertised Find a Tender (FTS) (Procurement Journey Route3)

NES Procurement Risk Matrix						
Spend (ex VAT)	≥ £115,633*	FTS	FTS	FTS	FTS	FTS
	>£50,000 < £115,633	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				
≤ Less than or equal to, ≥ greater than or equal to						

\* These threshold values are revalued every two years. This figure is valid from 1/1/22. Note they will no longer be linked to the EURO exchange rate



## **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 is developing an Ethical Procurement Policy to clearly state our position and our expectation of our supply base in regard to fairly and ethically traded goods and services.

### **NES Supplier Code of Conduct**

In addition to the NES Ethical Procurement Policy, NES have published a Supplier Code of Conduct on the NES internet which sets the standards for doing business with us.

**We ensure that payments 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 suppliers' 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 Fair Work Practices, including the Living Wage, in all regulated Procurements in line with Scottish Government guidance. Suppliers must give fair consideration to implementing the Living Wage within their supply chain.

### **The use of community benefit requirements:**

NES include the use of community benefits in all contracts over the £4m threshold. However, it is a standard consideration in all tenders that suppliers review, consider and explore any opportunities to incorporate community benefits.

Where ever possible we will also consider the core principles of Community Wealth Building, adopting a progressive approach to procurement and developing local supply chains of businesses likely to support local employment and keep wealth within communities.

### **Consulting and engaging with those affected by its Procurements:**

NES Procurement engage with both internal and external stakeholders in developing all specifications. Stakeholders are also an important 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

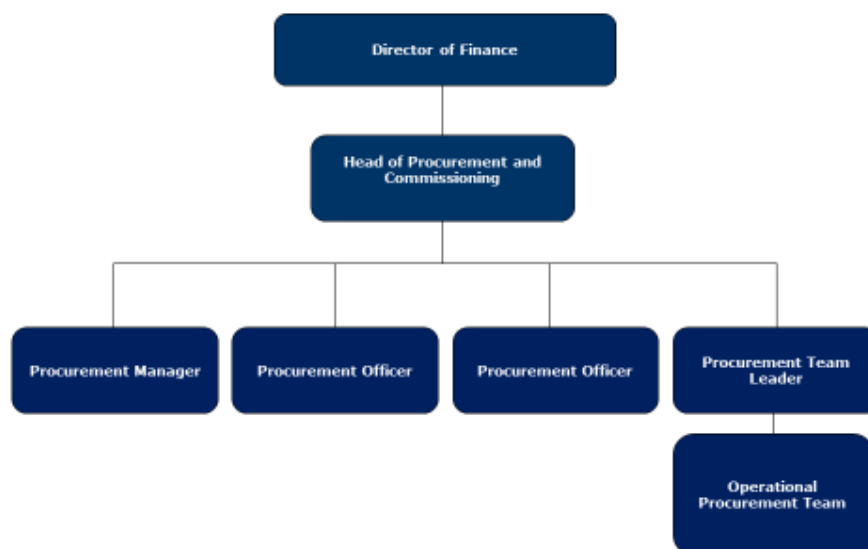


## **PROCUREMENT TEAM ORGANISATION**

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:

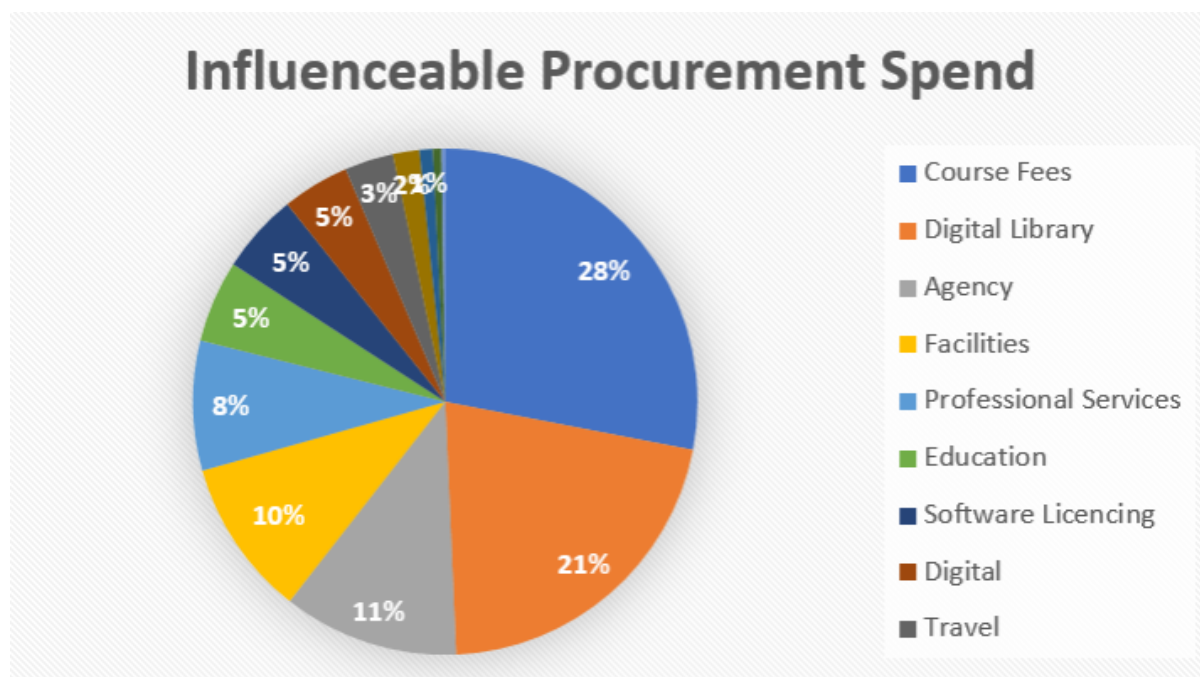
- Ensure all procurement is undertaken in line with the requirements of the Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and the principles set out in the Scottish Governments Scottish Procurement Policy Handbook 2008, and the Scottish Governments published Procurement Journey
- 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 £25m (spend external to the NHS, based on most recent full financial year data from 2019/20). The full breakdown of annual spend is as follows –



## Section 7 – Implementation, Monitoring, Reviewing and Reporting

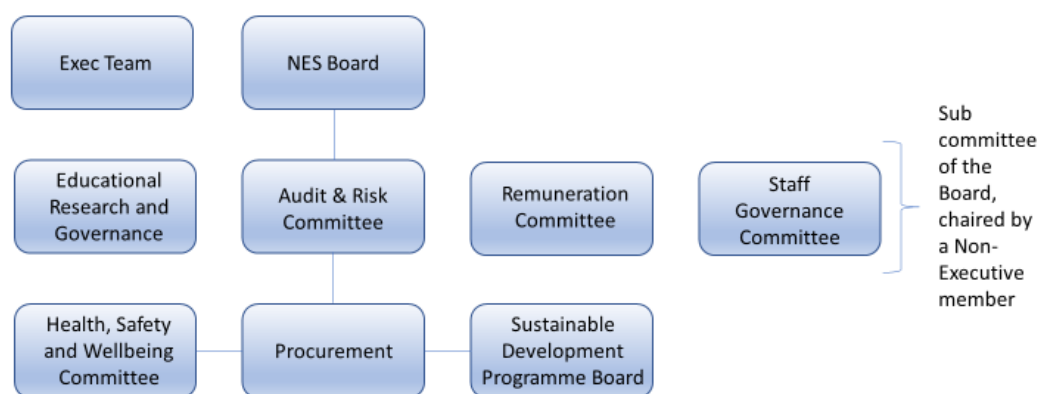
Procurement of goods, services and works are regulated by standing orders and standing financial instructions (SFI's). Procurement report to the Audit and Risk Committee on a quarterly basis. The A&RC is a sub- committee of the full NES Board, chaired by an appointed Non-Executive Director. Attendees at the A&RC 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 Audit and Risk 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;



## HIGH LEVEL COMMERCIAL TARGETS:

The formal NES contract register is publicly available via the PCS website and NES produces a Procurement annual report in Q3 of each year. This contains information on progress against the high-level commercial targets.

High Level Objectives	Actual 2019-2020	Target 2019-20	Target 2020-21
Savings (% budget v actual against influenceable spend)	6.39%	3.25%	3.25%
Invoice Average Payment time (<30 days)	98.1%	95%	95%
Invoice Average Payment time (<10 days)	92.8%	85%	87%
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 60 days of award	90%	95%	99%
tender >50k issued on PCST	100%	100%	100%





## Section 8 – Strategy Ownership & Contact Details

The owner of the Procurement Strategy is:

Kenny McLean  
Head of Procurement  
102 Westport  
Edinburgh  
EH3 9DN

[Kenny.McLean@nes.scot.nhs.uk](mailto: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](#)
- [Sustainable Procurement Duty](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Scottish Procurement Information Hub](#)
- [General Data Protection Regulations \(GDPR\)](#)
- [PECOS](#)
- [NES Ethical Procurement Policy \(draft\)](#)
- [Fair Work Practises](#)
- [Community Wealth Building](#)



## Procurement Strategy Evolution and Action Plan

APPENDIX 1 PROCUREMENT OBJECTIVE /PRINCIPLES	KEY ACTIONS from April 2021 to end of March 2024	KEY Activities from April 2021 to end of March 2022
<p>COMPATIBILITY WITH THE NES STRATEGIC PLAN</p> <p>NES Strategic cross cutting principle – Accountability and Governance</p>	<p>Procurement aligned to the NES strategic framework</p> <ul style="list-style-type: none"> <li>• An excellent workforce – ensure Professional Procurement training is encouraged</li> <li>• Improved quality – identify, select and manage best value supply base</li> <li>• Clearly identify statement of requirements prior to tender</li> <li>• Enhanced educational infrastructure – negotiate widest access to best tools</li> </ul>	<ul style="list-style-type: none"> <li>• Turas Learn/pdp's aligned and managed</li> <li>• Annual Procurement survey scheduled for Q2 2021</li> <li>• Annual Supplier Management analysis to be carried out by Q3</li> <li>• Standardised tender templates with the wider NHSS and NHB's adopted across all regulated Procurement by Q4</li> <li>• eLibrary – review with key stakeholders to ensure streamlined and cost-effective content to best meet HSC targets</li> </ul>
<p>DELIVERING VALUE</p> <p>NES Strategic cross cutting principle – Accountability and Governance</p>	<ul style="list-style-type: none"> <li>• Savings targets included in staff PDP (3.25%)</li> <li>• Suite of Spend Reports to be developed to support quarterly tracking and analysis of spend</li> </ul>	<ul style="list-style-type: none"> <li>• Savings tracked against budget and reported</li> <li>• Spend under contract – increase target to 85% by end of 2021/2022</li> <li>• Contribute to Single PTP Workplan by monthly submission of key NES Procurement updates</li> <li>• Seek further NHB collaborative working opportunities</li> <li>• Evolve suite of reports to support quarterly tracking and analysis of spend</li> <li>•</li> </ul>



APPENDIX 1 PROCUREMENT OBJECTIVE /PRINCIPLES	KEY ACTIONS from April 2021 to end of March 2024	KEY Activities from April 2021 to end of March 2022
<p>MAKING IT EASY FOR SUPPLIERS TO DO BUSINESS WITH NES</p> <p>NES Strategic cross cutting principle – Partnership working</p>	<ul style="list-style-type: none"> <li>• PCS used for all competitive procurement exercises</li> <li>• Feedback offered to all unsuccessful bidders regardless of tender value</li> <li>• Increased use of Quick Quotes (where appropriate)</li> <li>• Brexit implications</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to promote standard PQQ/RFI/RFQ/Tender documentation and ensure alignment to all Scottish Procurement Policy Notes (SPPN)</li> <li>• All regulated procurement is managed via standardised ITT forms and PCS-T tender platform</li> <li>• Quick quotes for all procurements &gt;£10k in line with SFI's. Contracts register formally published on PCS</li> <li>• Monitor transition from Brexit to 'normal' – determine and report via Audit and Risk committee on any impact to NES and its supply base in the longer term.</li> </ul>



<b>APPENDIX 1 PROCUREMENT OBJECTIVE /PRINCIPLES</b>	<b>KEY ACTIONS from April 2021 to end of March 2024</b>	<b>KEY Activities from April 2021 to end of March 2022</b>
<p>SUPPLIER MANAGEMENT POLICY AND LESSONS LEARNED FOR FUTURE (MANAGEMENT OF CONTRACTS &amp; CONTINUOUS IMPROVEMENT)</p> <p>NES Strategic cross cutting principle – Quality and innovation</p>	<ul style="list-style-type: none"> <li>• Planning for approved Supplier and contract management Strategy.</li> <li>• Review effectiveness of Supplier Strategy supported by a survey of main stakeholders.</li> <li>• Roll out and establish contract management to appropriately identified contracts</li> <li>• Review all projects and record any lessons learned and build into all new contracts</li> <li>• Lessons learned to be built into all new contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Supplier analysis to enable Contract Review and Management strategy for key suppliers &amp; key contracts – by Q3 2021</li> <li>• Re-invigorate overall Supplier Management process and target minimum three major PCST opportunities</li> <li>• Implement tailored SM solutions in line with PTP development of 'Once for Scotland' SM toolkit</li> </ul>



<b>APPENDIX 1 PROCUREMENT OBJECTIVE /PRINCIPLES</b>	<b>KEY ACTIONS from April 2021 to end of March 2024</b>	<b>KEY Activities from April 2021 to end of March 2022</b>
<p>QUALIFIED AND EXPERIENCED STAFF RESOURCES</p> <p>NES Strategic cross cutting principle – Equality and Diversity</p>	<ul style="list-style-type: none"> <li>• Training Register developed &amp; maintained</li> <li>• Gap analysis undertaken for all staff &amp; development plans produced</li> </ul>	<ul style="list-style-type: none"> <li>• All staff to complete relevant 'TraintoProcure' modules</li> <li>• Training programme for Procurement Staff in line with the Procurement Journey</li> <li>• Re-invigorate CIPS accreditation via NSS and highlight potential NES candidates via TURAS Appraisal</li> <li>• All senior staff to receive refresher training on Reform Act and EU main principles</li> <li>• All Procurement staff to have undergone common NHB Competency Framework analysis of skills and training needs in 2021 (aligned to National Procurement Development Framework - Staff Evaluation Portal)</li> <li>• </li> </ul>
<p>ASSESSING AND MINIMISING RISK</p> <p>NES Strategic cross cutting principle – Accountability and Governance</p>	<ul style="list-style-type: none"> <li>• Risk Register to be developed for key commodities</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Register to be developed for all tenders greater than £100k</li> <li>• Strategy paper for regulated procurements addresses risk but work still required to embed - by Q3</li> <li>• Lessons learned – review and record any lessons learned, develop register and embed learning in new contracts.</li> </ul>



<b>APPENDIX 1 PROCUREMENT OBJECTIVE /PRINCIPLES</b>	<b>KEY ACTIONS from April 2021 to end of March 2024</b>	<b>KEY Activities from April 2021 to end of March 2022</b>
<p>SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES</p> <p>NES Strategic cross cutting principle – Understanding impact</p>	<ul style="list-style-type: none"> <li>• Develop and publish overarching Ethical Procurement Policy for NES</li> <li>• Ensure full compliance with national guidance and best practice in equalities and sustainable procurement in accordance with the Procurement Journey.</li> <li>• Ensure all procurement activity is inclusive, non-discriminatory and supporting NES’s sustainability strategic objectives.</li> <li>• Climate Change Prevention - ensure an appropriate focus on climate change, ‘Net Zero’ and circular economy obligations</li> <li>• NHS-wide Sustainable Procurement Steering Group</li> <li>• Develop thinking and approach to more active engagement in Community Benefits and Community Wealth Building</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with internal and external stakeholders and publish draft Ethical Procurement Policy by May 2021</li> <li>• Ensure Policy is included in all tenders and embed Sustainability ethos throughout NES through Specification guidance and sustained widespread use of standard templates</li> <li>• Maintain Procurement representation on NES Sustainability Development Programme Board (SDPB)</li> <li>• Develop knowledge base of Climate Change literacy, engage with other boards and have a clear understanding of how contracting activity can support net-zero aspirations throughout the contract lifecycle, using the national tools and support available and maximising engagement with supply chains.</li> <li>• Actively engage current and potential suppliers (and their supply chains) as key collaborative partners to support this agenda through pre-market engagement activity and in targeted activities as well as through ITTs and evaluation criteria.</li> <li>• Consolidate Sustainable strategy around maximising synergies across NHS. Issue ToR by Q3 2021.</li> <li>• Fair Work element adopted in all relevant Regulated Procurement – Update Tender templates by Q2 2021.</li> </ul>



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<p>DELIVERING VALUE THROUGH COLLABORATION</p> <p>NES Strategic cross cutting principle – Quality and innovation</p>	<ul style="list-style-type: none"> <li>• Central Procurement Team specialists represent NES on relevant national CAPs.</li> <li>• Attend Heads of Procurement National Health Board Meetings to develop and build network with other Health Boards, and recommend future approach.</li> <li>• Attendance at NP Commodity Advisory Panels (CAPs) to cover any relevant procurement activity.</li> <li>• Identify opportunities for consolidation and efficiency opportunities in NES procurement contracts and transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain NES representation and attendance at appropriate National Procurement Meetings.</li> <li>• Participate in collaboration and working group meetings with other National Health Boards and wider NHSS NP.</li> <li>• NES to identify and lead a minimum of two collaborative procurements from overall NHB opportunities plan</li> <li>• Utilise all available reporting tools (NSS Spend Analyser) to collate data and seek opportunities</li> </ul>

