



**NHS National
Services Scotland
Procurement
Annual Report**

**Jan 2017 to
March 2018**

Date of Issue 7th June 2018

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1 Purpose & Executive Summary

1.1 Purpose

The purpose of this annual report is to aid visibility of NHS National Services Scotland's ("the Authority") purchasing activities and to allow us to record and publicise our performance and achievements in delivering our procurement [strategy](#). This report allows us to demonstrate to our stakeholders that our procurement spend is being used to best effect to achieve:

- Better public services;
- Social, economic and environmental outcomes in our area; and,
- A range of local and national policies e.g. those relating to tackling inequality and meeting climate change obligations.

As well as providing information on how we consult and engage with our stakeholders, alongside the procurement strategy, this annual procurement report is a key document in enabling informed engagement with our external or internal clients our strategic partners, suppliers and potential suppliers and the general public.

As detailed within our Procurement Strategy this report will focus on the Authority's corporate expenditure, which is around £75 Million per annum.

1.2 Executive Summary

This report demonstrates the considerable progress that NHS NSS Procurement has made over the initial period under the Procurement Reform (Scotland) Act 2014 regime. As outlined within our strategy we focused on Governance, Benefit realisation and sustainable procurement.

We exceeded our £1M savings target, but perhaps more importantly we demonstrated where public procurement, through its activities can make lives better; for example;

- We signed a 3 year manufacturing contract with a Supported Business based in Dundee to support our Blood Transfusion Service, providing additional job security to disadvantaged workers;

- We delivered a number of community benefits through our Facilities Management contracts including 2 new apprenticeship places, supported the creation of 10 new jobs to deliver the contracts and saw a number of community sponsorship activities realised through our supply chain
- We also took advantage of a different approach to Public Contracting (section 3.3, Commitment 6 - Engaging with Suppliers) in which we set up a publicly available purchasing system highlighting our contracting opportunities which actively encourages smaller suppliers to bid through its reduced admin burden and automatic notification of opportunities as and when they arise.

In summary our small team has delivered on a number of commitments to support the Authority's purpose and Scottish Government policy, however we do realise that there is still a lot of room for improvement and will continue to focus on improving our delivery performance whilst ensuring sound governance principles are maintained.

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 both contracts and framework agreements.

2.2 Summary of Procurements

The following tables summarise the regulated procurement's in the period. Note these are based on the NSS Corporate spend of £75M only. Full details of these procurements are presented in Appendix 1.

Type of Regulated Procurement	Qty in period	Estimated Value
Framework Call Offs	32	£ 31,183,885
Framework Awards *	2	£ 1,520,000
Contract awards	6	£ 3,105,376
Total regulated procurements	40	£ 35,809,261

*Note 3 suppliers were awarded within 1 framework award

Awards by Business Size	Total
Small	16
Medium	10
Large	16
Total	42

Awards by Registered Business Location	Total
Scotland	20
Elsewhere	22
Total	42

By far the bulk of our regulated procurement value is through Framework call offs, these are dominated by two SNBTS Frameworks for patient medicines which together account for around £22M per year. There are also call offs for corporate

services e.g. telecoms, printing and postage and a £2M contract for offsite storage for the NHS NSS National Distribution Centre. These were carried out either by Procurement Authorities with National Scope including Scottish Government and NHS National Procurement. This provides as with assurance that best value procedures are being observed as both of these Authorities operate to the Procurement Journey process.

The remainder of our local contract awards were dominated by SNBTS for blood testing which, due to being a highly regulated industry is dominated by global suppliers with very little presence in Scotland.

2.3 Collaborative Contracts

A number of contracts were let in the period in collaboration with the following National Health Boards;

NHS Health Scotland

NHS24

Golden Jubilee Hospital (National Waiting Times Centre Board)

NHS Education of Scotland

The State Hospital for Scotland

Scottish Ambulance Service

Health Improvement Scotland

Details of these contracts are as follows:-

Contract Title	Nature of Contract
Executive & Senior Manager Search and Selection Framework	3 supplier ranked framework providing a search and recruitment service for senior managers, director including clinical specialties and Chief Executive for NHS Scotland Health Boards
Edinburgh Taxi service	Taxi service for the City of Edinburgh for National Health Board's staff usage
Courier Services	A call of mini-competition from a Crown Commercial Services Framework for secure package delivery

2.4 Awards without a competitive procurement process

We identify and log all contract awards which should have gone through a Regulated Procurement process through our Sole source justification procedure. This procedure mandates that any spend over £10K if not on a pre-let contract or Framework Agreement is accompanied by a sole source justification form, approved by our Director of Finance.

The sole source justification form itself was refreshed in 2017 to ensure that we could correctly identify spend that should not be subject to the procurement regulations e.g. within the following categories;

1. The requirement falls under the general exclusions and Specific Situations of the Public Contracts (Scotland) Regulations 2015 Sections 4 or 7 through 18 or by being a service listed in Schedule 3 of the aforementioned regulations; examples being;
 - a. Property rental
 - b. client legal representation
 - c. legal advice
 - d. Public Sector to Public Sector contracts under regulation 13(8) of the aforementioned regulations

2. The requirement can only be delivered by a certain supplier through an exclusive right under regulation 33(1) of the aforementioned regulations

NHS NSS continues to request sole source justification forms for these spend types to ensure ongoing spend probity is maintained. Where a contract has been identified under an exclusive right identified in 2 above we will place a contract award notice within Public Contracts Scotland to provide full transparency; establishing the contract period and value on our public contracts register which will replace the need for sole source justification. Analysis of this category of spend suggests a total annual value of £1.7M over 24 contracts, which are mainly exclusive maintenance support agreements and software license payments.

Analysis of Non Competitive Actions

After removal of the items in the above section there remained 10 awards with a total value of around £1M.

- Five of these awards related to IT consultancy where it was deemed necessary to retain the expert knowledge within the programme of work which, by its nature is a multi-year programme.
- Another two relate to consultants where there should have been market testing but reasoning on the sole source form suggested that these consultants were best placed to deliver value for money due to their previous knowledge of the NHS NSS requirement.
- One was deemed a risk to the Health and Safety of staff necessitating a quick award to a decommissioning supplier
- The final two were awards made to recruiters for senior staff search services; a Framework has subsequently been awarded by Procurement to cover these services see section 2.3

It is our belief and we have demonstrated that there are minimal instances of non-competitive awards being made with NHS NSS. We will over the coming year focus efforts within the consultancy and IT area to ensure that proper adherence to our SFI's and the Procurement Regulations are observed.

3 Review of Regulated Procurement Compliance

3.1 Introduction

This section demonstrates how NHS NSS procurement has contributed to the achievement of our specific objectives and to the general duties in the Procurement Reform (Scotland) Act 2014. Section 3.3 discusses our performance against the mandatory elements of our strategy while section 3.4 details how we performed against our three overarching objectives. We have presented our full strategy action plan in Appendix 2.

3.2 How we review our Regulated Procurements

NHS NSS Procurement observes the Procurement Journey methodology including application of the Sustainable Procurement tools highlighted in 3.4 & 4.1 for all of its Regulated Procurements where a tendering process is required. Route 2 when below OJEU level and route 3 for OJEU procurements. Call off contracts are checked with the host organisation e.g. NHS National Procurement, Scottish Government and where necessary Crown Commercial Service for compliance with regulations and policy before we enact these. Our policy is that Frameworks, 'Let' by these bodies are the only valid route for NHS NSS Call-Off awards.

3.3 Delivering against our Mandatory Obligations

This section reviews our performance against the commitment stated in section 6 of our Procurement Strategy.

Commitment 1 – Regulated and OJEU Procurements

We committed to advertising opportunities and placing award notices for our call off requirements on Public Contracts Scotland to maintain our Public Contract Register. As stated in the previous section we performed forty Regulated Procurements over the period, eight of these were new opportunities i.e. non-call offs with six being compliant with the Reform Act.

The two opportunities that did not comply were delivered as 'Quick Quotes' which subsequently when awarded were above the £50K threshold. The reasons for this were that at the time of requirements development it was reasoned that these

opportunities would be under £50K in value and indeed bids were submitted below this threshold.

In future where we believe there is a potential that the award may be over £50K in value we will automatically determine these opportunities as Regulated Procurements.

We are aware of one call off contract that is non-compliant with the policy set out in 3.2 and are working to transition in line with our policy. Details of this contract are presented below;

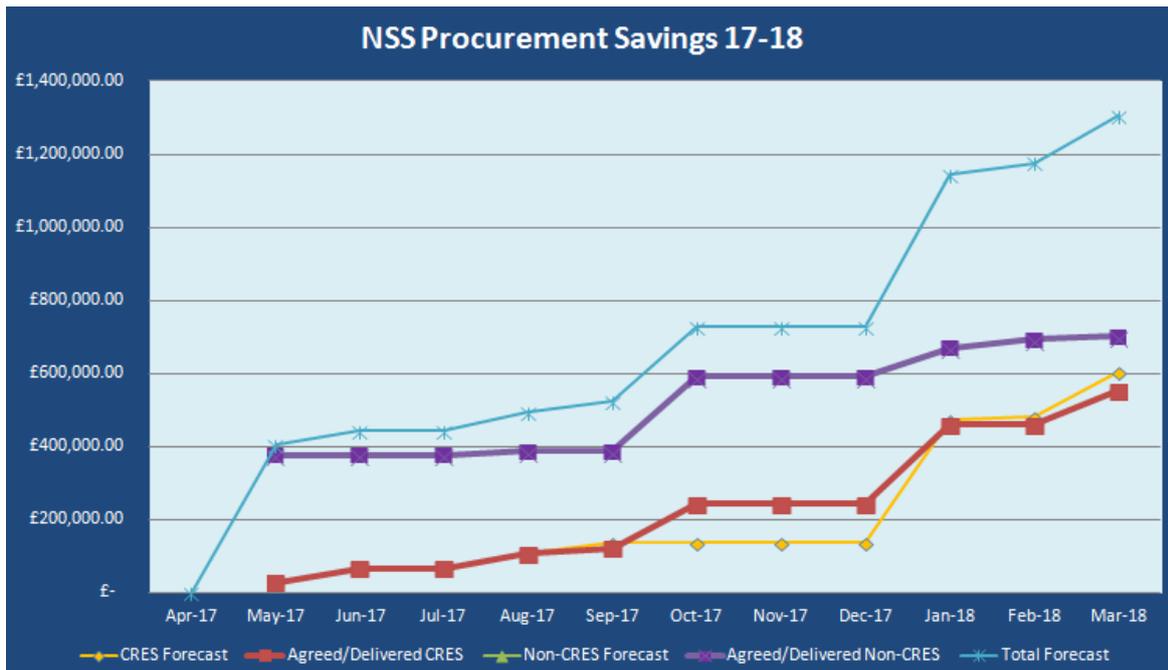
Call-Off Contract	Supplier	Framework 'Let' by	Annual Spend
Staff Benefits	Edenred	East Shires Procurement Organisation (ESPO)	£251,317

Commitment 2 – Achieving our purpose

We committed to working closely with colleagues in Regulated and OJEU procurements and to use Procurement Journey Route(s) 2 & 3. As stated above we delivered 8 procurements for the Authority, each of the specifications and evaluation criteria were informed by an expert user intelligence group made up of internal colleagues and supported by Health Board colleagues if the Procurement was collaborative in nature.

Commitment 3 - Delivery of value for money

We committed to obtain value for money through best practice contracting and supplier management and through undertaking key strategic procurement activities. Over the period we delivered Cash Releasing Efficiency Savings (CRES) of over £550K and Cost avoidances of over £700K the table below details our benefit delivery profile.



Commitment 4 - Utilising the Scottish Model of Procurement

We committed to ensuring our procurement activity was optimised to the Scottish model of procurement. We did this by ensuring we used central framework agreements from our Procurement Centre of Expertise (CoE), NHS National Procurement and Scottish Government. This was demonstrated by thirty of the thirty two call off awards made in the period being from these two sources. The other two call offs in the period were from Crown Commercial Services frameworks.

Commitment 5 - Engaging with our service users

We pledged to work with colleagues in NHS NSS to utilise NHS NSS embedded approaches to facilitate better engagement with the public. In reality our services are primarily targeted at service users within NHS NSS rather than patients. We continue to engage with colleagues who have a public facing role to understand where we can support them better in their activities.

Commitment 6 - Engaging with Suppliers

We committed to devise a market engagement strategy in order to inform priorities and direction of travel for the Procurement function in this area. Our focus in the period was to identify ways of opening up our opportunities to new suppliers and to ease admin burden on especially small and micro suppliers. We delivered on this commitment by implementing a Dynamic Purchasing System, the first one of its kind in Scotland. This has been a successful introduction of a new way to market and has allowed us to issue multiple tenders in a very short timescale to a wide range of suppliers. The table below illustrates the supplier profile on the system.

Business size	Number on system	% of overall total	Contracts Awarded
Micro	18	44%	8
Small	12	29%	3
Medium	3	7%	1
Large	8	20%	2

In addition to this work we have attended Procurex annual conference and exhibited at Procurement4Health (P4H) a new event dedicated to HealthCare Procurement in Scotland. We recognise that this is a continuous endeavour and will continue to reduce barriers to our opportunities to suppliers, beginning with supporting the Supplier Development Programme, 'Meet the Buyer' event in May 2018.

Commitment 7 - Community benefits

Please refer to Section 4.

Commitment 8 – Food Procurement

We stated that we would work closely with NHS National Procurement to ensure the highest level of standards are maintained in both the obtaining of food supplies and the onsite preparation of food to ensure the wellbeing of our staff and visitors. Our retail offering to staff and visitors maintains Health Living Award + and retail standard. We have worked with NHS National Procurement to reduce non-contract spend which gives us assurance that the integrity of our food supply chain maintains

the highest standards. Work has begun to look at strengthening our Scottish supply base through strategies such as Food for Life and Quality Meat Scotland incorporating Red Tractor and the animal welfare charter.

Commitment 9 – Scottish Living Wage

NHS NSS Procurement will work with suppliers through contracting and relationship management to look for opportunities for its suppliers to implement the Living Wage within their staff structures. We highlighted high risk supply areas using the prioritisation tool and then engaged with suppliers either through tender procedures or supplier management reviews. Two key examples are;

- Our recent courier tender where a quarter of the available quality score was dedicated to evaluation on Fair Work Practices. The response incorporated quantitative data on workers receiving the Living Wage.
- Supplier Management with our Soft Services Provider who provides security and cleaning services to NHS NSS. Our provider, whilst not a Living Wage Accredited employer, holds an Investors in People accreditation, giving us confidence that staff are treated fairly within their organisation. We will continue to engage regularly with them to look at opportunities to support their sub-contractors staff being brought up to Living Wage level.

This is an important area for us and we will attempt to increase our understanding of our supply chains wage levels based on ‘high risk’ services identified through prioritisation.

Commitment 10 - Compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974

We stated that all non-NHS NSS personnel working on site are expected to adhere to NHS NSS facilities management processes and procedures. We engage regularly with our Facilities colleagues to ensure all procurement and SFI compliance at all times. Our facilities team are construction site safety management certified which includes legal and practical knowledge of health and safety management on construction works including the Health and Safety at Work, Etc. Act 1974. This supports our in-house capability to ensure any works completed on behalf of the NHS NSS are performed to the latest Health and

Safety standards. All building tenders and quotes are run in accordance with the Construction (Design and Management) Regulations 2015.

3.4 Strategy Performance Review

Within our strategy our objectives were aligned under three overarching themes. Our performance in this section therefore will be reviewed through the lens of these overarching objectives.

3.4.1 NHS NSS Strategic Objectives

As detailed in the Procurement Strategy, the following four strategic objectives form the basis of how NHS NSS will deliver against its strategy.

- 1. Customers at the heart of everything we do**
- 2. Increasing our service value**
- 3. Improving the way we do things**
- 4. Become a great place to work**

The associated number of each strategic objective is added at the end of each completed activity, demonstrating the linkage to NHS NSS organisational objectives. We tracked many of these as KPI's through our balanced scorecard which we present in Appendix 3.

Objective 1: Compliance and Governance

Goals

- ❖ Comply fully with the Procurement Regulations and the Reform Act
- ❖ Promote and drive compliance with NHS NSS Standing Financial Instructions
- ❖ Make best use of the regulations to achieve optimal value

Summary of performance

Activities completed

- ✓ Introduction of SFI compliance audit check on Purchase Orders greater than £10K in value **(3)**

- ✓ Updated and re-launched Sole Source justification form to track all non-competitive actions in the period with mandatory approval required from the NHS NSS Director of Finance **(3)**
- ✓ Creation of sole source procurement register, allowing Procurement to track all non-compliant spend in order to minimise and eventually eradicate **(3)**
- ✓ Developed Procurement intranet pages to support staff by providing links to key procurement documents including contracts register and procurement journey **(1)**

Missed opportunities

- ✗ Did not implement automated compliance checking for Purchase Orders under £10K in value, due primarily to the complexity involved and the resource requirement, this will be revisited over the coming year **(3)**
- ✗ As of 31st March 2018 NSS contract value on public register was at 39% of total spend (£123M of £318M) against a 75% target. Primarily due to the £150M spend going through the NHS National procurement national distribution centre not having call off awards placed. We will work together with the teams in this area to set up a process for the placing of award notices for this spend over the coming year **(3)**

Objective 2: Delivering Savings & Value

Goals

- ❖ Support NHS NSS in meeting and exceeding Procurement savings targets
- ❖ Promote the Procurement profession and demonstrate added value
- ❖ Make Procurement integral to NHS NSS delivery

Summary of performance

Activities completed

- ✓ Delivered savings of £1.25M against a £1M target **(2)**
- ✓ Developed a detailed Health Board procurement workplan to help track and deliver projects and benefits in a planned manner **(3)**
- ✓ All four members of our procurement team assessed themselves against the Scottish Government Procurement competency framework which were used to inform our development plans **(4)**
- ✓ To understand the spend level of in-year contracts on our Public Register we Automated a process to calculate and report on a monthly basis to our Procurement Steering Group, which released value resource to work on higher value add activities **(3)**

Missed opportunities

- ✗ Did not complete the full transfer of all contract information on to our Public Contracts Scotland register. We considerably underestimated the work involved in doing this, which required bespoke reports being built within our spend systems, tracking through Purchase Orders, identifying owners and adding to the public register. This requires resource with highly developed commercial and procurement skills which through the year have been stretched over multiple priorities. Refocusing on the corporate element will allow this activity to complete over the coming year.**(3)**
- ✗ Supplier management through NSS Procurement is embedded across a number of contracts based on the procurement journey balanced scorecard. Our goal is to ensure we formalise reporting of benefits through the balanced

scorecard mechanism across these contracts and to grow contracts under management **(2)**

Objective 3: Implement Sustainable Procurement Across NHS NSS

Goals

- ❖ To champion, support and promote the benefits of sustainable procurement including supporting the transition to a circular economy applying whole life costing, early supplier involvement and encouraging innovative products and solutions
- ❖ To be compliant with the Reform Act and the general and specific duties it imposes on Scottish authorities, including the Sustainable Procurement Duty
- ❖ To embed sustainability in procurements in a relevant and proportionate manner, as required by the Reform Act and to provide best value and secure wider social, economic and environmental benefits
- ❖ To promote and support NHS NSS strategic objectives, key priorities and policies.

Summary of performance

Activities completed

- ✓ NHS NSS procurement 'Let' its 1st formal supply contract with a supported business, which progressed from being a refurbishment supply to a manufacturing agreement for blood donor bed mattresses **(2)**
- ✓ Utilising Public Contracts Scotland register functionality we established a register of community benefits detailing community benefits expected within our contracts **(2)**
- ✓ Completed the prioritisation tool for NSS Corporate spend which has given us the understanding of where we should prioritise our sustainable procurement activities **(2)**
- ✓ Working to a request from colleagues for more agile procurement we implemented our first Dynamic Purchasing System, providing open access to a number of small businesses and reducing their associated admin burden. This has helped us, in conjunction with our colleagues in NHS NSS to turn initial requirements from colleagues into an issued tender in around 3 days, which greatly improves our productivity. It has also demonstrated savings against budget of around 16%. **(1)(3)**

Missed Opportunities

- ✘ The Flexible Framework was completed but only up to level 3. The Flexible Framework is a highly detailed and complex assessment and activity planner which requires not just procurement department mobilisation but activities across the wider organisation to ensure the tool is used to best effect. To reflect this difficulty we have moderated our ambitions in the upcoming year to assess ourselves and drive our performance up to level 4. **(3)**
- ✘ We committed to using Life Cycle Impact Mapping as part of our toolkit within the period but have not progressed this. We believe that this would be of greatest value within our Blood related products within SNBTS and we will commit to developing our knowledge and applying this approach to future procurements.

3.5 General – Policies not met

An area of policy which didn't receive the focus required was ethical procurement, this would include internal policies and procedures and external audit and compliance within our supply chains. It is our intention to target this area in future and in the refreshed 2018-19 Procurement Strategy we have renamed one of our overarching objectives to: - Progress ***Ethical*** and Sustainable Procurement across NHS NSS.

In addition we are aware that there is still work to be done to ensure all of our call-offs and Negotiations Without Adverts have associated award notices placed and appear on our public register. We have set one of our KPI's against this aim to provide focus in the upcoming year to ensure complete spend transparency across NHS NSS.

3.6 Invoice payment performance

This is an area of major importance withing the Procurement and Finance communities, with payment times measured and reviewed on a monthly basis. The table below details our performance against the 30 day target and the aspirational 10 day target across the full 2017-18 financial year.

Payment Policy	2017-18
Average number of days credit taken	14.9
Contractual 30 day payment policy	
Total number of invoices	91,951
Total number of invoices paid within 30 days	83,254
% by volume of invoices paid within 30 days	90.5%
% by value of invoices paid within 30 days	90.2%
Aspirational 10 day target	
Total number of invoices	91,951
Total number of invoices paid within 10 days	70,962
% by volume of invoices paid within 10 days	77.2%
% by value of invoices paid within 10 days	70.8%

4 Community Benefit Summary

4.1 General Policy

Within our Procurement Strategy we stated that NHS NSS will use the following Scottish Government recommended tools in year 1 to establish a baseline and develop an action plan to meet our Community Benefit goals. All of the Regulated Procurements carried out within our local team were below the mandatory threshold for community benefits; however by using the tools below and with reference to the Statutory Guidance we implemented the community benefits detailed in section 4.2.

- Scottish Public Procurement Prioritisation Tool;
- The Sustainability test;
- Life Cycle Impact Mapping; and
- the Scottish Flexible Framework

Section 3.4.1 documents our performance in relation to these objectives.

4.2 Benefits delivered in period

NHS National Services Scotland community benefits delivered in year were based on the award of our Hard and Soft Facilities Management Framework which went live on 1st April 2017.

The associated benefits, both expected and delivered can be viewed on the NHS NSS public contract register on [Public Contracts Scotland](#).

Expected benefits based on the tender questions and subsequent successful supplier responses were as follows;

Hard Facilities Management – Successful Supplier: FES

1. Targeted Recruitment & Training/Employment and Skills Plans
2. The development and maintenance of the supply chain to include SMEs and Social Enterprises;
3. FES FM is also developing a partnership with Digital Skills Initiative, an organisation offering basic computer skills to members of the public who cannot or have not accessed computers.

Benefits delivered in the period for Hard FM:

KEY CONTRACT INFORMATION	HARD FM - FES: ANSWER FOR YEAR1 OF CONTRACT: 2017/18
• Total Value of Contract	£400k PPM inclusive of mobilisation. £403k Reactive works
• Total Value Sub-Contracted	£178k
• Total Value Sub-Contracted to SMEs	£48.3k
• Total Value Sub-Contracted to Social Enterprises	Nil
COMMUNITY BENEFIT REQUIREMENT INDICATORS	
• Total Number Recruited to Deliver Contract	4
• Number of Jobs Filled by Priority Groups	1
• Total Number of Apprenticeships Recruited to Deliver Contract	1
• Number of Apprenticeships Filled by Priority Groups*	1
• Number of Work Placements for School Pupils, College and University Students	Nil
• Number of Work Placements for Priority Groups	Nil
• Number of Qualifications Achieved Through Training by Priority Groups	1 apprenticeship, ongoing
• Number of Qualifications Achieved Through Training by Other Employees	2
• Community Engagement Activities	Provided work experience to a student working in leisure industry; employed services of McSense Cleaning a social enterprise local to FES Offices in Midlothian; providing free access to a fitness suite and swimming pool to a local Edinburgh boxer in support of his ongoing training

* Priority groups are defined as unemployed people or young people not in employment, education or training.

Soft Facilities Management – Successful Supplier: Robertsons FM

1. Targeted recruitment, sustainable employment and training.
2. Work with SME's and Social enterprises through sub-contracting opportunities.
3. Support local charity and educational community organisations.

Benefits delivered in the period for Soft FM:

KEY CONTRACT INFORMATION	ANSWER FOR YEAR1 OF CONTRACT: 2017/18
• Total Value of Contract	£487,705
• Total Value Sub-Contracted	£403,404
• Total Value Sub-Contracted to SMEs	£317,853
• Total Value Sub-Contracted to Social Enterprises	Nil
COMMUNITY BENEFIT REQUIREMENT INDICATORS	
• Total Number Recruited to Deliver Contract	6
• Number of Jobs Filled by Priority Groups	3
• Total Number of Apprenticeships Recruited to Deliver Contract	1
• Number of Apprenticeships Filled by Priority Groups*	1
• Number of Work Placements for School Pupils, College and University Students	Nil
• Number of Work Placements for Priority Groups	Nil
• Number of Qualifications Achieved Through Training by Priority Groups	Nil
• Number of Qualifications Achieved Through Training by Other Employees	Nil
• Community Engagement Activities	Sponsorship of youth team in Ayrshire; Sponsorship of crickets team in Inverness

* priority groups are defined as unemployed people or young people not in employment, education or training.

5 Supported Businesses Summary

5.1 Contracts Awarded

Within the report period NHS NSS Procurement let one contract with a Supported Business, who are Dovetail Enterprises based in Dundee.

The supplier was sourced through the Scottish Government Supported Business Framework and is manufacturing mobile donor bed mattresses and refurbishing blood donation centre beds for the Scottish National Blood Transfusion Service (SNBTS) who are part of NHS National Services Scotland.

The Procurement team approached all bed manufacturers on the Framework to enquire whether they could perform this work with Dovetail responding that they could take on this service.

5.2 Engagement work

We have met with various supported businesses at events such as Procurex and Procure4Health Scotland and, along with a number of colleagues representing over 50% of Scottish Health Boards have arranged a site visit in the 1st qtr or 2018-19 to Haven's manufacturing facility in Larbert with a view to understanding their capabilities and identifying production opportunities with them. This would then inform tendering opportunities that could either be issued through the Supported Business Framework as a mini-competition or advertised as a new opportunity restricted to supported businesses only.

Additionally, working with our estates team we have been in dialogue with Royal Strathclyde Blindcraft Industries (RSBi), Dovetail and Clydesdale Community Initiatives regarding their potential involvement in upcoming property projects. We are committed to retain focus on this area and are confident that our work with supported businesses will continue to grow from this level over time.

5.3 Summary of Procurements in period

The table below details our formal contract with Dovetail.

Supported Business Contracts	Supplier	Spend in period
Supply of mobile blood donor bed mattresses and centre bed refurbishment	Dovetail Enterprises	£16,856

6 Future Regulated Procurement Summary

Below we present our current view of upcoming regulated procurements over the next 2 years.

Subject Matter	Contract Type	Expected Notice Publication Date	Expected Award Date	Expected Start Date	Estimated Contract Value
Pathogen Inactivated Plasma	Extension	N/A	N/A	21/03/2019	£222,000
PAS	Re-Let via Mini-Competition	N/A	01/06/2019	01/09/2019	£90,000
Sterile Connection Devices	Re-Let via Mini-Competition	N/A	30/11/2019	31/01/2020	£320,000
Bench Top Automated Haematology analysers	Re-Let	30/11/2018	31/03/2019	31/08/2019	£350,000
Apheresis Kits & Equipment	Re-Let via Mini-Competition	N/A	31/03/2019	31/10/2019	£1,600,000
Histocompatibility and Immunogenetics Test Kits	Re-Let	10/12/2018	28/03/2019	01/07/2019	£200,000
Maintenance	New Contract	28/02/2019	30/06/2019	30/09/2019	£3,000,000
Haemoglobin Testing	New Contract	30/09/2018	28/02/2019	30/09/2019	£400,000
Blood Products Taxi Service	Re-Let	30/08/2018	31/10/2018	01/12/2018	£90,000
Blood Products Courier Service	Re-Let	30/08/2018	31/10/2018	01/12/2018	£500,000
Internal & Service Audits	Re-Let via Mini-Competition	N/A	30/11/2018	01/04/2019	£800,000
Training Supplier Framework	New Contract	30/09/2018	31/01/2019	28/02/2019	£400,000
Hard Facilities Management	Extension	N/A	N/A	01/04/2020	£408,000
Soft Facilities Management	Extension	N/A	N/A	01/04/2020	£460,000
SNBTS Donor Bed re-upholstery	Re-Let via Mini-Competition	N/A	31/01/2020	01/04/2020	£70,000

Owner: S.Mclaughlin, NSS Head of Procurement

Subject Matter	Contract Type	Expected Notice Publication Date	Expected Award Date	Expected Start Date	Estimated Contract Value
Off-site storage for the National Distribution Centre	Re-Let	31/01/2019	01/06/2019	13/08/2019	£3,848,804
Courier Services	Extension	N/A	N/A	01/01/2020	£1,080,000
Apheresis Platelet Collection system Systems	Re-Let via Mini-Competition	N/A	31/07/2019	01/11/2019	£499,400
GP Records Transfer	Re-Let	31/07/2018	15/10/2018	01/11/2018	£400,000
Clinical Trial Logistics	New	15/06/2018	31/07/2018	01/09/2018	£200,000

7 Other Items of Note

7.1 Introduction

This section details a number of additional highlights from the period in relation to Procurement within NHS NSS.

7.2 £10K Compliance Audit

This audit was implemented in April 2017 across NHS NSS, in practice this means that all Purchase Orders of £10K and over are automatically routed to the Procurement team to assess whether the associated spend is compliant with SFI's. If not the Purchase Orders are returned to the requisitioner to add the necessary contract detail or have a sole source justification form completed and signed by our Director of Finance. The introduction of this measure has really improved our governance procedures and culturally has been accepted very well across the organisation the results highlighted in section 2.4 would in our view reinforce this message.

7.3 NHS Scotland Procurement Transformation

As part of the NHS Scotland Procurement community, NHS NSS procurement has been actively participating in the current Procurement Transformation Programme. The purpose of the programme is to further develop joined up working across all NHS Scotland Procurement teams to further enhance benefits delivery, align ourselves further with our Health Board colleagues objectives, make better use of systems and to train, develop and motivate our staff to reach their full potential.

7.4 Developing our staff

Part of the Transformation Programme in 7.3 has been to focus on the training and development of Procurement staff in NHS Scotland. We have played a major part in this workstream and, along with the group have used the Scottish Government's Procurement Competency Framework as a basis to drive professional improvement through integration of the Framework into personal development plans. We plan on continuing this activity by making the framework itself easier to complete and be more practical to the Procurement professional.

Owner: S.Mclaughlin, NSS Head of Procurement

In support of continuing professional procurement development, we have also been improving our training website. 'Train2Procure', by bringing the site up to latest standards, loading in new and updated content, hosting our Procurement Competency Framework material, introducing blogs and creating a forum area to allow NHS Scotland Procurement staff to ask questions from colleagues and generally build discussion and debate.

7.5 Corporate Approach to IR35

Working closely with our finance colleagues we have developed guidance for hiring managers including checklists, forms, training material and a new consultancy terms and conditions template to provide assurance that NHS NSS is doing all it can to be compliant with the recent changes to the intermediaries legislation.

7.6 NHS NSS Travel Dashboard

In support of our ambitions to reduce emissions from staff travel we worked with internal developers, our sustainability lead and finance to develop a travel dashboard which allows us to view and analyse all types of staff travel across the organisation. This is about to be released and will provide senior management with the granular detail necessary to baseline and reduce our environmental impacts from our travel activities.

8 Report ownership & contact details

In line with the Reform Act and to ensure our Annual Procurement report details our performance against strategy, this report will be subject to formal annual review and approval by the NHS NSS Performance & Finance Committee.



Report Owner: Stevie Mclaughlin
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9 Appendix 1 – Regulated Procurements in Period

TITLE	AWARD DATE	START DATE	END DATE	FRAME- WORK	COLLAB- ORATING	VALUE	SUPPLIER NAME	CALL OFF?
NP794/14 Supply and Delivery of Photocopiers and Multi-Functional Devices & Associated Service	01/10/2014	01/10/2014	01/10/2018	No	No	£ 990,000	Ricoh Print And Document Services	Yes
Award of Telecare for over 75s Feasibility Study	02/11/2016	14/11/2016	15/11/2016	No	No	£ 120,190	Deloitte	Yes
Off-site storage for the NDC	07/02/2017	13/02/2017	13/08/2019	No	No	£ 1,924,402	Stanford Logistics Limited	Yes
Online Payment and Engagement Solutions and Cashless Catering Systems	13/02/2017	13/02/2017	13/02/2022	No	No	£ 114,095	Biostore Ltd	Yes
Hard Facilities Management	15/03/2017	03/04/2017	03/04/2018	No	No	£ 409,000	Fes Fm Ltd	Yes
Soft Facilities Management	15/03/2017	03/04/2017	03/04/2018	No	No	£ 460,000	Robertson Facilities Management	Yes
Award of NHS Logistics Consultancy	30/03/2017	30/03/2017	31/03/2017	No	No	£ 73,750	Click on Logistics Ltd	No
Managed Service for Hepatitis E Nucleic Acid Testing	03/04/2017	01/08/2017	01/08/2022	No	No	£ 1,800,000	Grifols Uk Ltd	No
Personal Protective Equipment	01/05/2017	01/05/2017	01/05/2019	No	No	£ 128,000	ARCO	Yes
Postal Services	29/05/2017	03/04/2017	03/04/2018	No	No	£ 100,000	Whistl UK Ltd	Yes
Award of Collaboration and Productivity Services OBC	20/06/2017	20/06/2017	31/08/2017	No	No	£ 89,020	Deloitte	Yes
Award of Extracorporeal Photopheresis System Consumables	29/06/2017	29/06/2017	31/01/2021	No	No	£ 1,408,000	Therakos UK Limited	Yes

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TITLE	AWARD DATE	START DATE	END DATE	FRAME- WORK	COLLABORATING	VALUE	SUPPLIER NAME	CALL OFF?
Supply of Intravenous Immunoglobulin (IVIgG) and Subcutaneous Immunoglobulin (IgG)	29/06/2017	01/08/2017	01/08/2019	No	No	£ 1,519,100	Grifols UK Ltd	Yes
Supply of Intravenous Immunoglobulin (IVIgG) and Subcutaneous Immunoglobulin (IgG)	29/06/2017	01/08/2017	01/08/2019	No	No	£ 4,561,050	CSL Behring UK Ltd	Yes
Supply of Intravenous Immunoglobulin (IVIgG) and Subcutaneous Immunoglobulin (IgG)	29/06/2017	01/08/2017	01/08/2019	No	No	£ 11,691,696	Shire	Yes
Supply of Intravenous Immunoglobulin (IVIgG) and Subcutaneous Immunoglobulin (IgG)	29/06/2017	01/08/2017	01/08/2019	No	No	£ 187,386	Biotest (UK) Ltd	Yes
Supply of Intravenous Immunoglobulin (IVIgG) and Subcutaneous Immunoglobulin (IgG)	29/06/2017	01/08/2017	01/08/2019	No	No	£ 1,591,294	Octapharma Ltd	Yes
Motor Vehicle Insurance Services	01/07/2017	01/07/2017	01/07/2019	No	No	£ 402,000	AIG Europe Limited	Yes
Supply of Anti-D, Four Factor Concentrate and Hyper Immunes	01/08/2017	01/08/2017	01/08/2019	No	No	£ 1,179,550	CSL Behring UK Ltd	Yes
Supply of Anti-D, Four Factor Concentrate and Hyper Immunes	01/08/2017	01/08/2017	01/08/2019	No	No	£ 805,852	Bio Products Laboratory	Yes
Supply of Anti-D, Four Factor Concentrate and Hyper Immunes	01/08/2017	01/08/2017	01/08/2019	No	No	£ 9,250	Biotest (UK) Ltd	Yes
Fixed Line Voice Services	18/08/2017	15/12/2017	15/12/2020	No	No	£ 870,000	BT PLC	Yes

TITLE	AWARD DATE	START DATE	END DATE	FRAME- WORK	COLLABORATING	VALUE	SUPPLIER NAME	CALL OFF?
NHSS Aroma Coffee	01/09/2017	01/09/2017	01/09/2021	No	No	£ 88,000	Matthew Algie	Yes
Award of NSS Resilience and Disaster Recovery (DR) Review	26/09/2017	02/10/2017	30/11/2017	No	No	£ 51,584	Deloitte	No
Frozen Food	01/10/2017	01/10/2017	01/10/2021	No	No	£ 72,000	BFS Group Ltd T/A Bidfood	Yes
Frozen Food	01/10/2017	01/10/2017	01/10/2021	No	No	£ 72,000	Brakes	Yes
Prepared Vegetables and Potato Products; Fresh Fruit & Vegetables	01/10/2017	02/10/2017	02/10/2020	No	No	£ 90,000	Stirling Potatoes/Stirfresh	Yes
Prepared Vegetables and Potato Products; Fresh Fruit & Vegetables	01/10/2017	02/10/2017	02/10/2020	No	No	£ 90,000	George Anderson & Sons	Yes
Prepared Vegetables and Potato Products; Fresh Fruit & Vegetables	01/10/2017	02/10/2017	02/10/2020	No	No	£ 90,000	Failte Food Service Ltd	Yes
Prepared Vegetables and Potato Products; Fresh Fruit & Vegetables	01/10/2017	02/10/2017	02/10/2020	No	No	£ 90,000	Fresh Direct Local Scotland	Yes
Red Cell Reagents	04/10/2017	01/01/2018	01/01/2023	No	No	£ 920,000	NHSBT (NBS Reagents)	No
Award of SWAN Benchmarking Service	27/10/2017	27/10/2017	28/10/2017	No	No	£ 60,000	FarrPoint Ltd	Yes
NHS NSS - Edinburgh Taxi Service	14/11/2017	20/11/2017	20/11/2021	Yes	Yes	£ 320,000	Edinburgh City Private Hire Ltd	No
Courier Services	12/12/2017	01/01/2018	01/01/2020	No	Yes	£ 1,080,000	Eagle Couriers	Yes
Developing our Digital Service Design Framework	10/01/2018	15/01/2018	15/07/2018	No	No	£ 60,550	Storm ID	No

TITLE	AWARD DATE	START DATE	END DATE	FRAME- WORK	COLLABORATING	VALUE	SUPPLIER NAME	CALL OFF?
Award of National Primary Care Clinician Database (NPCCD)	19/01/2018	19/01/2018	21/07/2025	No	No	£ 600,000	Sword IT Solutions	Yes
Liquid Nitrogen	22/01/2018	01/02/2018	01/02/2023	No	No	£ 199,492	Air Products PLC	No
Award of Scottish Care Experience Survey framework mini tender	01/02/2018	01/02/2018	30/06/2022	No	No	£ 52,000	Quality Health Limited	Yes
Specialist Consultancy Support	12/02/2018	12/02/2018	12/08/2018	No	No	£ 240,000	Deloitte LLP	Yes
Executive & Senior Manager Search and Selection	09/03/2018	02/04/2018	02/04/2020	Yes	Yes	£ 1,200,000 (Across Framework)	Aspen People Ltd	No
Executive & Senior Manager Search and Selection	09/03/2018	02/04/2018	02/04/2020	Yes	Yes		Eden Scott Ltd	No
Executive & Senior Manager Search and Selection	09/03/2018	02/04/2018	02/04/2020	Yes	Yes		Badenoch and Clark	No

10 Appendix 2– Procurement Strategy Action plan

2017-18 Action plan & Outcomes

Objective 1: Compliance and Governance					
Objectives, Aim and Outcomes	Performance Indicator	Action Ref.	Procurement Steering Group Measures (Define, track and report a monthly basis)	Target Date	Status & Comment
<p>GOALS Implement in full the new Procurement Regulations including the Procurement Reform Act Promote and drive compliance with NHS NSS Standing Financial Instructions Make best use of the regulations to achieve optimal value</p> <p>OUTCOMES Full audit trail of procurement</p>	<p>Fully updated SFI's and Corporate Procurement Guidance</p> <p>Public Contract Register detailing >65% of non-pay spend*</p> <p><small>*Note around 25%-35% of spend either under £50K threshold or is spend with other public bodies and out of scope for this</small></p>	1.01	Update SFI's to reflect latest Procurement Regulations	Apr-16	Completed to plan
		1.02	Update corporate procurement guidance for NSS colleagues with associated engagement plan for key stakeholders	Dec-16	Completed to plan; intranet pages created, staff magazine article communicating strategy, team talk developed
		1.03	Identify any key risk areas with regards to SFI compliance and develop a plan to mitigate	Jan-17	Completed in April 17; Identified £10K and above spend as optimum balancing risk and resource, implemented compliance audit check
		1.04	Review current contract registers from SBU's and if appropriate ensure these appear on public facing register	Feb-17	Did not complete satisfactorily, data was incomplete, will re-attempt using top-down spend analysis

<p>decisions made Improved contract compliance across NHS NSS Procurement guidance updated to reflect latest legislation</p>	<p>measure</p>	1.05	Develop an internal communications and training plan to ensure ongoing compliance with procurement regulations	Mar-17	Completed 1 month late; ongoing training being delivered on Pecos, awareness raising activities measured through balanced scorecard, intranet pages proving difficult to update, will require training to self update
		1.06	Engage with Health CoE and other Health Boards to ensure common approach to legislation	Apr-17	Action complete, but ongoing, NSS Head of Procurement is chair of the National's group of health boards sharing best practice and is part of the NHS National Procurement Governance team
		1.07	Plan and implement an updated approach to determining compliance with SFI's which utilises technology and reduces manual effort	Jun-17	Did not complete action; engage with digital transformation to look at a solution to this issue
		1.08	Identify a process to assure NHS NSS that all regulated contracts appear on the public facing register	May-17	Did not complete satisfactorily; £10K audit check supports this, but still finding it difficult to ensure all regulated Procurements are on public register, especially call off's, we are measuring corporate spend v contracts going forward to close the gap.

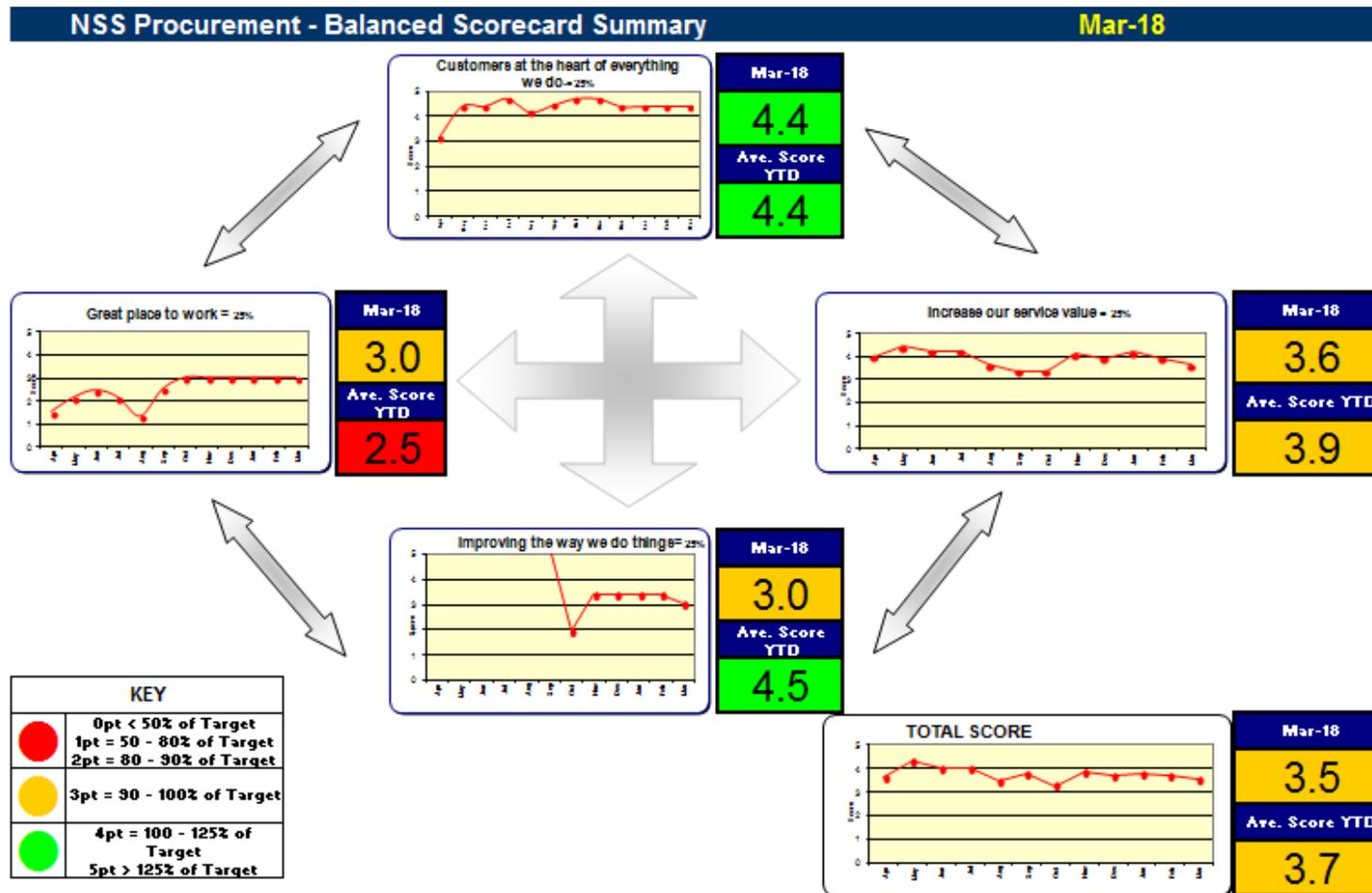
Objective 2: Delivering Savings & Value					
Objectives, Aim and Outcomes	Performance Indicator	Action Ref.	Procurement Steering Group Measures (Define, track and report a monthly basis)	Target Date	Status & Comment
<p>GOALS Support NHS NSS in meeting and exceeding Procurement savings targets Promote the Procurement profession and demonstrate added value Make Procurement integral to NHS NSS delivery</p> <p>OUTCOMES Delivery of the corporate savings target Delivering ongoing cost avoidances Reduction in wasteful administrative activities Ensuring contract delivery and additional non-cash benefits from our supply base Improve contract compliance</p>	Deliver 2017-18 Corporate Procurement Savings target of £1M	2.01	Identify, track and deliver a number of key savings initiatives that will deliver the £1M target for FY17-18	Mar-18	Completed £1.25M delivered
		2.02	Implement a process to ensure national & sectoral contracts are implemented within 2 weeks of contract go live	Apr-17	Completed 1 month late; some teething problems around communication and late information from NHS National Procurement, will require better visibility
		2.03	Develop a communications plan to communicate new legislation , contract availability and promote the procurement team within NHS NSS	Feb-17	Completed 2 months late; will require investment, planning to upgrade intranet site through NHS NSS Digital Transformation
	Implement national & sectoral contracts within 4 weeks of commencement date	2.04	Finalise current SBU contract registers and where appropriate load these on to public contract register	Jan-17	See Action 1.07
		2.05	Develop local workplan with savings targets based on categories of spend for 2017-18 FY	Jun-17	Completed to plan
		2.06	Standardise supplier management across NSS based on the procurement journey balanced scorecard with centralised benefits tracking	Feb-17	Did not complete due to conflicting priorities
		Develop local contract workplan based on spend categories			

across NHS NSS Highly professional and engaged procurement team	2.07	Identify at least one project that is innovative in its approach to contracting which will reduce admin burden and make it easier for NHS NSS and its suppliers to work with each other	May-17	Completed; Implemented Scottish Public Sector 1st of its kind Dynamic Purchasing System
	2.08	Utilise technology to automate and reduce admin workload with at least one example approach delivered	May-17	Completed Aug-17; automation of contract register reporting from a value and visibility perspective.
	2.09	NHS NSS Procurement team assessed against the procurement Competency Framework to inform development plans	Jan-17	Completed May 17
	2.1	Measure Procurement's performance within NHS NSS with an effective balanced scorecard	Mar-17	Completed & presented in appendix 3 of Procurement annual report

Objective 3: Implement Sustainable Procurement Across NHS NSS					
Objectives, Aim and Outcomes	Performance Indicator	Action Ref.	Procurement Steering Group Measures (Define, track and report a monthly basis)	Target Date	Status & Comment
<p><u>GOALS</u> To be compliant with the Procurement Reform (Scotland) Act 2014 and its general and other duties, including the Sustainable Procurement Duty. To facilitate, support and promote the benefits of sustainable procurement including supporting the transition to a circular economy apply whole life costing, early supplier involvement and encourage innovative products and solutions Embed sustainability in procurements in a relevant and proportionate manner, as required by the Procurement Reform (Scotland) Act 2014, To provide best value and secure wider social, economic and environmental benefits To promote and support NHS NSS strategic objectives, key priorities and policies.</p> <p><u>OUTCOMES</u> Demonstrable and measurable sustainable outcomes Compliance with the Sustainable Procurement Duty Improved accessibility to contracts for SMEs, Social Enterprises and Third Sector Reduced environmental harm from our supply chain</p>	<p>Spend mapped against prioritisation tool</p> <p>Sustainable procurement action plan in place</p>	3.01	Ensure SFI's are updated to take account of new procurement legislation	Apr-16	Completed to plan
		3.02	Procurement attendance and input into NHS NSS sustainability group to help inform NHS NSS approach in this area	Apr-16	Completed with ongoing attendance
		3.03	Establish a central register of sustainable procurement benefits	Mar-17	Completed in august 17 utilising Public Contracts Scotland register functionality
		3.04	Complete the Flexible Framework assessment for 2016-17 to identify current position and inform improvement action plan	Mar-17	Initial completion to level 3 only in May 17; now assessing on a regular basis
		3.05	Complete SG prioritisation exercise against NHS NSS spend	Mar-17	Completed to plan
		3.06	Identify and implement at least one contracting opportunity with a supported business	Jul-17	Completed to plan; donor bed mattress manufacture with Dovetail
		3.07	Identify a contracting area / approach which would ease access to NHS NSS opportunities for small businesses	Sep-17	Completed Aug-17; automation of contract register reporting from a value and visibility perspective.

11 Appendix 3 – Balanced Scorecard

NHS NSS Procurement monitored our performance using the balanced scorecard below. As shown the four aspects are aligned to the NHS NSS strategic objectives with specific measures within the aspects developed from the Procurement Strategy.



Owner: S.Mclaughlin, NSS Head of Procurement

12 Glossary

Term	Definition
Cash releasing Efficiency Savings (CRES)	A cash saving on a given budget which reduces that budget from a previous baseline e.g. if it costs £100 to deliver a service previously and a new contract delivers the service at £90 the difference is the CRES.
Category	A collection of similar commodities grouped together to support category management
Category Management	a process which relies on cross functional teamwork to generate procurement outcomes that fully satisfy agreed business needs
Circular Economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life
Commodity	Classification for NHS NSS to provide the ability to accurately describe the primary business activities of their suppliers.
Community Benefits	Community Benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental benefits.
Cost Avoidance	The act of eliminating costs or preventing their occurrence in the first place. It tends not to show up on, but materially impacts, the bottom-line cost and is

		normally referred to as a “soft” cost saving i.e. negating supplier requests to increase costs, procuring services/goods/ works under budget, obtaining prices lower than the market average/median
Dynamic Purchasing System (DPS)		An electronic system through which contracting authorities can source requirements by inviting tenders from admitted suppliers. Unlike framework agreements, suppliers can apply to join the DPS at any time in the life of the DPS; they are not required to submit tenders in order to join the DPS. All suppliers who meet the selection criteria have to be admitted. A DPS permits contracting authorities to move straight to the tender phase when a contract opportunity arises.
European Single Procurement Document (ESPD)		A single common document intended, by the European Commission, to reduce the administrative burden on bidders and remove some of the barriers to participation in public procurement, especially for small to medium-sized enterprises (SMEs)
Freedom of Information		A public "right of access" to information held by public authorities
Healthy Living Award +		The healthyliving award <i>plus</i> is a higher level of award, which rewards catering establishments that demonstrate a greater commitment to supporting healthier eating.
Healthcare Retail Standard (HRS)		A standard defined by Scottish Government that defines the standard of food served by retail outlets in Healthcare building in Scotland
Invitation to Tender		A call for bids, call for tenders, or invitation to tender (ITT, often called tender for short) is a special procedure for generating competing offers from different bidders looking to obtain an award of business activity in works, supply, or service contracts.
IR35		The Intermediaries legislation is a legal obligation on Public Authorities to ensure that any business owner

	working for them on a consultancy (non-employed) basis pays the correct tax based on their working relationship with the Authority
Red Tractor	The UK's biggest farm and food standards scheme, covering all of animal welfare, food safety, traceability and environmental protection.
SNBTS	Scottish National Blood Transfusion Service – a NHS NSS Strategic Business Unit
Supported Business	An establishment where more than 50% of the workers are disabled persons who by reason of the nature or severity of their disability are unable to take up work in the open labour market
Standing Financial Instructions	Details the financial responsibilities, policies and procedures adopted by NHS NSS. They are designed to ensure that financial transactions are carried out in accordance with the law and government policy in order to achieve probity & accuracy.
The Living Wage	An hourly rate set independently and updated annually by the Living Wage Foundation
SNBTS	Scottish National Blood Transfusion Service
Small and Medium Sized Enterprises	Enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding Enterprises (SMEs) 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro
Whole Life Costing	A technique used to establish the total cost of acquisition and ownership. It is a structured approach which addresses all the elements of cost and can be used to produce a spend profile of the product over its anticipated lifespan.

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NHS NSS Performance and Finance Committee

NHS NSS Procurement Steering Group

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