

Board of Directors - Public

SUMMARY REPORT

Meeting Date: 28 September 2022

Agenda Item: 23

Report Title:	Procurement Strategy 2022 - 2025	
Author(s):	Nicola Woodhead, Head of Procurement	
Accountable Director:	Phillip Easthope, Executive Director of Finance, IMST & Performance	
Other Meetings presented to or previously agreed at:	Committee/Group:	Finance & Performance Committee
	Date:	June 2022 July 2022
Key Points recommendations to or previously agreed at:	<p>Finance & Performance Committee supported the strategy for approval, particularly noting the extent this is driven by national strategy and direction and engagement and alignment across the Integrated Care Board.</p> <p>The alignment with the Green Plan was discussed and it was agreed that a further paper will be prepared for discussion at the Finance & Performance Committee in October and this will provide a high-level summary of delivery including measurables and any cost implications required to assist in the delivery.</p>	

Summary of key points in report

This is the final draft of the Procurement Strategy for 2022 – 2025 which is an enabling strategy to the Clinical and Social Care Strategy and aims to support the Trust to improve its purchasing activity, reduce risks and meet both local and national priorities.

The strategy outlines the Procurement aims, visions and priorities for the period, and identifies the deliverables over the next three years.

The ICS Heads of Procurement have had sight of the Strategy and provided feedback during its development. Agreement has also been reached to adopt this at local level (subject to their internal governance approval) within their Trusts, to align priorities and assist with collaborative working.

Recommendation for the Board/Committee to consider:

Consider for Action		Approval	X	Assurance		Information	
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The Board of Directors are asked to receive the final draft of the Procurement Strategy.

Please identify which strategic priorities will be impacted by this report:				
Covid-19 Getting through safely	Yes	X	No	
CQC Getting Back to Good	Yes	X	No	
Transformation – Changing things that will make a difference	Yes	X	No	
Partnerships – working together to make a bigger impact	Yes	X	No	
Is this report relevant to compliance with any key standards ? State specific standard				
Care Quality Commission	Yes	X	No	Enabling Strategy of the Trust
IG Governance Toolkit	Yes		No	X
Any Other Specific Standard				
Have these areas been considered ? YES/NO				
	Yes	X	No	If Yes, what are the implications or the impact? If no, please explain why
Patient Safety and Experience	Yes	X	No	Enabling Strategy, including how the Procurement Strategy will support the delivery of the portfolio of strategies.
Financial (revenue & capital)	Yes	X	No	Will require some investment which will be taken through the relevant governance processes.
OD/Workforce	Yes	X	No	In addition to above, including additional investment to deliver on new roles, and the focus on business partnering, the delivery of the strategy will be supported by leadership and development and culture work.
Equality, Diversity & Inclusion	Yes	X	No	The Strategy will seek to support, including embracing national initiatives as appropriate.
Legal	Yes	X	No	There are no legal implications for the Strategy
Sustainability	Yes	x	No	Strategy contains a Sustainability, Innovation & Social value section



▶ Procurement Strategy

2022 - 2025



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Strategy approval

Date ratified	
Name of responsible Committee	Finance and Performance Committee
Name of responsible Director	Phillip Easthope
Name of author	Nikki Woodhead
Date issued	01/06/2022
Review date	01/06/2025



Introduction

This Procurement Strategy (2022-2025) sets out our vision for procurement and our priorities over the next 3 years to 2025, to support Sheffield Health and Social Care NHS Foundation Trust in the delivery of the Trust strategy and explains how the Trust will conduct its procurement activity in order to increase the efficiency and effectiveness in purchasing and supply management, enabling optimisation of the money available to fund direct patient care whilst incorporating the latest government procurement legislation and initiatives. Effective and efficient procurement is vital to the Trust's success, in terms of financial benefits, patient care, risk management and compliance with legislation.

This Strategy addresses means by which the Procurement Department supports the Trust's services by acquiring goods and services of appropriate quality and best value. It also sets out the journey of transformation for the Procurement Department to improve its purchasing activity, deliver high quality procurement services that bring added value and that put our service users at the forefront of what we do, whilst meeting both local and national priorities.

Our Vision is to develop, through a process of continuous improvement, into a high performing team that delivers a high quality, efficient and legally compliant procurement service that meets the needs and expectations of all stakeholders to support Trust objectives. To provide sustainable, innovative, ethical and high-quality procurement solutions, taking account of best value for money and service requirements.

Our strategic aims are to

- Deliver effective services which enable and support improvements in the health and well-being of all our service users
- Provide an effective service which delivers sustainable value for money and improved care experiences
- Increase the visibility of procurement, reviewing and refreshing engagement with stakeholders to provide advice and support on public procurement activities whilst maintaining effective governance and identifying areas of best practice
- Continue to develop the skills and expertise of our team to deliver a high-quality service to our stakeholders and work closely with stakeholders to shape decisions and solutions

The Procurement function is also aligned to the Central Commercial Function (CCF). The CCF aims to build a world class commercial community in the NHS. This aims to unlock significant commercial opportunities for the NHS including leveraging NHS buying power where appropriate, delivering value for money for the taxpayer, ensuring clinicians have the right products and services they need at the right time, and tackling some of our commercial challenges such as supplier resilience.

As the new CCF service offering develops this strategy will be refreshed.



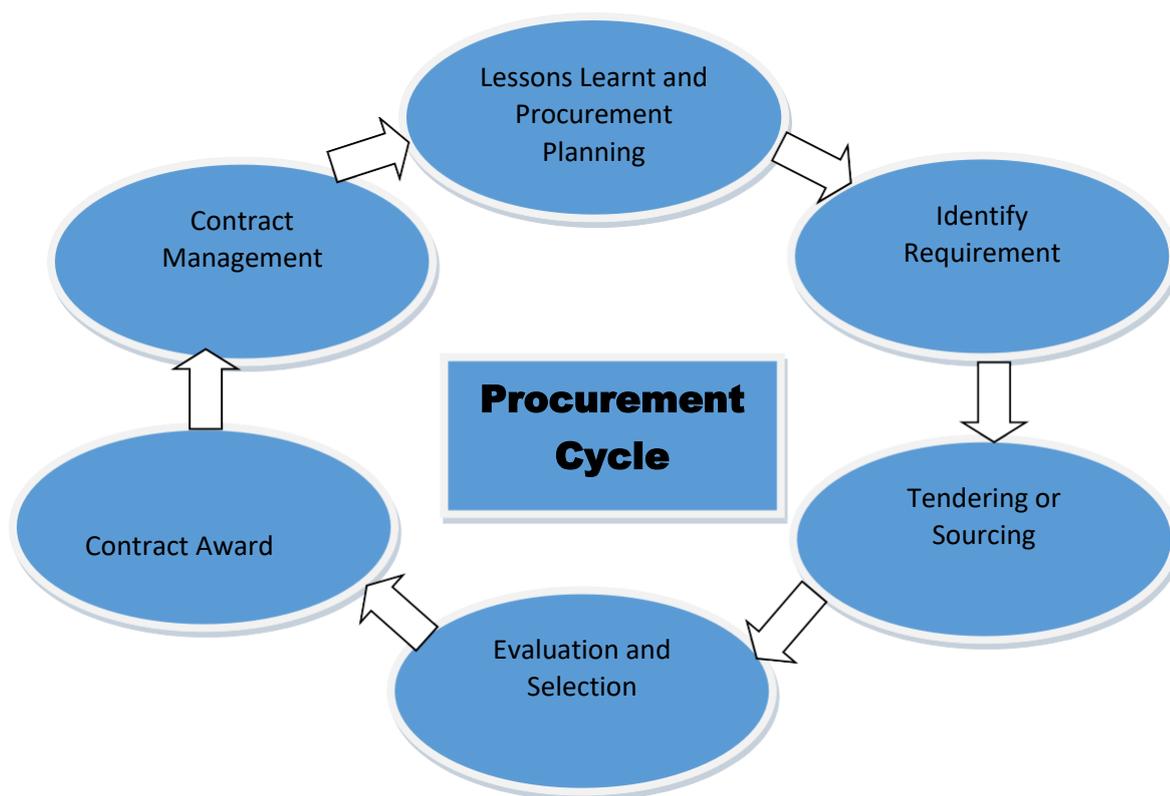
What is Procurement

▶ What is Procurement

Procurement is the process of acquiring goods, services and works. The process spans the whole cycle from identification of needs through to the end of a contract or the end of life of an asset. It encompasses every activity involved in obtaining the goods and services the Trust requires to support its daily operations, including sourcing, negotiating terms, and minimising risks.

The Procurement Cycle and Process

Effective procurement forms a continuous cycle of action and improvement, from identification of needs through to review of delivery and includes procurement and contract management activity. The stages are interdependent – each stage builds on the previous ones.



Why is Procurement Important?

The impact of procurement is much greater than just the definition of a process and our vision and strategic aims set out in this strategy detail the contribution that effective procurement arrangements can make to support the improvements in the health and well-being of our service users.

Good procurement is essential to ensure services are fully supported, from buying goods and services that work as they are supposed to, to achieving savings to assist with the current budgetary restraints.

This strategy is aimed at promoting effective procurement across all services and should be read in conjunction with our Procurement Policy and Standing Financial Instructions. During 2022 and onwards we will develop procurement guidance and training to support services and the procurement team with the implementation of our procurement approach. We will ensure that all procurement activity is operated in a legal and professional manner with the highest standards of integrity, transparency, accountability and fairness.

Scope and dimensions of non-pay spend

The total non-pay spend for SHSC in 2021-22 was £46m. Procurement influences the spending of £40m of the trusts resources. This includes procurements via Purchase orders and non-purchase orders. How we manage this spend is a critical part of ensuring the Trust maintains its ability as a financially suitable organisation.



Our Roles



Our Roles

Trust Board

The Director of Finance has executive responsibility for Procurement at Trust Board level.

Trust Staff

All Trust staff have a responsibility to adhere to the Trust's Standing Financial Instructions and UK law.

Procurement Team

The Head of Procurement has responsibility for the Procurement function and is responsible for this Strategy, its objectives and implementation.

The Procurement team provides an end-to-end procurement service consisting of the following key areas:

Supply Chain	Coordinating materials management and logistics in partnership with NHS Supply Chain and SHSC Transport Services
Operational Purchasing	Day to day sourcing, tendering, contracting and purchasing of goods and services
Strategic Procurement	Category management & Contract Management
Data Support	eProcurement systems and data monitoring and analysis

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Our Priorities

Our Priorities

Value Based Procurement

The key component of the Procurement function is to ensure best value is achieved from the spend on goods and services. Whilst ensuring efficiency savings are made, a focus on quality, standardisation and rationalisation of goods and services should be undertaken. This will drive commitment volume and we will look at how we can influence volume and demand to control and reduce the amount of goods and service used.

The current market is volatile with inflation and price increases and alternative buying strategies will be identified, including strategic partnership approaches, supplier relationship management (SRM) and a focus on collaborative purchasing.

As well as traditional cashable savings, the procurement teams will be focusing on Value Based Procurement to generate efficiencies in other ways such as reducing length of stay.

In 2020/21 the Procurement department placed 4300 purchase orders. These included additional orders where the original value order did not have sufficient funds and invoice queries were raised. A focus on ensuring correct value orders are placed at the onset will reduce the number of invoice queries, driving further efficiencies and work has already started around the correct value orders being placed for 2022/23.

Purchasing cards will be used where appropriate, in line with the Purchasing Card Policy, to reduce transaction costs particularly for high volume, low value and ad-hoc purchases.

Deliverables

- Analyse spend to ensure value orders are placed with sufficient funds
- Review the potential of catalogues via the Integra Centros finance system
- Work with service areas to review process to review how goods and services are consumed
- Review spend data to establish opportunities, aggregate spend and standardise
- Establishing the workplan on Atamis to enable effective use of resources and prioritisation

ICS Work and Collaboration

The Procurement function is also aligned to the Central Commercial Function. The Programme CCF aims to create Commercial Transformation at a national level, and a key component of change is collaboration with a focus on developing regional ICS operating models, in order to better support a world class commercial community in the NHS. This aims to unlock significant commercial opportunities for the NHS including leveraging NHS buying power where appropriate, delivering value for money for the taxpayer, ensuring clinicians have the right products and services they need at the right time and tackling some of our commercial challenges such as supplier resilience improving health objectives as well as driving functional efficiency and best practice.

We will continue our valuable work with the SYB ICS Procurement Team which is working towards shared values across member Trusts.

Central Commercial Function Categories

The work undertaken by SYB ICS Procurement team is lead by the CCF Model. This is made up of seven elements which will deliver measurable benefits and each Organisation has taken responsibility to lead on behalf of the ICS.

Commercial Capability- Enabling the NHS Commercial community to access tools, expertise and cutting-edge knowledge to deliver purchasing activities at every level of the NHS

Governance, Assurance & Processes – Endorsed, standardised and compliance assured routes to market that wield NHS influence and promote innovation to deliver government priorities

Technology & Data – Developing and adopting technology that provides the NHS with insight into procurement value and savings opportunities and outcomes. This will help us to leverage, rationalise and shape the market.

Sustainability & Innovation – Developing an NHS-wide approach to delivering net zero and social value, driving innovation and eradicating modern slavery in the supply chain, enabling stakeholder engagement and application

Sourcing & Management – Developing a strategic partnership approach that leverages the NHS buying power, shapes the market, drives innovation and resilience within the NHS

People & Community – Embedding a unified community of procurement and commercial specialists who strive to deliver and uphold the NHS Commercial Strategy ensuring best value for money

Commercial Strategies – Creating universal strategy across the NHS with clear commercial activities and routes to market that facilitates ease of doing business

Commercial Capability

NHS Commercial Standards in Procurement

The Commercial Continuous Improvement Assessment Framework (CCIAF) has been designed to help drive continuous improvement in commercial practices by enabling organisations to benchmark their commercial operations against good practice. A new set of statements indicating different levels of organisational capability against aspects of the standard ranging from non-compliance or adopting (developing) through meeting the minimum (Good) to Better and Best were introduced in 2021 to form the Continuous Improvement Assessment Framework.

The definitions of Good, Better and Best are:

Good: A cross-government commercial and governance management framework is defined and established. Organisations have a clear commercial strategy and plan. Goods, works and services are procured using legally compliant, fair and transparent processes, guarding against corruption and fraud. Activities are aligned with commercial policy and organisational objectives, and are in conformance with the commercial functional standard. Organisations have a commercial pipeline and capability to drive consistency in the planning and management of buying goods, works and services. Contracts and relationships with suppliers realise value for money and result in the delivery of high-quality public services.

Better: Governance of commercial activities are an integrated part of the organisation's overall governance. The governance and management framework includes the development and monitoring of commercial policies. The commercial strategy maximises synergy and efficiency between different organisations. Lessons learnt and best practices are captured, shared and reviewed with stakeholders at the start and end of each activity. Continuous improvement is embedded in the organisation's practices through updates to its continuous improvement plans, learning and development opportunities.

Best: The governance and direction of delivering commercial activities is fully integrated with the governance and direction of the organisation. Commercial strategies incorporate short and long term targets in line with leading industry practice. Commercial policy outcomes are embedded throughout the commercial life-cycle and outcomes reports are available on demand. Technology is used to make commercial reporting and analytics accessible to inform organisational strategy and policy decisions. Learning from experience and organisational improvement is

demonstrated through continuous improvement being embedded and evidenced within the organisation.

Procurement aims to achieve Good by March 2023, and make progress towards achievement of Better during the life of this Strategy. The first step is to conduct a self-assessment against the 8 Themes listed below:

- Commercial Strategy, planning and governance
- Commercial capability and resourcing
- Commercial lifecycle define: pre-procurement
- Commercial lifecycle procure: procurement and contracting
- Commercial lifecycle manage: contract management
- Managing categories, markets, supplier relationships, and working with partners
- Commercial systems, reporting and information
- Policy

The standards require that Trusts complete a self assessment against a number of individual criteria against the 8 themes and collect evidence to use as proof. Once the self-assessment is completed a Peer review will be undertaken to provide an additional level of assurance. A designated Regional Standards Board (Skills Development Network) will review and approve the procurement accreditation application.

Best practice process and playbooks

The procurement team will be guided to follow best practice process and playbooks including the updated Sourcing Playbook as they are introduced within the NHS.

Governance, Assurance and Processes

Governance, Assurance & Processes

SHSC has taken the lead on the Governance, Assurance & Processes category which includes a recommendation approach for Standing Financial Instructions and schemes of delegation at ICS level and the review of policies and procedures with best practice examples identified.

Deliverables

- Review of the governance arrangement in place across the ICS to scope the potential for harmonisation to one set of governance arrangements.

Review policies and procedures across the ICS with a view to having one standard set of policies and procedures applied consistently

Standing Financial Instructions

From looking at Procurement activities, there needs to be an improvement of awareness around the Trusts Standing Financial Instructions and Standing Orders. This needs to be addressed by raising awareness and promoting in a way that is relatable and understandable. Also face to face discussion with Stakeholders needs to be undertaken to ensure full compliance/understanding.

Procurement will need to develop further and move away from purely transactional activity and work more towards stakeholder management and value added activity, ensuring that users of the Department are fully aware of why we have to follow process and that it is a quick and efficient process and no 'red tape'

Actions to be taken

- Encourage early engagement around Procurement activity to ensure compliance, trustwide.
- Workshops provided to promote the importance of SFIs and what the Procurement function can do to help
- Increase awareness Trustwide of the service procurement can provide to work with them to avoid the use of Competitive Tender Waivers and the simple steps that can be taken to ensure a robust contract can be put in place.
- Promote consistent and appropriate application of policies

Audit recommendations/Counter Fraud

To ensure Audit recommendations are reviewed and actioned proactively, monthly reviews will be undertaken to ensure:

- Relevant Non-Pay expenditure is being influenced by procurement
- Contracts are in place for relevant procurements and placed on the contract database
- Areas of concern to be discussed with stakeholders, where regular use of Competitive Tender Waivers and reactive purchasing practices are identified.
- Ensure that separation of duties and general audit practices are maintained, and that due diligence is undertaken on suppliers, before use.
- When using framework agreements, that mini competitions are undertaken and where not possible, and a direct award is necessary that this is justified and signed off within the procurement department.

- Ensure all Procurement staff are familiar with Audit Recommendations and their responsibilities surrounding them. Also that training is maintained around counter fraud and how to spot unlawful action

New Procurement Regulations

With the event of Brexit there is to be a change on the EU procurement regulations. A green paper went to the government in March 2021 and a decision on the way forward is being agreed. The Government are proposing embedding the following principles:

- Public Good
- Value for Money
- Transparency
- Integrity
- Fair Treatment of Suppliers
- Non-Discrimination

In the Government Green paper 'Transforming Public Procurement' published December 2020 there are proposals to reduce the number of procedures from the current seven to three which are detailed below:

- **The Competitive Flexible Procedure:** which would be consistent with the general principles of procurement, minimal detailed rules, advertised at the start and at award (consistent with the more comprehensive transparency proposals), permitting buying teams greater flexibility to design an appropriate process including opportunities to negotiate and innovate.
- **The Open Procedure:** which would retain the existing process for more routine, 'off the shelf' purchases.
- **The Limited tendering procedure:** Similar to the competitive procedure without publication, gateway criteria to its use to be retained (urgency etc.) but to introduce a new 'crisis' criteria (see below); introducing mandatory contract award notice (consistent with greater transparency requirements)

On the 12th May 2022 the government introduced the Procurement Bill 2022 into Parliament and it is expected to be implemented in 2023 and Procurement will ensure they continue to monitor this. This Procurement Strategy will need to be reviewed and updated as new legislative requirements such as the above are introduced.

Deliverables:

- Procurement to attend training to ensure a full understanding of the changes prior to their release
- Knowledge of changes to be shared with stakeholders
- Ensure new Regulations are applied to ensure Legal compliance

Technology & Data

E-Procurement

E-Procurement is an enabler for Procurement to understand what it is buying, from whom and at what frequency. It allows Trusts to utilise business analytics including capturing, analysing spend analytics to develop workplan opportunities and commercial strategies and provides an insight to help monitor and prove the value for money it obtains. E-Procurement is also an emphasis on the Scan4Safety, GS1 and PEPOL work which informs the Lord Carter report around reduction in variation.

Integra is the existing Finance and Procurement system but not all aspects have been fully utilised such as end user e-requisitioning. The focus will be moving to a fully electronic procure to pay process including e-requisitioning and creation of catalogues. Work has already been undertaken to implement e-requisitioning within IMST and project plans are being developed for implementation to the remainder of the Trust

Deliverables:

- To ensure the new Integra Centros is implemented and embedded effectively
- A fully electronic finance and procure to pay system
- Data analytics allowing for identification of CIP opportunities
- Standardisation of products with implementation of electronic catalogues
- Work with the ICS on rationalisation and standardisation opportunities
- Explore options for delivering procurement function efficiencies with our ICS partners

Atamis.

The Trust has joined with our Procurement ICS, to use the Atamis E-Tendering System, this is a vast improvement on the system previously used and has improved functionality to undertake the following:

- Improved visibility of our advertised opportunity to a broader supplier base
- Ability to design Selection questionnaires within the system
- Online evaluation tool, to avoid the emailing of bids around evaluation panels

- Improved auditability
- Visibility of tenders issued throughout the ICS and beyond
- Access to a suite of Tender documents and templates, I.e. Terms and conditions
- Contract database
- Credit checks on suppliers
- Contract management

Further work is under way to establish a shared contracts database and master workplan to enable joint and collaborative market testing.

Sustainability, Innovation & Social value

A key element of Sustainability is Social Value, this is from the Public Services (Social Value) Act 2012. From a procurement perspective this asks organisations to consider social value ahead of procuring goods and services that have to be advertised on the UK e-notification service. To comply with this act, the Trust must consider the following 3 x elements:

Economic – employment, training and work experience opportunities for local people

Environmental – local staff, local suppliers and local work reducing the carbon footprint

Social – supporting local community initiatives eg charities, local amateur sports teams etc.

Social Value must therefore look beyond the cost of the contract and recognise the social impact. From a recent update in procurement policy, there has become a need to ensure that contracts incorporate a minimum 10% of the evaluation criteria to be dedicated to social value.

The Social Value Model sets out government’s social value priorities for procurement. There are 5 key themes to be considered when procuring and contracting goods and services:

Covid 19 recovery – Help local communities to manage and recover from the impact of Covid-19

Tackling economic inequality – Create new businesses, new jobs and new skills and Increase supply chain resilience and capacity

Fighting climate change – Effective stewardship of the environment

Equal opportunity – Reduce the disability employment gap and tackle workforce inequality

Wellbeing – Improve health and wellbeing and Improve community cohesion

It is to be noted that Fighting Climate Change is a mandated inclusion in all competitive procurements.

Deliverables

- Devise a list of questions to ensure social value is incorporated into tender evaluation appropriately for our Trust.
- Develop better working relationships with local suppliers and SMEs to drive the local economy.
- The work undertaken around this dimension will seek to become embedded within the Trusts forthcoming Green plan.

Sourcing and Management

Engagement and Influence

Although good relationships currently exist between Procurement and Stakeholders there are further opportunities to improve. To help influence key stakeholders with their procurement activity, achieving savings and mitigating risk, the procurement function should be proactively promoting the work we do and assisting Stakeholders with savings opportunities, service improvement and contract renewals. At present this does not happen in a co-ordinated way or pro-active way and leads to delays in Procurement engagement along with being reactive around contract renewals. This does not allow time to understand what opportunities exist or to plan effectively to maximise best value.

Deliverables:

- Develop a 3 year rolling work plan to support the pro-active engagement with stakeholders
- Develop workshops on procurement for the wider Trust
- Increase coverage of the Information on the Trusts Contract Database
- Ensure all relevant non-pay expenditure is influenced by procurement
- Develop performance management routines with key stakeholders which hold suppliers to account for performance

Managing Contracts and Supplier Relationships

Contract and relationship management refers to the effective management and control of all contracts from their award until their completion by the appointed supplier(s). It covers the supported policies, procedures and systems needed to undertake it, together with broader issues from the identification and minimisation of

risk, successful and timely delivery of outcomes and performance, effective control of cost and variations, and the maintenance of clear communications and operational relationships with contractors.

Deliverables:

- Ensure regular meetings with suppliers of high risk or high value contracts
- Monitor the performance to ensure positive outcomes are maximised
- Ensure any issues in relation to the delivery of the contract are appropriately addressed
- Develop exit and transition plans, where necessary, for contracts coming to an end
- Engage with suppliers to eliminate waste and increase supplier resilience

Management of Risk

Risk management is an integral part of a procurement process and must be considered at the planning stage of any procurement process. We will identify the risks associated with all major procurement activity and the contingencies for service disruption in each project and how these are to be mitigated and managed.

Deliverables:

- Ensure risks and issues are entered on to the Trust risk register and regularly reviewed and updated
- Monitor the risks to ensure delivery of the project objectives and outcomes
- Seek legal advice where required in an appropriate manner

People and Community

Staff Development

The team within Procurement are the best asset that we have and developing their knowledge, expertise and experience through training and development is the best way to ensure that we can meet this strategy. We have already begun to identify opportunities for development of the procurement team with various secondment opportunities and training opportunities through the National Procurement Skills Development Network. Staff will also be encouraged to undertake their Chartered Institute of Purchasing and Supply (CIPS) qualifications.

The Procurement department is currently undertaking a restructure exercise which will include category management integration with all ICS trusts

The training needs of all Procurement staff will continue to be identified in the established Personal Development Review (PDR) and Supervision process and sufficiently resourced to attract and retain an appropriate mix of the right skills.

We will continue to develop our structure to allow for natural progression from a Purchasing Officer through to Head of Procurement. We will recognise and encourage 'home grown' talent.

Deliverables

- Finalise the restructure and implement category management
- Appoint appropriately skilled staff
- Ensure all staff attend courses based on the needs identified from skill gaps analysis
- Exposure to CIPS study opportunities
- Increase apprenticeship opportunities

Commercial Strategies

Estates

Procurement will support the Trusts estates department to deliver their strategy and provide procurement expertise to assist in delivering the Therapeutic Environments Programme.

SHSC are also leading the Estates category within the ICS as part of the CCF Commercial Strategies. This will involve linking in with Estates Directors throughout the ICS to understand their workplans, strategies and key priorities.

The objectives of the group will include the alignment of estates strategies and workplans, identification of key risks to ensure control measures are in place, reduction of inefficiencies and duplication across the ICS whilst developing strategic partnering and demonstrate cashable financial savings.

Deliverables:

- Support Trusts estates department to assist delivery of Therapeutic Environments Programme
- Develop a 5 year masterplan for collaborative procurement
- Provide a category map identifying ICS/ local level purchasing
- Form a rationalisation group for relevant procurement activity
- Creation of sustainable relationships with stakeholders and change of culture
- Develop pragmatic delivery plan for schemes

- Explore potential of shared resources where services are stretched
- Explore potential of shared stock holdings for minor repairs
- Deliver collaborative procurements
- Share learnings, knowledge, expertise and experiences (Joint training initiatives)

Digital and IT goods

Procurement will support the Trusts IMST department to deliver their strategy and provide procurement expertise to assist in delivering their digital strategy.

NHS England and NHS Improvement have developed guidance to help simplify the digital and IT framework landscape, remove duplication and reduce costs.

They have recommended Framework Agreements which should be used when buying digital and IT goods and services. Framework agreements are the most common way of buying digital products in the NHS. They enable buyers to place orders or conduct further competitions without running a lengthy full tendering exercise and to draw from a predetermined list of accredited vendors, who have agreed to a standard set of terms and conditions. It also means that buyers do not have to approach all vendors in the market, and should, as a result, make the buying process easier and more cost effective

They have developed a '6 pillar' approach as a simple yet intuitive way to sub-categorise the varied digital landscape, grouped based on commonality of requirements, functionalities and supplier market capabilities. There is a total of 36 Frameworks available for procuring digital and IT goods and services.

Deliverables:

- Support IMST department to assist delivery of the digital strategy
- Develop pragmatic delivery plan for schemes
- Ensure compliance with the NHS Digital guidance on procurement
- Deliver collaborative procurements
- Share learnings, knowledge, expertise and experiences



Monitoring Progress

Monitoring Progress

Measuring Performance

We will review our performance in delivering this strategy. During 2022 we will develop key performance measures to enable effective monitoring of the strategy and procurement practices. This may include:

- Procurement savings targets, to be developed in support of the financial strategy
- Value for money benchmarking
- Compliance with policy and procedures such as PO compliance, number/proportion of exemptions and waivers, compliance with approval delegations, bypassing contract tendering thresholds.
- Compliance with new legislation
- Staffing including development and retention
- Collaborative activity
- Stakeholder feedback
- Supplier feedback

Continuing to develop our plans

We will continue to work with our internal and external stakeholders to continuously improve our services. We will continue to monitor national guidance and adapt and refine our strategy to align with any changes.

Outcomes

We aim to deliver the following outcomes during the lifetime of this strategy

- Common spend identified internally and across the ICS
- Standardisation of products
- Timely supplier payments
- Empowered internal stakeholders
- Well managed and engaged suppliers
- Improved value
- Fully auditable – Reduced risk of Fraud
- Costs & risks managed appropriately
- Measured, Reported and improved Performances
- Improved collaboration Internally and Externally