



**NHS Shetland**

**Annual Procurement Report**

**April 2022 – March 2023**

**Date of Issue August 2022**

**Date of next review: April 2024**

## Table of contents

1.1	Purpose	3
1.2	Executive summary	4
2	Summary against our mandatory requirements .....	5
2.1	Summary of regulated procurements	5
2.2	Summary of regulated procurements	5
2.3	Spend through National Distribution Centre (NDC)	5
2.4	Summary of non-competitive procurements	6
2.5	Collaborative contracts	6
2.6	Summary of community benefits	6
2.7	Supported business summary	7
2.8	Future regulated procurement summary	7
3	Review of regulated procurement compliance .....	8
3.1	Introduction	8
3.2	How we review our regulated procurements	8
3.3	Delivering against our mandatory obligations	8
4	Strategy performance review .....	10
4.1	Key measures	10
4.1.1	NHS Shetland Procurement Key Achievements	10
4.2	Invoice payment performance	11
5	Other items of note .....	12
5.1	Procurement structure	12
6	Report ownership and contact details .....	13
7	Glossary.....	14
	Document control sheet:.....	15

## 1.1 Purpose

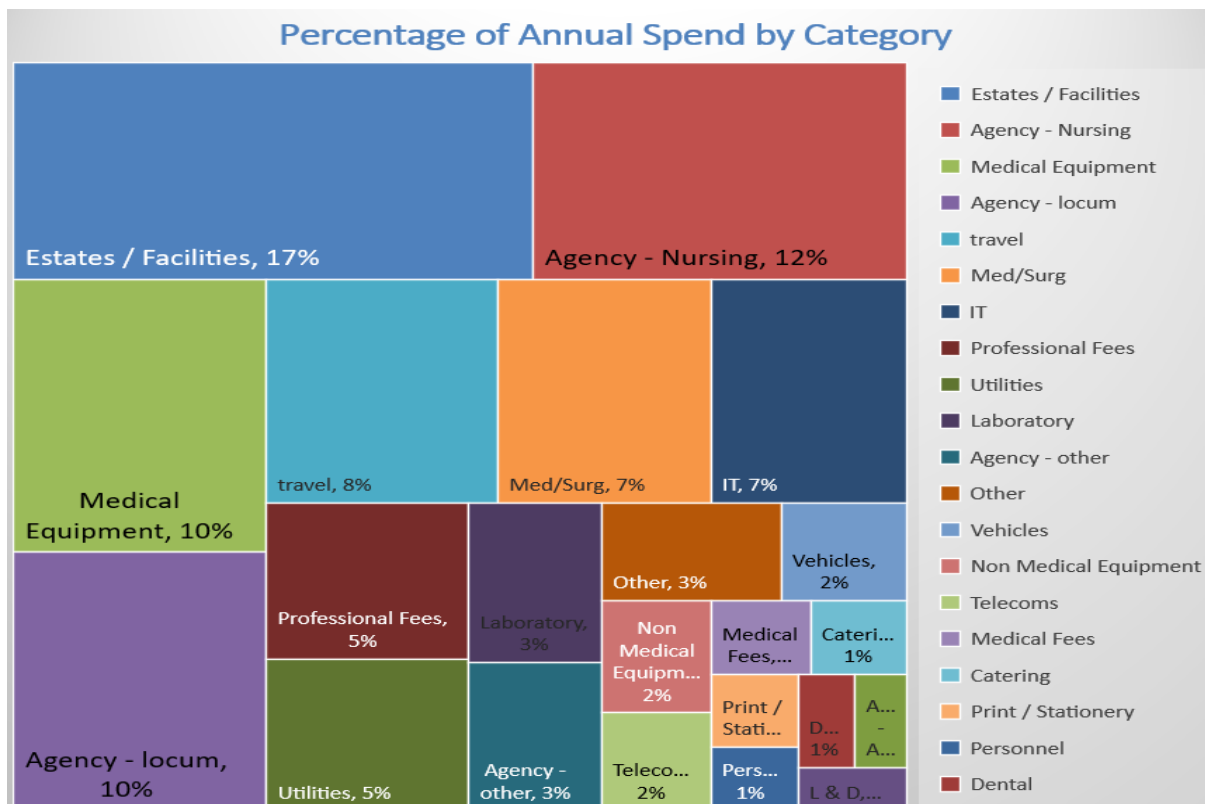
The purpose of this annual report is to highlight NHS Shetland’s purchasing activities and to allow us to record and publicise our performance and achievements in delivering against our procurement strategy. This report allows us to demonstrate to our stakeholders that our procurement spend is being used to support the Health Board corporate aims as follows:

1. To continue to improve and protect the health of the people of Shetland.
2. To provide quality, effective, and safe services, delivered in the most appropriate setting for the patient.
3. To redesign services where appropriate, in partnership, to ensure a modern sustainable local health service.
4. To provide best value for resources and deliver financial balance.
5. To ensure sufficient organizational capacity, capability, and resilience

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 stakeholders, our strategic partners and suppliers or potential suppliers.

As detailed within our Procurement Strategy this report will focus on the Authority’s corporate expenditure, which is circa £17.8 million within the period of this report. There is £2.6m of related Pharmacy spend which is out of the scope of this report.

Fig1 – highlights categories where spend was attributed to.



## 1.2 Executive summary

During the period covered by this report NHS Shetland moved into recovery and remobilisation following the recent Covid-19 emergency and the Procurement operation has returned to a more business as usual process.

Many supply chains have been adversely impacted by cost pressures due to the global inflationary environment and there has been a noticeable increase supply chain challenges due to political, economic, and pandemic challenges over several product categories.

NHS Shetland fully implemented Genesis Stock Management System , a system that replaces the Powergate Ward Product Management system and offers process efficiencies to order products for clinical areas and other departments.

## 2 Summary against our mandatory requirements

### 2.1 Summary of regulated procurements

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 regulated procurements

The following tables summarise the regulated procurements in the period.

Within the period of this report NHS Shetland had 4 calls off from National Procurement Frameworks and awarded 1 call off from a Crown Commercial Services framework agreement.

Contract Title	Award Date	Total Contract Value over Period of Contract	Annual Contract Value (£m)	Supplier	Call Off
NP50222 Dental Sundries	Aug-22	£400,000	£80,000	Henry Schein UK Limited, The Dental Directory, Wright Health Group Ltd	Yes
NP50022 Temporary Agency Medical Locums	Sep-22	£5,500,000	£1,100,000	Pertemps Medical Limited, Templars Medical Agency, Pulse Healthcare Ltd, Interact Medical, Hcl Healthcare Ltd	Yes
RM6100 Technology Services Lot 1 - Consultancy Services	Dec-22	£265,000	£265,000	Hub North Scotland Ltd	Yes
NP74323 Provisions	Feb-23	£120,000	£30,000	Brake Bros Ltd	Yes
NP14321 Decontamination Equipment & Associated Maintenance - Purchase of Sterilisers	Feb-23	£95,000	£95,000	BMM Weston	Yes

### 2.3 Spend through National Distribution Centre (NDC)

NHS Shetland have an agreement to purchase medical and non-medical consumables from the National Distribution Centre, which is the approved central store for all NHS Scotland Acute Health Boards. Table below compares activity between last 2 years.

In year of this report there has been an increase in contract spend as well as the number of national contracts being used and a reduction in Covid -19 spend.

NHS Shetland Spend through National Distribution Centre FY22-23						
	Period - Apr 21 - Mar 22			Period - Apr 22 - Mar 23		
Spend Category	Number of Contracts	Spend by Category	Percentage of Spend on Contract	Number of Contracts	Spend by Category	Percentage of Spend on Contract
National Contracts	69	£471,292		70	£517,698	
Covid 19 Spend		£659,221			£89,527	
Non Contract		£231,729			£175,777	
<b>Total</b>	<b>69</b>	<b>£1,362,242</b>	<b>83%</b>		<b>£783,002</b>	<b>78%</b>

## 2.4 Summary of non-competitive procurements

NHS Shetland has some areas of spend above the regulated spend level that are not covered by a regulated procurement process.

Agency Staff – the requirement for agency staff is still a large proportion of NHS Shetland’s overall spend but has decreased by 20% this year. The current annual spend for agency is £4.5million of this £3million of this is covered by national and local contracts but £1.5m non-contracted spend. NHS Shetland finds it difficult to cover all agency requirement from national contracts due to geographical location and on-going resource supply market constraints.

District Heating Scheme £250,000 – A strategy has been developed for this spend and we intend to award using a regulatory procurement process and contract has planned award date of September 2023.

## 2.5 Collaborative contracts

NHS Shetland did not enter any collaborative contracts in 2022-23.

## 2.6 Summary of community benefits

NHS Shetland has not awarded any regulated contracts this year containing community benefits. They do however contribute £39,500 to The Shetland Community Bike Project, a Supported Employment Service that provides structured and supported employment to individuals with multiple barriers to employment.

NHS Shetland have registered with the National Community Benefits Gateway (CBG). The (CBG) has been established to link suppliers on the NHS National Procurement Framework with local community needs. NHS Shetland has engaged proactively with this process and have had 3 delivered benefits this year to support local group and their projects.

South End Menopause Support - provide a space for peer support for women at any stage in the menopausal journey.

Wellness Programme - A Shetland-wide, open access, free and confidential low level support service, working alongside individuals over the age of 18 to improve their mental wellbeing.

Shetland Bereavement Support Service - To provide a one-to-one bereavement support service to adults and children residing in Shetland.

Community Benefits are tangible, positive outcomes which improve the lives of local people and enable communities to thrive. They are vital for boosting employment and securing the long-term sustainability of communities and increased support for vulnerable people.

## 2.7 Supported business summary

Within the report period there were no contracts awarded with a Supported Business however NHS Shetland purchased £6k via the supported business Haven PTS from the national uniform framework – NP721.

We will continue to refer to the Scottish Procurement Buyers Guide for Commodities Reserved for Supported Businesses (SP-18-11) in relation to future regulated procurements and include suppliers wherever possible.

## 2.8 Future regulated procurement summary

Below is a view of upcoming regulated procurements over the next 2 years.

Category	Contract Type	Expected Award Notice Publication	Expected Award Date	Value Per Annum	Estimated Contract Value (Incl Extension)
District Heating	New	01/09/2023	30/06/2023	£250,000	£1,000,000
Patient Transport from Aberdeen Airport to Hospitals	Renewal	01/08/2023	30/10/2023	£80,000	£500,000
Laboratory Managed Service	Renewal	01/10/2023	31/03/2024	£500,000	£3,500,000
					£5,000,000

A contract for a taxi service was expected to be awarded through our PCS-T tendering system however due to the current supplier deciding to leave the market we had to make a direct award to another supplier to maintain continuity of service. This will happen in July 2023.

## 3 Review of regulated procurement compliance

### 3.1 Introduction

This section demonstrates how NHS Shetland procurement has contributed to the achievement of our specific objectives and to the general duties in the Procurement Reform (Scotland) Act 2014. Section 2.3 discusses our performance against the mandatory elements of our strategy while section 3 details how we performed against our key performance measures.

### 3.2 How we review our regulated procurements

NHS Shetland Procurement observes the Procurement Journey methodology namely, Route 2 when below OJEU level and route 3 for OJEU procurements. Call off contracts are checked with the host organisation for compliance with regulations and policy before we enact these.

### 3.3 Delivering against our mandatory obligations

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

#### Regulated and OJEU procurements

NHS Shetland is committed to ensuring all suitable opportunities are advertised to support businesses across Scotland in gaining access to our product and service requirements. As NHS Shetland will be advertising on and subsequently awarding on the PCS website the functionality of the site will automatically publish and maintain our contract register for public viewing.

#### Delivery of value for money

We committed to obtain value for money through best practice contracting and supplier management. Over the period National Procurement deferred 58 national contracts due to be awarded in 2022-23 which NHS Shetland would normally call off from to focus reviewing pricing arrangement with suppliers. This resulted in a reduction in direct price saving and activity being spend in negotiating cost avoidance against proposed price increases.



There was a small saving on the cost of motor insurance (£3K) and a cost avoidance measure of £3k.

## Engaging with patients

We work with colleagues in NHS Shetland to facilitate better engagement with stakeholders. Many of our services and products used are by service users rather than patients and Procurement support the implementation of new contracts including evaluating and transition. For appropriate national contracts there is an opportunity for representation on Commodity Action Panels where strategies and specifications for products and services are designed.

## Food procurement

There are local processes in place to ensure high level of standards are maintained however the only contract in place for purchase of food is a call off from a national contract for dried and tinned food transported from the mainland. NHS Shetland are engaging with National Procurement to identify how best they can utilise National Contracts

## Scottish Living wage

NHS Shetland Procurement includes an opportunity within tenders for Supplier to respond if they meet the Scottish Living Wage.

## 4 Strategy performance review

### 4.1 Key measures

Within our strategy our objectives were measured by six key performance measures. Our performance in this section will be reviewed against the targets agreed against these performance targets which are measured using monthly KPI reporting.

#### 4.1.1 NHS Shetland Procurement Key Achievements

##### Local Supply Chains

Procurement plays a vital role in community wealth building by maximising local spend. By prioritising purchases from local businesses, organisations can stimulate economic circulation within the community, retaining wealth and creating job opportunities. This approach supports the growth and sustainability of local businesses, fosters diversity among suppliers, strengthens community networks, reduces environmental impact, and generates tax revenue for public services. Overall, local spend promotes economic resilience, equity, and prosperity at the local level, making it a crucial strategy for building and retaining wealth within communities. NHS Shetland spent approximately £1.8m with local suppliers this year.

##### NHS Shetland - an anchor institution

NHS Shetland serves as an anchor institution, embodying the characteristics of large, locally rooted organisations with a substantial presence in their communities. As an anchor institution, NHS Shetland fulfils various crucial roles, including employing a significant workforce, making substantial financial investments, owning, and managing land and assets, and delivering essential services. This substantial presence contributes significantly to the local communities by delivering social value from procuring goods and services.

##### Spend with contracted suppliers

NHS Shetland measure what proportion of their regulated procurement spend is order through compliant supplier and held on the NHS Shetland Contract Register.

From our trade spend of £17.8M a value of £11.5m (65%) is spend with a compliant supplier and our contract register is updated to reflect any spend purchased through national or local contracts.

Although the requirement for agency staff is still high 66% of the total value is being purchased through approved suppliers.

## Spend through Catalogues

National Procurement supported Shetland to migrate hospital departments to change to order more goods and services from catalogued items. Some departments have started to order the majority of their spend via this route and a plan has been developed to implement this to all in-scope departments.

There was an increase in the percentage of purchase order lines ordered via catalogues from 80% to 84% an additional 2,000 order lines were purchased via catalogues (26,000 v 24,000). There is a high compliance of catalogue lines against suppliers with most order line activity, (e.g., National Distribution Centre, dental supplies, stationery supplies)

### 4.2 Invoice payment performance

This is an area of major importance within the Procurement and Finance communities, with payment times measured and reviewed on a monthly basis. The agreed measure is to ensure supplier payment within 30 days. The table below details our performance against this measure.

NHS Shetland is committed to supporting business by paying bills more quickly, aiming to pay all undisputed invoices within ten working days, across all public bodies. The statistics below, which relate to all suppliers, are calculated using “invoice received” date, as opposed to invoice date.

Invoice payment performance	Result 2022-23	Result 2021-22
Invoice payment days (<30 days)	84.32%	85.49%
Invoice payment (<14 days)	62.36%	61.01%

## 5 Other items of note

### 5.1 Procurement structure


NHS Shetland has local Procurement staff based in Lerwick, Shetland and are supported by the Commercial Team employed by National Service Scotland and based in central Scotland who support and deliver some elements of the activities with the Procurement Strategy and offer strategic and operational assistance.

The key shared responsibilities are detailed below:

- Review / Establish / Maintain local standard Procurement procedures.
- Agree / Establish procurement objectives.
- Propose savings targets and KPIs to track performance and monitor performance.
- Participate and contribute to delivery of procurement objectives in compliance with Customer's governance and audit protocols.
- Engagement with key stakeholders to develop commodity strategies and maximise savings delivery through National and Local Contracts.
- Manage contract implementations to maximise savings delivery.
- Use of mandated systems (PCS and PCS-Tender) in the contract tendering process.

## 6 Report ownership and 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 Shetland Procurement Steering Group.



**Report Owner: Graham Stewart**  
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## 7 Glossary

Term	Definition
Collaborative contract	Where 2 or more organisations engage in procurement activity for mutual benefit.
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.
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 Shetland. 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.
Sustainable procurement	The sustainable procurement duty requires that before a contracting authority buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

Document control sheet:

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## Annual Procurement Report template

[NOTE: reference to contract is also to be construed as meaning a framework agreement]

<b>1. Organisation and report details</b>	
a) Contracting Authority Name	NHS Shetland
b) Period of the annual procurement report	Apr 2022 - Mar 2023
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes
<b>2. Summary of Regulated Procurements Completed</b>	
a) Total number of regulated contracts awarded within the report period	5
b) Total value of regulated contracts awarded within the report period	£1,570,000
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	12
i) how many of these unique suppliers are SMEs	1
ii) how many of these unique suppliers are Third sector bodies	Nil
<b>3. Review of Regulated Procurements Compliance</b>	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	5
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	Nil
<b>4. Community Benefit Requirements Summary</b>	
<b>Use of Community Benefit Requirements in Procurement:</b>	
a) Total Number of regulated contracts awarded with a value of £4 million or greater.	Nil
b) Total Number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	Nil
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain Community Benefit Requirements	Nil



**Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:**

d) Number of Jobs Filled by Priority Groups (Each contracting authority sets its own priority groups)	Nil
e) Number of Apprenticeships Filled by Priority Groups	Nil
f) Number of Work Placements for Priority Groups	Nil
g) Number of Qualifications Achieved Through Training by Priority Groups	Nil
h) Total Value of contracts sub-contracted to SMEs	Nil
i) Total Value of contracts sub-contracted to Social Enterprises	Nil
j) Total Value of contracts sub-contracted to Supported Businesses	Nil
k) Other community benefit(s) fulfilled	4

**5. Fair Work and the real Living Wage**

a) Number of regulated contracts awarded during the period that included a Fair Work First criterion.	Nil
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.	Not Available
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract during the period.	Not Available

**6. Payment performance**

a) Number of valid invoices received during the reporting period.	16445
b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms.)	84.32%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	Nil
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.	Nil

**7. Supported Businesses Summary**

a) Total number of regulated contracts awarded to supported businesses during the period	Nil
b) Total spend with supported businesses during the period covered by the report, including:	£39,500
i) spend within the reporting year on regulated contracts	Nil
ii) spend within the reporting year on non-regulated contracts	£39,500

**8. Spend and Savings Summary**

a) Total procurement spend for the period covered by the annual procurement report.	£17.8M
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	not available
c) Total procurement spend with third sector bodies during the period covered by the report.	£39,843
d) Percentage of total procurement spend through collaborative contracts.	65%
e) Total delivered cash savings for the period covered by the annual procurement report	£2,800
f) Total non-cash savings value for the period covered by the annual procurement report	nil

**9. Future regulated procurements**

a) Total number of regulated procurements expected to commence in the next two financial years	3
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£5,000,000

## NOTES

- Reference to contract is also to be construed as meaning a framework agreement.
- Please provide exact figures wherever possible, rather than estimations.
- Please distinguish between the 'zero' value and where information is either not recorded or not available.

**1. Organisation and report details**

- a) Enter the name of the contracting authority to which the report refers.
- b) Enter the actual period of the report (for example, 01 April 22 to 31 March 23 or 1 August 22 to 31 July 23.)
- c) Has the report been prepared because there is a requirement to do so under [Section 18 of the 2014 Act](#)?

**2. Summary of regulated procurements completed**

- a) This is the total number of all regulated contracts that were awarded during the reporting period as a result of regulated procurements.
- b) This is the total estimated value (excluding VAT) of all regulated contracts that were awarded during the reporting period as a result of regulated procurements.
- c) This is the total number of unique suppliers that were awarded a place on a regulated contract which was awarded during the reporting period (where a supplier has been awarded more than one framework, or contract only one instance should be recorded).
  - i) Number of unique SME suppliers that were awarded a place on a contract awarded during the reporting period (an SME means an enterprise which employs less than 250 staff) (where a SME supplier has been awarded more than one framework, or contract only one instance should be recorded).
  - ii) Number of unique third sector suppliers that were awarded a place on a contract awarded during the reporting period (where a third sector supplier has been awarded more than one framework, or contract only one instance should be recorded).

**3. Review of regulated procurements compliance**

- a) Total number of regulated contracts awarded within the reporting period that complied with the commitments and policies set out in your corporate procurement strategy.
- b) Total number of regulated contracts awarded within the reporting period that did not comply with commitments and policies set out in the corporate procurement strategy.

**4. Community benefit requirements summary**

- a) Total number of individual regulated contracts awarded within the reporting period with a value of £4 million or greater.
- b) Total number of individual regulated contracts awarded within the reporting period with a value of £4 million or greater that contain Community Benefit requirements.
- c) Total number of regulated contracts with a value of less than £4 million that contain Community Benefit requirements.
- d) Total number of jobs filled by individuals within a priority group during the period of the report.
- e) Total number of apprenticeships filled by priority groups during the period of the report.
- f) Total number of work placements delivered for priority groups during the period of the report.
- g) Number of qualifications achieved during the period of the report through training by priority groups.
- h) Total value of contracts subcontracted to SMEs during the period of the report
- i) Total value of contracts subcontracted to Social Enterprises during the period of the report.
- j) Total value of contracts subcontracted to Supported Businesses during the period of the report.

- k) Other community benefits that were fulfilled during the period of the report that do not fall into one of the preceding categories.

[Scottish Procurement Policy Note 10/2020](#) clarifies the Scottish Government's policy on measuring social impact through procurement and support for application of this policy in the form of the sustainable procurement duty tools and accompanying guides.

## 5. Fair Work and the real Living Wage

- a) Number of regulated contracts awarded during the reporting period that include a scored Fair Work First criterion where it was relevant to do so. The Scottish Government asks employers to adopt fair working practices, specifically: Appropriate channels for effective voice, such as trade union recognition; Investment in workforce development; No inappropriate use of zero-hours contracts; Action to tackle the gender pay gap and create a more diverse and inclusive workplace; Payment of the real Living Wage; Offer flexible and family friendly working practices for all workers from day one of employment; Oppose the use of fire and rehire practice.
- b) Total number of unique suppliers that have committed to pay the real Living Wage to persons involved in producing, providing or constructing the subject matter of regulated procurements; this number will include suppliers who are awarded onto a framework agreement and will also reflect those suppliers who are accredited as Living Wage employers.
- c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract during the period of the report; this number will include suppliers who are awarded onto a framework agreement.

[Fair Work First: guidance](#) outlines our Fair Work First approach and exemplifies the Fair Work First criteria in practice. It should be used by those involved in awarding public sector grants, other funding, and public contracts as well as those who receive funding through public sector grants, sponsorship arrangements with the Scottish Government and/or are involved in the delivery of contracts.

## 6. Payment performance

- a) Total number of valid invoices received during the period of the report.
- b) The percentage of valid invoices received during the period of the report that were paid on time (for example, within the time period set out in the contract terms).
- c) Total number of regulated contracts awarded during the period of the report that contained a contract term requiring the prompt payment of invoices in public contract supply chains.
- d) Total number of concerns raised by sub-contractors within the timeframe covered by the report about timely payment of invoices relating to the supply chain of public contracts.

[Scottish Procurement Policy Note \(SPPN\) 02/2022](#) provides details of how public bodies are to embed prompt payment performance in the supply chain through procurement processes.

## 7. Supported businesses summary

- a) Total number of all regulated contracts that were awarded to supported businesses during the reporting period (this includes contracts reserved for supported businesses)
- b) Total amount of spend with supported businesses during the reporting period (through regulated and non-regulated contracts).
  - i) Total spend with supported businesses during the reporting period through regulated contracts (*including spend within the period on contracts placed before the period*).
  - ii) Total spend with supported businesses during the reporting period through non-regulated contracts (*including spend within the period on contracts placed before the period*).

Organisations as defined by [regulation 21 of the Public Contracts \(Scotland\) Regulations 2015](#) are commonly referred to as supported businesses. [Scottish Procurement Policy Note \(SPPN\) 04/2017](#) contains information on: determining whether an organisation meets the definition of a supported

business for the purposes of public procurement legislation; identifying supported businesses; and monitoring and reporting.

## **8. Spend and savings summary**

- a)** Total amount of procurement spend during the reporting period.
- b)** Total amount of procurement spend with SMEs during the reporting period.
- c)** Total amount of procurement spend with third Sector bodies during the reporting period.
- d)** Percentage of total procurement spend during the reporting period that is through collaborative contracts.
- e)** Total amount of cash savings delivered for the period of the report.
- f)** Total non-cash savings value for the period covered by the annual procurement report.

[Procurement benefits reporting: guidance](#) is available to help procurement teams identify savings and benefits from procurement activity. It is also important that these savings and benefits are reported in a consistent manner across sectors.

## **9. Future regulated procurements**

- a)** Total number of all regulated contracts that are expected to commence in the next two financial years.
- b)** Total estimated value of all regulated contracts that are expected to commence in the next two financial years.

While it is acknowledged that at the time a contracting authority prepares its annual procurement report, it is unlikely to know what its precise requirements will be over the course of the next two financial years, it should be in a position to provide a brief forward plan of anticipated procurements relevant and proportionate to the contracting authority's size and spend.