

# NHS Shetland

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| <b>Meeting:</b>                             | <b>Board</b>                               |
| <b>Meeting date:</b>                        | <b>30 August 2022</b>                      |
| <b>Agenda reference:</b>                    |  |
| <b>Title:</b>                               | <b>Procurement Annual Report 2021-22</b>   |
| <b>Responsible Executive/Non-Executive:</b> | <b>Colin Marsland, Director of Finance</b> |
| <b>Report Author:</b>                       | <b>Graham Stewart, Procurement Officer</b> |

## 1 Purpose

**This is presented to the Board for:**

- Approval

**This report relates to:**

- Annual Operating Plan
- Government policy/directive
- Legal requirement

**This aligns to the following NHS Scotland quality ambition(s):**

- Safe
- Effective
- Person Centred

## 2 Report summary

### 2.1 Situation

The purpose of this paper is to provide the Board with an overview of how the Board met its procurement obligation under Procurement Reform (Scotland) Act 2014. The annual procurement report has to be published by 31 August each year on the Board's website. A standard nationally agreed template is being used by all NHS Boards in Scotland.

The Procurement Steering Group (PSG) has reviewed and updating this paper at its meeting on 4 August 2022. PSG are recommending the Board approves the Procurement Annual Report for 2021-22.

## **2.2 Background**

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 our procurement strategy.

Key points from the report are:

1. NHS Shetland amongst the first wave of Health Board to migrate to the national Genesis Stock Management System;
2. 80% of Shetland's supplies expenditure is via through the NHS Scotland National Distribution Centre (NDC) which are all on national contracted products: and
3. Procurement activities generated £103k in cost reductions as a result of new contract awards.

## **2.3 Assessment**

The Procurement Annual Report outlines how the Board met its procurement obligation under Procurement Reform (Scotland) Act 2014, so is compliant with our obligations.

### **2.3.1 Quality/ Patient Care**

Assists in the Board's governance of procurement activities are aligned to ensure locally quality of care and patient services.

### **2.3.2 Workforce**

Assists in the Board's governance to ensure procurement activities are aligned to support staff health and wellbeing are appropriate

### **2.3.3 Financial**

Ensures effective governance is in place to ensure our procurement activities deliver best value of resources.

### **2.3.4 Risk Assessment/Management**

Ensures effective governance is in place to ensure relevant risk assessment and mitigations are in place.

### **2.3.5 Equality and Diversity, including health inequalities**

Ensures effective governance is in place to supports the Public Sector Equality Duty, Fairer Scotland Duty, living wage and the Board's Equalities Outcomes.

An impact assessment has not been completed.

### **2.3.6 Other impacts**

No other material issues.

### **2.3.7 Communication, involvement, engagement and consultation**

The Board has not involve and engage any external stakeholders in the process.

### 2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Procurement Steering Group on 4 August 2022

## 2.4 Recommendation

- **Decision** – Board after discussion and review are asked to accept the recommendation of the Procurement Steering Group and approve the report

## 3 List of appendices

The following appendices are included with this report:

- Appendix No 1, Procurement Annual Report 2021-22



**NHS Shetland**

**Annual Procurement Report**

**April 2021 – March 2022**

**Date of Issue August 2022**

**Date of next review: April 2023**

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## 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 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 £16.9 million within the period of this report of which £2.1m is related to Pharmacy Spend.

## 1.2 Executive summary

During the period covered by this report NHS Shetland was still impacted by challenges relating to the Covid-19 pandemic as well as the impact of Brexit on delivery of goods and services.

The Procurement operation has returned to a more business as usual process, but some goods and services are still difficult to source against worldwide shortage. NHS Shetland worked with suppliers and received support from National Procurement to maintain delivery of key products and services throughout this period.

NHS Shetland was one of the first Health Boards in Scotland to migrate to the national 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 Frameworks and awarded 1 contract over the regulated spend value

| <b>Contract title</b>                                    | <b>Award date</b> | <b>Total contract value</b> | <b>Value per annum</b> | <b>Supplier Name</b> | <b>Call off</b> |
|--|-------------------|-----------------------------|------------------------|----------------------|-----------------|
| NP143 Supply Endoscope washers                           | Jan-22            | £140,000                    | £140,000               | Steris Solutions Ltd | Yes             |
| NP167 Hire of Mobile Revolution Evo Gen 2 CT S           | Jan-22            | £90,000                     | £90,000                | GE Medical           | Yes             |
| NP827 Contract works for Ambulatory Care Reconfiguration | Dec-21            | £1,000,000                  | £1,000,000             | DITT Construction    | Yes             |
| NP145 Endoscopes   | Mar-22            | £160,000                    | £160,000               | Olympus Keymed       | Yes             |
| Jobbing Contractors Framework 2021-24                    | Dec-21            | £180,000                    | £60,000                | Various              | No              |

### 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. Shetland utilised the NDC to order additional products required to support additional requirement for PPE related to Covid-19 activity. Table below compares activity between last 2 years.

| NHS Shetland Spend through National Distribution Centre |                          |                   |                                 |                          |                   |                                 |
|---|--------------------------|-------------------|---------------------------------|--------------------------|-------------------|---------------------------------|
|   | Period - Apr 21 - Mar 22 |                   |                                 | Period - Apr 20 - Mar 21 |                   |                                 |
| 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                                      | 70                       | £464,243          |                                 | 69                       | £471,292          |                                 |
| Covid 19 Contracts                                      |                          | £388,343          |                                 |                          | £659,221          |                                 |
| Non Contract  |                          | £170,706          |                                 |                          | £231,729          |                                 |
| <b>Total</b>  |                          | <b>£1,023,292</b> | <b>83%</b>                      | <b>69</b>                | <b>£1,362,242</b> | <b>83%</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.

Booking of Air Travel £1.0M. This area of spend is included in the contract work plan to be awarded in November 2022. There is no alternative to the incumbent supplier, but procurement regulations will be followed.

Agency Staff – the requirement for agency staff, especially Agency Nursing, has increased with last financial year. The current annual spend for agency is £5.4million of this £4million of this is covered by national and local contracts but is £1.4m non-contracted spend. NHS Shetland finds it difficult to cover all agency requirement from national contract due to geographical location and on-going resource supply market constraints.

District Heating Scheme £271,000 – A strategy has been developed for this spend and we intend to award using a regulatory procurement process.



## 2.5 Collaborative contracts

NHS Shetland did not enter any collaborative contracts in 2021-22.

## 2.6 Summary of community benefits

NHS Shetland has not awarded any local 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 currently has one bid registered on the portal.

## 2.7 Supported business summary

Within the report period there were no contracts awarded with a Supported Business however NHS Shetland purchased £10k via the supported business Haven PTS from the national nurse 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 notice publication date | Expected award date | Value per annum | Estimated contract value (including extension) |
|--|---------------|----------------------------------|---------------------|-----------------|--|
| District Heating   | New           | 30/11/2022                       | 01/02/2023          | £271,000        | £1,084,000                                     |
| Taxi Contract  | Renewal       | 06/12/2022                       | 01/04/2023          | £60,000         | £240,000                                       |
| Laboratory managed Service   | Renewal       | 01/10/2023                       | 31/03/2024          | £500,000        | £3,500,000                                     |
| Patient Transport Services from Aberdeen Airport to Aberdeen Hospitals | Renewal       | 01/06/2023                       | 31/09/2023          | £80,000         | £500,000                                       |
|  |               |                                  | Total               |                 | £5,324,000                                     |

## 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 we delivered £103k of savings from implementing call-offs from National Contracts, mainly Pharmacy contracts and some local saving activity.

| Contract  | HB Spend Data                 | Delivered       |
|---|-------------------------------|-----------------|
| NP491/19 Hepatitis C Medicines                                    | National Contract - Pharmacy  | £5,333          |
| NP30920a Sodium Oxybate   | National Contract - Pharmacy  | £14,652         |
| NP35920b Ambrisentan  | National Contract - Pharmacy  | £8,153          |
| NP92520b Afibercept (Eylea®)                                      | National Contract - Pharmacy  | £23,247         |
| NP91216aREB Trastuzumab 600mg Subcutaneous Injection (Herceptin®) | National Contract - Pharmacy  | £10,210         |
| NP16718 Multi Modality Imaging Equipment and Maintenance          | National Contract - Med Equip | £38,633         |
| Hand Hygiene Products   | Demand Management             | £3,500          |
|   | <b>TOTAL</b>                  | <b>£103,728</b> |

## Sustainable procurement

Scottish Government have implemented a ban on many of the most damaging single-use plastic products. NHS Shetland are complying with this by moving from use of single use plastic cutlery to wooden cutlery, paper straws and cups.

Online training will be available from September covering the various aspects of Social Value & Sustainability. New wording has been introduced for inclusion on contract notices regarding social value and Fair Work, the community benefits gateway, climate change and net zero to ensure inclusion on national contracts/frameworks with an annual value of four million pounds or more. This training will be prepared and distributed by National Procurement.

## 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.

## Engaging with suppliers

Staff from the Hosted Procurement Team who support NHS Shetland have attended Procurex annual conference where suppliers exhibit but there is limited opportunity for NHS Shetland to meet mainland suppliers.

## 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 Objectives

In support of NHS Shetland's corporate strategy, the following strategic objectives have been agreed.

| Objective  | Objective Name                | Result |
|--|-------------------------------|--------|
| 1  | Recurring procurement savings | £103k  |
| <p>Objective summary</p> <p>NHS Shetland is required to make ongoing efficiency savings annually. Procurement savings will be delivered through the following means:</p> <ul style="list-style-type: none"><li>• Playing our role in national contracting and delivering identified savings.</li><li>• Work with local stakeholder to migrate to national contracts.</li><li>• Identify any savings from local opportunities.</li></ul> <p>Achievements</p> <ul style="list-style-type: none"><li>• Savings against national contract implementation –</li><li>• £61k - Savings against Pharmacy contracts.</li><li>• £38k – Equipment from GE Healthcare</li><li>• £3.5k - change of soap and sanitizer</li></ul> |                               |        |

| Objective   | Objective Name   | Result |
|---|--|--------|
| 2   | Trade suppliers spend with contracted suppliers                                    | 68%    |
| <p>Objective summary</p> <p>Measure to calculate how much of the regulated procurement spend is held on the NHS Shetland Contract Register.</p> <p>Achievements</p> <ul style="list-style-type: none"> <li>❖ Improvement from last year's result of 62%.</li> <li>❖ Although the requirement for Agency staff has increased a high level (75%) is being purchased through approved suppliers.</li> </ul>  |  |        |
| Objective   | Objective Name   | Result |
| 3   | Spend through Catalogues - % of total purchase order line purchases via catalogues | 80%    |
| <p>Objective summary</p> <p>Develop product and service catalogues for departments to order from to provide benefits through order efficiency, speed and accuracy not just for NHS Shetland but the procurement community.</p> <p>Achievements</p> <ul style="list-style-type: none"> <li>❖ Although there was a decrease compared to last year's result of 84% an additional 5,000 order lines were purchased via catalogues (26,000 v 21,000)</li> <li>❖ High compliance of catalogue lines against suppliers with most commonly purchased order line activity, (e.g. National Distribution Centre, dental supplies, stationery supplies)</li> <li>❖ Implementation of the national Genesis Stock Management System will provide more opportunity for additional catalogue spend</li> </ul> |  |        |
|   |  |        |

## 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.

| <b>Invoice payment performance</b>        | <b>Target</b> | <b>Result 2021-22</b> | <b>Result 2020-21</b> |
|---|---------------|-----------------------|-----------------------|
| <b>Invoice payment days (&lt;30 days)</b> | 85%           | 85.49%                | 83.04%                |
| <b>Invoice payment (&lt;10 days)</b>      | 70%           | 61.01%                | 64.34%                |

## 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.

### 5.2 Whistleblowing

All NHS Scotland Health Board have legal requirement to ensure in-scope suppliers have Whistleblowing policy in place that is in line with National Whistleblowing Standards

National Procurement have sought response from all suppliers on in-scope national contracts and with 278 (90%) confirming they have a Whistleblowing Policy in place. NHS Shetland currently purchase from 105 of these suppliers. NHS Shetland will contact local suppliers by December 2022 to ensure in-scope local supplier have policy in place or plan to implement policy.



## 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.



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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. |

## 8 Annual report template

The following table has been populated in line with Scottish Procurement policy advice

|   |                         |
|---|-------------------------|
| 1. Organisation and report details  |                         |
| a) Contracting Authority Name   | NHS Shetland            |
| b) Period of the annual procurement report  | April 2021 – March 2022 |
| c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No) | Yes                     |
| 2. Summary of Regulated Procurements Completed  |                         |
| 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         | 5                       |
| i) how many of these unique suppliers are SMEs  | Nil                     |
| ii) how many of these unique suppliers how many are Third sector bodies                                       | Nil                     |
| 3. Review of Regulated Procurements Compliance  |                         |
| a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy       | 4                       |
| b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy | 0                       |
| 4. Community Benefit Requirements Summary   |                         |
| Use of Community Benefit Requirements in Procurement:   |                         |

|   |   |
|---|---|
| a) Total number of regulated contracts awarded with a value of £4 million or greater.   | 0 |
| b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.               | 0 |
| c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements               | 0 |
| 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 ( <i>Each contracting authority sets its own priority groups</i> )                                  | 0 |
| e) Number of Apprenticeships Filled by Priority Groups  | 0 |
| f) Number of Work Placements for Priority Groups  | 0 |
| g) Number of Qualifications Achieved Through Training by Priority Groups  | 0 |
| h) Total Value of contracts sub-contracted to SMEs  | 0 |
| i) Total Value of contracts sub-contracted to Social Enterprises  | 0 |
| j) Total Value of contracts sub-contracted to Supported Businesses  | 0 |
| k) Other community benefit(s) fulfilled   | 0 |
| 5. Fair Work and the real Living Wage   |   |
| a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.                                     | 0 |
| 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. | 0 |
| c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.         | 0 |

|  |             |
|--|-------------|
| d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.                | 0           |
| <b>6. Payment performance</b>  |             |
| a) Number of valid invoices received during the reporting period.  | 18245       |
| b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)                                 | 85.49%      |
| c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains. | 0           |
| d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.                                | 0           |
| <b>7. Supported Businesses Summary</b>   |             |
| a) Total number of regulated contracts awarded to supported businesses during the period   | 0           |
| b) Total spend with supported businesses during the period covered by the report, including:   | 0           |
| i) spend within the reporting year on regulated contracts  | 0           |
| ii) spend within the reporting year on non-regulated contracts   | 0           |
| <b>8. Spend and Savings Summary</b>  |             |
| a) Total procurement spend for the period covered by the annual procurement report.  | £14,800,000 |
| b) Total procurement spend with SMEs during the period covered by the annual procurement report.   | n/a         |
| c) Total procurement spend with Third sector bodies during the period covered by the report.   | £39,950     |

|   |              |
|---|--------------|
| d) Percentage of total procurement spend through collaborative contracts.                               | 68%          |
| e) Total targeted cash savings for the period covered by the annual procurement report                  |              |
| i) targeted cash savings for Cat A contracts  | 0            |
| ii) targeted cash savings for Cat B contracts   | £100,000     |
| iii) targeted cash savings for Cat C contracts  | £3,500       |
| f) Total delivered cash savings for the period covered by the annual procurement report                 |              |
| i) delivered cash savings for Cat A contracts   | 0            |
| ii) delivered cash savings for Cat B contracts  | £100,000     |
| iii) delivered cash savings for Cat C contracts   | £3,500       |
| g) Total non-cash savings value for the period covered by the annual procurement report                 | Not Reported |
| 9. Future regulated procurements  |              |
| a) Total number of regulated procurements expected to commence in the next two financial years          | 4            |
| b) Total estimated value of regulated procurements expected to commence in the next two financial years | £5,040,000   |

Document control sheet:

Key Information:

|                        |  |
|------------------------|--|
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| Approved by and Date:  | NHS Shetland Procurement Steering Group        |
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| File Location:         |  |

Revision History:

| Version: | Date:      | Summary of Changes:  | Name:          |
|----------|------------|--|----------------|
| V0.1     | 28/07/2022 | Initial Version  | Graham Stewart |
| V0.2     | 09/08/2022 | Final Version – some additional changes agreed by PSG. Sections - 2.2, 2.7,3.3 (Sustainable Procurement), 5.2, | Graham Stewart |
|          |            |  |                |
|          |            |  |                |

Approvals: This document requires the following signed approvals.

NHS Shetland Procurement Steering Group

Distribution: To be published on NHS Shetland website following document approval by Procurement Steering Group and forward to Scottish Government.