

Reference Number: FOI202324/431
From: Private Individual
Date: 27 December 2023
Subject: Details of Contract Register and procurement strategy

Q1 I would like to submit a request for some information from the organisation, in relation to their contract's register.

The FULL contract register should display all the organisations existing/live contracts I would like the register to include the following columns/headings:

- a) Contract Reference -Unique reference number associated with the contract.
- b) Contract Title
- c) Procurement Category –Please state the category name of the contract, I wish to know the category the contract is under.
- d) Supplier Name
- e) Spend (Total, Annual or contract value)
- f) Contract's Duration
- g) Contract's Extensions
- h) Contract's Start Date
- i) Contract's Expiry Date
- j) Contract Description [Please provide me with as much detail as possible.]
- k) Contact Owner (Person that manages the contract register)
- l) Contact details of section 151 officer
- m) CPV codes/Pro-Class

A1 In relation to points a-j please see attached contract register.

k) Katie Tootill - Chief Procurement Officer

l) Karen Edge – LHCH Chief Finance Officer, karen.edge@lhch.nhs.uk

m) Information not held – the Trust does not routinely collate or hold this information centrally as part of its management or performance data

Q2 Please attach the procurement strategy plan along with the contract register.

A2 Please see attached Procurement Strategy.

Contract ID	Contract Name	Current Provider	Goods / Service Description	Eclass / Category	Responsible Manager	Category	Contract Start Date	Contract End Date	Initial Contract Length (Months)	Extension available?	Length Of Extension (If Applicable)	Total Contract Value (Inc VAT)	Annual Value	
N/A	Legal Services	Weightmans LLP	Provision of Legal Services	ZWS - Legal Services Non Staff Related	Peter Cook	Workforce						#REF!	0	
NHSE Framework	Contractor does not process personal data on behalf of the Trust. See e-mail of	Oak Group)	Clinical Software	WAQ - Computer Software Licences	Joan Mathews	Digital	23/09/2019	22/09/2023	48 months	Yes	12 months	£	32,400.00	£ 8,100.00
N/A	Microsoft O365 Licenses	Ltd	Microsoft O365 Licenses	WAE - Managed Support and Licenses	Dave Reilly	Digital	01/04/2023	31/03/2024	12 months	No	N/A	#REF!	0	
N/A	Microsoft® SQL Server Enterprise Core All Languages Subscription Licenses	Ltd	Microsoft® SQL Server Enterprise Core All Languages Subscription 2 Licenses	WAE - Managed Support and Licenses	Dave Reilly	Digital	01/08/2023	31/07/2024	12 months	No	N/A	#REF!	0	
N/A	Robotic Process Automation	Trustco PLC	services	WAQ - Computer Software Licences	Ian Gilbertson	Digital	01/10/2021	31/03/2025	41 months	Yes	30 months	£	344,664.00	£ 86,166.00
N/A	Provision of Occupational Health Services	TP Health Ltd	Provision of Occupational Health Services	NHS Healthcare Services - Other Purchased Healthcare	Peter Cook	Workforce	01/08/2022	31/07/2024	24 months	Yes	12 months		£	-
RM897	Natural Gas	Total	Supply of Natural Gas	LBA - Energy Management Contracts	Adam Hope	Estates & Facilities	01/04/2022	31/03/2023			N/A	Activity based	£	-
PO124186822	Tendable Inspection & Audit Application Software	Tendable	Tendable Inspection & Audit Application Software	WAQ - Computer Software Licences	Joan Mathews	Digital	16/11/2023	15/11/2024	12 Months	Yes	12 months	£	137,430.00	£ 137,430.00
NS6/26012102	Mobile Voice and Data Services	Telefonica UK	Mobile Voice and Data Services	WAQ - Computer Software Licences	Leanne Fearnemough	Digital	31/01/2021	31/01/2023	24 Months	No	N/A	Activity based	0	
Aintree Framework	Decontamination Services	Steris	Decontamination Services	MFB -Decontamination Equipment	David MacMillan	Estates & Facilities	01/06/2019	30/11/2022			12 months	£	550,000.00	£ 183,333.33
HTE	Provision of Payroll Services	St Helens & Knowsley NHS Foundation Trust	Provision of Payroll Services	ZWE - Finance Accounting Payroll & Payment Services	Peter Cook	Workforce	01/10/2022	30/09/2024	12 months	All extensions used	N/A	£	170,000.00	£ 85,000.00
HTE project ref: FTS Ref No 2021/S 000-022883 Lot1	Provision of Clinical Waste Disposal Services	SRCL Ltd t/a Stericycle	Provision of Clinical Waste Disposal Services	MXK - Contract Waste Disposal Services	Sharon Hindley	Estates & Facilities	23/04/2022	22/04/2025	60 months	Yes	24 months	£	840,000.00	£ 280,000.00
N/A	Somerset Cancer Register	Somerset NHS Foundation Trust	Somerset Cancer Registry system support	WAQ - Computer Software Licences	Lisa Edwards	Digital	01/04/2023	31/03/2024	12 months	No	N/A	£	24,404.40	£ 24,404.40
N/A	Implementation, Access and Ongoing support for Social Value Portal platform	Social Value Portal Ltd	Implementation, Access and Ongoing support for Social Value Portal platform	WAQ - Computer Software Licences	Jonathan Develing	Digital	06/01/2023	06/01/2026	36 months	Yes	12 months	#REF!	0	
319_19	Staff Benefits	SME HCI Ltd t/a Vivup	Managed Services Platform and associated staff benefits	ZC - Staff Services	Peter Cook	Workforce	01/04/2021	31/03/2024	36 months	Yes	48 months	£	-	£ -
SBS Framework	Interpreter and Translation Services	Signalise	Interpreter and Translation Services (sign-language)	ZWV - Interpreting & Translation Services	Laura Allwood	Workforce	01/04/2023	31/08/2025	40 Months	No	N/A	Activity Based	0	
RBS-NHSFA-Lot 5						Medical Devices & Clinical Consumables								
n/a	CT Scanner	Siemens	Provision of a CT Scanner for LHCH	FBU - Other Medical & Surgical Equipment Purchases								#REF!	0	
Confidential Waste Destruction Services	Confidential Waste Destruction Services	Shred-It	Confidential Waste Destruction Services	WAR - Computer Software Off the Shelf Applications	Sharon Hindley	Estates & Facilities	10/08/2019	09/08/2022					£	-
LHC001	Expenses Health Services	Selenity Limited - Sofcat - Allocate	Expenses Health Services	WAR - Computer Software Off the Shelf Applications	Peter Cook	Workforce	01/10/2023	30/09/2026	36 months	No	N/A	£	4,644.00	£ 1,548.00
PO 124202563	Image Exchange Portal - Burn Bank	Sectra	Software and Support Services	WAQ - Computer Software Licences	David McCreavy	Digital	01/05/2022	12 month rolling			12 months	Activity based	0	
n/a	LHCH app	Schappit Ltd (trading as Piota Apps)	Mobile app and web app Content Management System (CMS)	WAR - Computer Software Off the Shelf Applications	Jonathan Develing	Digital	01/05/2020	30/04/2023	36 months	No	N/A	£	6,000.00	£ 2,000.00
n/a	Salad Money	Salad Money	Staff loans	ZCJ - Staff Legal Services & Fees General	Peter Cook	Workforce	09/11/2020	n/a	n/a	No	12 month rolling	#REF!	0	
NHS SBS														
15/CW/ZWD/8846/08	Off site Medical Records Storage	Restore	Offsite document storage and destruction	FII - Paper Clinical Recording - ECG Diagnostic & Imaging	Wyn Taylor	Estates & Facilities	27/02/2020	26/02/2024			N/A	Information not held - transactional costs	0	
n/a	Lone Worker Devices	Reliance Protect	Provision of lone worker device monitoring equipment	WAR - Computer Software Off the Shelf Applications	Elaine Gossages	Estates & Facilities	01/05/2020	30/04/2025			N/A	£	29,904.00	£ 5,980.80
CCS Framework	Travel Management Services	Redfern/CTM Travel	Travel services	ZKS - Travel Services	Steve Doran	Estates & Facilities	01/04/2013	31/03/2023			12 month rolling		£	-
Radiology Services	Radiology Services	Radiology Management Solutions (RMS)	Clinical Staffing	ZOE - Contractual Clinical Services	Denise Golder	Medical Devices & Clinical Consumables	01/10/2020	30/09/2022	24 months	Yes	24 months	Activity based (rate per hour)	0	
n/a	Topcat Temperature Monitoring System	Promatika	Support for drug fridge temperature monitoring	PHN - Pressure & Temperature Recorders	Danny Forrest	Medical Devices & Clinical Consumables							0	
T/0183	Modular Building Hire	Portakabin	Modular Building Hire	PTW - Mobile Buildings	James Bradley	Estates & Facilities	01/02/2020	31/01/2025			N/A	£	559,634.40	£ 111,926.88
n/a	Supply of Direct Engagement and Associated Services	Plus Us	Supply of Direct Engagement and Associated Services	ZL - Agency Staffing	Peter Cook	Workforce	TBC	TBC	n/a	No	N/A	#REF!	0	
N/A	Provision of Picture Archiving Communication System Managed Service (PACS)	Phillips Healthcare	Provision of Picture Archiving Communication System Managed Service (PACS)	WA - Computer Hardware & Software	David McCreavy	Digital	01/07/2023	30/06/2033	120 months	Yes	60 months	£	1,410,758.40	£ 141,075.84
n/a	Inventory Management System	Omniceitl UK Ltd	Inventory Management System and Software Support Services	ZWT - Data Analysis services	Delyn Evans	Estates & Facilities		29/09/2026	60 months	No	N/A	£	35,000.00	£ 277.78
n/a	Nuvair	Nuvair	Telemedicine - Spirometer and associated mobile app	FJA - Acute care monitoring units & related products	Jonathan Mathews	Medical Devices & Clinical Consumables	01/10/2022	30/09/2025	36 months	No	N/A	£	130,000.00	£ 43,333.33
2016/S 080-141312	Provision of Finance/Procurement System software and support services	NHS Shared Business Service (NHS SBS)	Provision of Finance/Procurement System software and support services	ZWB - Purchasing & Procurement Services NHS	Karen Edge	Digital	01/04/2020	31/03/2026	72 months	Yes	4 x 12 months	£	1,250,000.00	£ 208,333.33
n/a	Recruitment Services	NHS Jobs	recruitment services	ZWH - Recruitment Advertising Services	Peter Cook	Workforce	n/a	n/a	n/a	No	N/A		0	
PO 124182897	Radiology Maintenance Services	Mount International United Services	Service and maintenance of radiology equipment	JMX - Radiotherapy Equipment Maintenance	David McCreavy	Medical Devices & Clinical Consumables	01/04/2020	31/03/2023			12 months	£	175,000.00	£ 58,333.33
n/a	Surgical Gloves Lot 2	Molnlycke	Pricing Agreement (C&M) based on Usage		Pat Routledge	Medical Devices & Clinical Consumables	01/09/2022	31/08/2024	24 months				£	-
N/A	Internal Audit Services - SBS/16/PC/ZY/8952	Mersey Internal Audit Agency (MIAA) (via Liverpool University Hospitals NHS Foundation Trust)	Internal Audit Services - SBS/16/PC/ZY/8952	ZYG - Audit Fees Internal	Karen Edge	Workforce	01/04/2020	31/03/2024	48 months	No	N/A	#REF!	0	
n/a	EAP Services	Mersey Care	Staff Support (Wellbeing) Services	ZC - Staff Services	Peter Cook	Workforce	01/11/2016	31/08/2022	72 months	Yes	12 month rolling	£	7,437.00	£ 1,239.50
n/a	Pharmacy Secure Courier Service	Merlin	Courier services	ZXK - Courier Services	Graham Holland	Estates & Facilities	02/07/2019	01/07/2022	36 months	Yes	24 months	Information Not Held – Transactional Costs	0	
n/a	ICD Device Monitoring (Care Link)	Medtronic	Clinical Monitoring Services	FJA - Acute care monitoring units & related products	Sue Hughes	Medical Devices & Clinical Consumables	01/04/2020	rolling contract					0	
T/0162	Catering Services	Medirent	Catering services	MMA - Contract Catering Services	Sharon Hindley	Estates & Facilities	01/10/2018	30/09/2025	60 months	All extensions used	N/A	£	6,720,000.00	£ 960,000.00
352564-2011-EN	Provision of Radiology Information System (RIS)	Magentus Software	Provision of Radiology Information System (RIS)	WAE - Managed Support and Licenses	David McCreavy	Digital	01/07/2022	30/06/2027	60 months	Yes	60 months	#REF!	0	
PO 124146546	Rhapsody Integration Engine	Lyniate - Interoperability Health (UK) Ltd	Integration Engine software licencing, training and support & maintenance	WAQ - Computer Software Licences	Ian Gilbertson	Digital	05/09/2022	04/09/2026	48 months	Yes	12 months	£	45,070.00	£ 11,267.50
PO 124196886	Blue Cherry Spirostik	Love Medical	Clinical Software Support	WAQ - Computer Software Licences	Dot Price	Digital	24/09/2023	23/09/2024	12 months	No	N/A	£	12,225.00	£ 12,225.00
n/a	Logex costing subscription	Logex Healthcare Analytics	Financial control subscription		Mike Harding	Digital	01/01/2021	31/12/2024	48 months	No	N/A	#REF!	0	
n/a	Lloyds Pharmacy Homecare	Lloyds Pharmacy Clinical Homecare Ltd	Dispense and delivery of medicines	DRV - Pharmacy home delivery	Graham Holland	Medical Devices & Clinical Consumables	27/11/2019	rolling contract			N/A	Activity based	0	
RM6174	Multi-Function Devices	Konica Minolta	Multi-Function Devices Managed Print Services	WAL - Peripherals Printers Plotters & Multifunctional Printer / Copiers	Dave Reilly	Digital	01/07/2023	30/06/2028	60 months	No	N/A	£	179,745.20	£ 35,949.04
N/A	Wound closure (Sutures) Access Agreement (NPM)	J&J	Sutures and associated	FXK - Sutures	Pat Routledge	Medical Devices & Clinical Consumables	15/05/2023	14/05/2027	48 months	No	N/A	#REF!	0	
N/A	Isia Surveillance Solution	IsiaCare Ltd	Provision of Isia Surveillance Solution	WAR - Computer Software Off the Shelf Applications	Ian Gilbertson	Digital	03/08/2022	01/08/2024	12 months	All extensions used	12 months	£	18,000.00	£ 9,000.00
PO 124203431	Zio	iRhythm	ECG device	FII - Paper Clinical Recording - ECG Diagnostic & Imaging	Janet Beukers	Medical Devices & Clinical Consumables	13/02/2023	12/02/2025		Yes	36 months	Activity based	0	
N/A	Provision of Radiation Protection Services	Integrated Radiological Services	Provision of Radiation Protection Services	ZOC - Healthcare Services from Commercial Sector	Denise Golder	Workforce	01/04/2023	31/03/2024	12 Months	No	N/A	#REF!	0	

PO124197955	Network Infrastructure Support/Maintenance - CISCO	Intercity Technology Ltd	Network Infrastructure Support Services	WAY - Computer Link Sevices Communications Networks	David Reilly	Digital	01/01/2023	31/03/2024	12 months	No	N/A	#REF!	0		
PO124189160	Equip Risk Management Software and Support (New System - Implementation underway)	Integra (e-Quip) Limited	Asset management system	WAQ - Computer Software Licences	David Harrison	Digital	01/04/2021	31/03/2024	36 months	No	N/A	£	18,362.00	£	6,120.67
N/A		Insight Direct UK Ltd (InPhase)	Risk Management Software and Support (New System - Implementation underway)	WAQ - Computer Software Licences	Helen Martin	Digital	31/12/2022	30/12/2027	60 months	No	N/A	#REF!	0		
N/A	Design, Development, Support and Hosting of Trust Website & Intranet	Insight Direct UK Ltd (Cube Creative)	Design, Development, Support and Hosting of Trust Website & Intranet	WAA - Website Development and Maintenance	Ian Gilbertson	Digital	01/03/2023	29/02/2028	60 months	No	N/A	#REF!	0		
HTE-005705	Framework Access Agreement for Hardware & Software (ICT Solutions 2019)	Insight Direct (UK) Ltd	Framework Access Agreement for Hardware & Software (ICT Solutions 2019)	WAR - Computer Software Off the Shelf Applications	Dave Reilly	Digital	01/10/2019	31/12/2023	48 months	No	N/A	#REF!	0		
N/A	OnBase Software Subscription	Hyland Software	OnBase Software Subscription	WAQ - Computer Software Licences	Ian Gilbertson	Digital	31/05/2022	30/05/2025	36 months	No	N/A	#REF!	0		
N/A	Legal Services	Hill Dickinson	Provision of Legal Services	ZWS - Legal Services Non Staff Related	Peter Cook	Workforce						#REF!	0		
PO 124190995	Access Control Security Passes	Helix Ltd (EQUIPMENT/SUPPORT) / TDSI	Door access control service and maintenance	WAQ - Computer Software Licences	Brian Cowan	Estates & Facilities	01/04/2021	31/03/2022			N/A	£	3,044.63	£	3,044.63
n/a	Heart and Lung Checks	Heart and Lung Health Limited	Provision of specialised reporting for heart and lung checks - south sefton and st helens & knowlesley contract. URN HELU/B/RBQ/44911	ZPS - NHS Healthcare Services - Other Purchased Healthcare	Darren McGuiness	Medical Devices & Clinical Consumables		31/03/2026	48 months			£1,400,000	£	11,111.11	
n/a	LHC_HC_200821 G-cloud framework reference RM1557	Healthcare Communications UK Limited	Digital Letters, Appointment reminders trust wide and the patient communications for the TLHC.	ZXF -Purchase Subscriptions Journals Periodicals Electronic Journals & Databases	Ian Gilbertson	Digital	01/01/2022	31/12/2025	36 months	Yes	12 months	£	905,136.20	£	301,712.07
n/a	Total Workforce Solutions (TWS II)	Health Trust Europe	Access to framework for Agency rates	ZL - Agency Staffing	Peter Cook	Workforce	26/04/2021	24/01/2025	24 months	All extensions used	N/A	£	-	£	-
DN621024	Provision of External Audit Services	Grant Thornton LLP	Provision of External Audit Services	ZYH - Audit Fees External Non Statutory	Karen Edge	Workforce	01/10/2022	30/09/2025	36 months	Yes	2 x 12 months	#REF!	0		
N/A	Provision of Anaesthetic, Perfusion and Critical Care System	GE Healthcare	Provision of Anaesthetic, Perfusion and Critical Care System	WAR - Computer Software Off the Shelf Applications	Ian Gilbertson	Digital	29/03/2023	28/03/2028	60 months	Yes	60 months	#REF!	0		
PO 124191045	Digital Dictation; Support and Maintenance Services; Outsourced Transcription	G2 Speech	Digital Dictation Software and Support Services	WAQ - Computer Software Licences	Ian Gilbertson	Digital	30/06/2020	30/09/2023		No	N/A	£	5,780.56	£	1,926.85
2018/S 003-002826 (NHS-RDY-19-AK00072)	Haemofiltration Equipment and Consumables	Fresenius Medical Care/ NHS Supply Chain	Haemofiltration Equipment Service Support and Consumables	FBF - General Medical Surgical Equipment Haemofiltration Tracheostomy Tubes Medical Pulp Products	Kirsty Dudley	Medical Devices & Clinical Consumables	01/12/2019	30/11/2024			N/A	£	770,000.00	£	154,000.00
n/a	Pharmacy Secure Courier Service	ERS	Courier services	ZXK - Courier Services	Graham Holland	Estates & Facilities	01/10/2021	30/09/2023	24 months	Yes	36 months	£	27,679.05	£	13,839.53
NHS SBS Framework Agreement for the Provision of Healthcare Clinical Information Services	Community Electronic Patient Record Support Services	EMIS	Electronic patient record system and maintenance	WAR - Computer Software Off the Shelf Applications	Derrin Nez	Digital	21/12/2017	21/12/2022	60 months	Yes	24 months	£	574,692.00	£	114,938.40
1/0207	Pharmacy System Software and Support	EMIS	Clinical software	WAQ - Computer Software Licences	Danny Forrest	Digital	01/04/2022	31/03/2024	84 months	Yes	12 months	£	170,000.00	£	85,000.00
COCH framework	Linens and Laundry Services	Elis UK Limited	Linens and Laundry Services	WAR - Computer Software Off the Shelf Applications	Sharon Hindley	Estates & Facilities	01/04/2022	30/03/2025	36 months	Yes	24 months	£	1,195,000.00	£	398,333.33
n/a	Text Messaging Services	EE Limited	Text Messaging Services	WFD - Call Charges	Diane Batey	Digital	17/12/2015	31/03/2024	36 months	No	12 month rolling	£	1,500.00	£	166.67
n/a	Childcare Vouchers	Edenred Ltd	Childcare vouchers	ZC - Staff Services	Peter Cook	Workforce	12/12/2022	12/12/2025	36 months	Yes	12 months	£	-	£	-
n/a	Fuel Tank Replacement	Dieselec Thistle Generators Ltd	Fuel Tank Replacement	LAK - Oil Boiler & Heating Fuel	Joe Astley	Estates & Facilities	01/08/2023	01/03/2024	7 months	No	N/A	#REF!	0		
Ref: 000009	Risk Management Software and Support	Datix/Allocate	Risk management system and support services	WAQ - Computer Software Licences	Helen Martin	Digital	01/08/2015	30/11/2023	36 months	No	N/A	#REF!	0		
SBS framework RBS-NHSFA-Lot1															
RBS-NHSFA-Lot 4	Interpretation and Translation Services for D/deaf and Deafblind people	DA Languages Ltd	Interpretation and Translation Services for D/deaf and Deafblind people	ZWV - Interpreting & Translation Services	Laura Allwood	Workforce	03/05/2022	02/05/2025	36 Months	No	N/A	Activity based	0		
N/A	Provision of spoken language interpreters including face to face, via telephone-booked and on-demand, 2- & 3-way video booked and on-demand	DA Languages Ltd	Provision of spoken language interpreters including face to face, via telephone- booked and on-demand, 2- & 3-way video booked and on-demand	ZWV - Interpreting & Translation Services	Laura Allwood	Workforce	03/05/2022	02/05/2025	36 Months	No	N/A	Activity Based	0		
n/a	Shinyminids app	Cynergy 1/a Shinyminids	Mobile app and web app Content Management System (CMS)	WAR - Computer Software Off the Shelf Applications	Peter Cook	workforce	n/a	n/a	n/a	No	N/A	#REF!	0		
n/a	Provision of Valuation Services	Cushman & Wakefield Debenham Tie Leung Limited	Project & Development Services Depreciated Replacement Cost Valuation	PZQ - Valuers & Surveyors Services	Jing Ma	Estates & Facilities	15/10/2022	rolling	6 months	No	N/A	£21,000	0		
n/a	ICT equipment for disposal	Computer Disposals Limited (CDL)	Secure ICT disposal services	MKK - Contract Waste disposal services	Dave Reilly	Estates & Facilities	08/09/2020	07/09/2023	36 months	Yes	24 months	Activity based (rate per equipment type)	0		
HTE-005704	Framework Access Agreement for Hardware & Software (ICT Solutions 2019)	Computercenter	Framework Access Agreement for Hardware & Software (ICT Solutions 2019)	WAR - Computer Software Off the Shelf Applications	Dave Reilly	Digital	01/10/2019	31/12/2023	48 months	No	N/A	#REF!	0		
n/a	Targeted Lung Checks	Cobalt	Targeted Lung Checks	FJ - Diagnostics Monitoring		Estates & Facilities	19/12/2022	18/12/2023	12 months	Yes	12 months	#REF!	0		
n/a	Clickview	ClickHealth Solutions	Finance Software Services	WAQ - Computer Software Licences	Mike Harding	Digital	01/07/2020	30/06/2022	24 months	No	N/A	£	12,129.00	£	6,064.50
RM3821	Provision of Civica Declare Platform	Civica UK Ltd	Provision of Conflict of Interest Software	WAR - Computer Software Off the Shelf Applications	Nusaiba Hannan	Digital	01/04/2023	31/03/2025	24 months	Yes	24 months	£	7,440.00	£	3,720.00
RM3821	Provision of Civica Engage Membership Platform	Civica UK Ltd	Provision of Civica Engage Membership Database Platform	WAR - Computer Software Off the Shelf Applications	Matthew Back/Gill Donnelly	Digital	01/04/2023	31/03/2025	24 months	Yes	24 months	£	8,160.00	£	4,080.00
N/A	Provision of licences for LogPoint Security Incident & Event Management (CORE SIEM Enterprise Local Government)	Chess ICT Ltd	Provision of licences for LogPoint Security Incident & Event Management (CORE SIEM Enterprise Local Government)	WAQ - Computer Software Licences	Dave Riley	Digital	14/03/2023	13/03/2024	12 Months	Yes	12 months	#REF!	0		
N/A	Provision of Direct Mailing Services	Character Mailing Services Ltd	Provision of Direct Mailing Services	WKD - Mailing & Post Room Packing	Mary Liley	Estates & Facilities	24/10/2023	23/10/2028	60 months	Yes	60 months	#REF!	0		
HTE-005703	Framework Access Agreement for Hardware & Software (ICT Solutions 2019)	CDW Ltd	Framework Access Agreement for Hardware & Software (ICT Solutions 2019)	WAR - Computer Software Off the Shelf Applications	Dave Reilly	Digital	01/10/2019	31/12/2023	48 months	No	N/A	#REF!	0		
n/a	Cath Lab Scheduling Software	Care Cube Solutions Ltd	Clinical Software	WAQ - Computer Software Licences	Jonathan Mathews	Digital	11/12/2017	10/12/2022	60 months	No	N/A	£	-	£	-
N/A	TH Genius	Cardinal	Temperature probe cover	FJQ - Thermometer Patient	Dave Harrison	Medical Devices & Clinical Consumables	11/04/2023	10/04/2024	12	Yes	24 months		£	-	
ICD Device Monitoring (Latitude)	Monitoring Services	Boston Scientific	Clinical Monitoring Services	FJA - Acute care monitoring units & related products	Sue Hughes	Medical Devices & Clinical Consumables	01/04/2020	n/a			12 month rolling	#REF!	0		
SBS/20/SM/WCC/9423 Block 4 Tender ref: DLS81206	Digital Dictation	Bluewire Technologies	Software and Support Services	WAV - Computer Software Maintenance	Stephen Baily	Digital	01/04/2022	31/03/2027	60 Months	No	N/A	£	444,000.00	£	88,800.00
NHSE Framework	Video Conferencing	Attend Anywhere	Video conferencing	WAY - Computer Link Services Communications networks	Stephen Baily	Digital	01/04/2022	31/03/2024	24 Months		N/A	#REF!	0		
N/A	The provision services in relation to electronic Disclosure and Barring Service (eDBS) check services Software-as-a-Service (SaaS)	Atlantic Data Ltd	The provision services in relation to electronic Disclosure and Barring Service (eDBS) check services Software-as-a-Service (SaaS)	WAQ - Computer Software Licences	Peter Cook	Workforce	25/11/2022	24/11/2024	24 months	Yes	2 x 12 months	#REF!	0		
NHS SBS Framework Agreement for the Provision of Healthcare Clinical Information Services	Electronic Patient Record Support Services	Altera Healthcare IT UK Limited (previously Allscripts)	Electronic Patient Record Support Services	WAR - Computer Software Off the Shelf Applications	Ian Gilbertson	Digital	22/06/2017	31/05/2025	60 months	All extensions used	N/A	£	1,917,665.00	£	239,708.13
LHC001151220	Instant Pay	Allocate / Wagestream	Wage / salary streaming app	WAR - Computer Software Off the Shelf Applications	Peter Cook	Workforce	01/01/2021	31/12/2025	48 months	No	N/A	#REF!	0		
			Rostering Software and Services:- HealthRoster SaaS Licence BankStaff SaaS Licence Rota SaaS Licence eJobPlan (Medics) SaaS Licence eJobPlan (Non-Medics) SaaS Licence MedicAppraisal SaaS Licence MedicOnDuty SaaS Licence SMS Subscription (Tariff 1)												
HSSF LHC00124092021	E-Rostering	Allocate	SMS Text Bundle	WAQ - Computer Software Licences	Peter Cook	Workforce	01/10/2021	30/09/2024	24 months	All extensions used	n/a	#REF!	0		
n/a	Lift service and maintenance	Allied Lift Services Ltd	Lift service and maintenance	WAR - Computer Software Off the Shelf Applications	Adam Hope	Estates & Facilities	01/04/2019	rolling contract			N/A	#REF!	0		
PO 124199045		Alder Hey Children's NHS Foundation Trust	Provision of digital services including service desk, voice & data, infrastructure, clinical imaging, clinical systems support & development, data & BI, and IG & Medical Records												
PO 124194152	iDigital Service	NHS Foundation Trust (Digital)		WAR - Computer Software Off the Shelf Applications	Ian Gilbertson	Digital	01/04/2023	31/03/2024	12 months	Yes	N/A	£	5,009,539.00	£	5,009,539.00

COSHH Management Services	COSHH Management	Alcumus Sypol Limited	Provision of risk management services	WAQ - Computer Software Licences	Helen Martin	Estates & Facilities	01/07/2019	30/06/2024	60 months	No	N/A	£	24,000.00	£	4,800.00
T/0217	ICS Clinical Information System (PAS)	Alcidion UK Ltd (previously Silverlink Software)	Patient Administration System and Support Services	ZXF -Purchase Subscriptions Journals Periodicals Electronic Journals & Databases	Ian Gilbertson	Digital	01/10/2015	31/03/2025	84 months	No	N/A	£	2,252,741.00	£	225,274.10
LPP	Off site Data Centre - Clinical and Digital Information Systems Framework (CDIS)	Aimes	Off site Data Centre - Clinical and Digital Information Systems Services	ZWT - Data Analysis services	Leanne Fearnehough	Digital	01/05/2018	31/03/2023	60 months		12 months	£	300,000.00	£	60,000.00
N/A	Heart and Lung Check CT Nodule AI Software	Aidence BV	Heart and Lung Check CT Nodule AI Software	WAQ - Computer Software Licences	Darren McGuiness	Digital	13/07/2023	31/03/2026	36 months	No	N/a	#REF!	0		
N/A	Advise Inc Platform	Advise Inc	Provision of Advise Inc Data Platform	WAQ - Computer Software Licences	Katie Tootill	Digital	13/03/2023	12/03/2026	36 months	Yes	12 months	#REF!	0		
PO 124198056	3M Medicode	3M United Kingdom plc	3M Medicode	WAQ - Computer Software Licences	Angie Cumber	Medical Devices & Clinical Consumables	12/12/2021	11/12/2022	12 months	No	12 months	£	6,755.00	£	6,755.00
CPP2333	Patient Temperature Management	3M UK	Supply of Patient Warming Consumables	FBK - Patient Warming Consumables	N/A	Medical Devices & Clinical Consumables	01/02/2023	31/01/2024	12 months	No	N/A	#REF!	0		
n/a	Dr Foster Software	Telstra Health UK	Dr Foster Software	WAR - Computer Software Off the Shelf Applications	Ian Gilbertson	Digital	01/06/2022	31/05/2025	36 months	No	N/A	#REF!	0		
DN677965	Lift Replacement Programme (Lifts 2 & 4)	Lift & Engineering	Lift Replacement Programme (Lifts 2 & 4)	PZE - Minor Works	Paul Jackson	Estates & Facilities	07/11/2023	01/07/2024	8 months estimated	No	n/a	#REF!	0		
DN681604	Roofing Repair Works	BBR Roofing Ltd	Roofing Repair Works	PZ - Building & Engineering Services	Neil Hawkey	Estates & Facilities	28/11/2023	31/03/2024	4 months	No	N/A	#REF!	0		
N/A	OnBase Subscription License	Hyland Software Solutions UK Ltd	OnBase Subscription License	WAQ - Computer Software Licences	Ian Gilbertson	Digital	19/12/2023	18/12/2026	36 Months	No	N/A	#REF!	0		



Procurement Strategy



Contents

Foreword	4
Strategic context	6
Scope	8
Structure and responsibilities	10
Current procurement position	12
Vision	13
Aims, objectives and initiatives	14

Appendix A

Procurement	18
Quality/cost improvement programme (CIP) and cost reduction	20
Enhance and strengthen contractual management	22
Capital programme	23
Maintenance contracts	24
Procurement department profile	25
E-development	26
Joint working and collaboration	28
Inventory management	29
Innovation	30
Best practice, standards, and guidance	31
Continued professional development	32
Sustainability and social value	34

Foreword

Health Procurement Liverpool (HPL) is a collaborative support function established in 2021 to provide procurement services to four specialist NHS Foundation Trusts within the Merseyside region. The four participating organisations are Alder Hey Children's NHS Foundation Trust, The Clatterbridge Cancer Centre NHS Foundation Trust, Liverpool Heart and Chest Hospital NHS Foundation Trust and The Walton Centre NHS Foundation Trust (hereinafter referred to as the "Member Trusts").

HPL is currently hosted by The Walton Centre and is overseen by a Procurement Board comprising of Chief Finance Officers from each Member Trust.

HPL was created in April 2021 and over the last two years, through consultation, has successfully integrated four individual Procurement services to create a single shared function which now supports all organisations.

Our HPL service is the first of its kind in Liverpool and the work we have undertaken to date will drive and deliver benefits for our wider systems. We are a team of like-minded procurement professionals who are simply passionate about healthcare, and throughout all of our procurement processes have patients at the heart of everything we do.

In bringing our skills and expertise together as one we have developed a more

resilient, responsive, and effective procurement service which is helping to drive and deliver enhanced quality, efficiency and value for money through collective procurement and professional management of our commercial arrangements.

The aim of Health Procurement Liverpool is to support, influence and manage the entire chain of supply from demand through to consumption and disposal, ensuring the lowest total cost of ownership associated with goods and service, whilst at the same time ensuring the highest standards of quality patient care are delivered through embracing innovations.

Our category management approach allows us to share best practice, drive economies of scale through collaboration and ensure commercial arrangements across our partner organisations are

delivered in a consistent way.

Our structure allows us to do things once and do them well, which reduces cost and time not only for our organisations but also our suppliers.

Best practice procurement will support our Member Trusts in delivering high quality patient care by promoting collaboration between internal customers and our suppliers as well as with other NHS organisations across our integrated care system (ICS) where it benefits to do so. Our strategy will help strengthen and promote teamwork, outline effective procurement processes, and support the development of staff involved in purchasing and supply activity.

Maximum benefits will be achieved through the active participation of all concerned and the application of necessary processes and resources required to facilitate this which are clearly defined within the strategy.



Alder Hey Children's
NHS Foundation Trust



**The Clatterbridge
Cancer Centre**
NHS Foundation Trust



**Liverpool Heart and
Chest Hospital**
NHS Foundation Trust



The Walton Centre
NHS Foundation Trust

Our strategy covers a three-year period and will be measured quarterly via progress updates and performance dashboards which will be developed to reflect our strategic objectives. HPL performance and progress will be reported into member organisations and our Procurement Board on a regular basis, to ensure transparency and accountability of delivery.

As we continue to develop and grow our service we have listened to our clinical and business colleagues to ensure our procurement focus and strategic direction is fully meeting the needs and expectations of our patients and colleagues across member organisations.

The procurement strategy has been developed to support the respective missions of each Member Trust of high quality of treatment, care and patient experience whilst also considering and addressing national procurement agendas.



Mike Burns,
Chief Finance Officer,
The Walton Centre
NHS Foundation Trust



Karen Edge,
Chief Finance Officer,
Liverpool Heart
and Chest Hospital
NHS Foundation Trust



John Grinnell,
Chief Finance Officer
and Deputy CEO,
Alder Hey Children's
NHS Foundation Trust



James Thomson,
Director of Finance,
The Clatterbridge
Cancer Centre
NHS Foundation Trust

Strategic context

This strategy sets out the strategic aims and ambitions for Health Procurement Liverpool over the next three years.

The strategy has been developed in consultation with colleagues and considers all current and previous government publications which set out actions for improving and developing procurement in the NHS.

Our ambition is to create a modern, effective, and efficient procurement function, which supports innovation and delivers the highest quality patient care.

A report by Lord Carter of Coles relating to the review of productivity in NHS Hospitals (June 2015) also highlighted Procurement as an enabler to deliver efficiencies and savings for everyday consumables, high value medical devices and common goods and services.

This report is still relevant with the metrics and measures from the Carter review now reported through Model Hospital. Subsequent initiatives, including the Procurement Target Operating Model (PTOM) and development of the Government Commercial Function (GCF) have provided further national guidance over recent years, which will influence the way in which procurement services are delivered going forwards.

In addition, the creation and development of Integrated Care Services (ICS) will drive collaboration across the system with system-based working during the pandemic bringing Procurement teams closer together.

Health Procurement Liverpool will embrace and build upon the above by creating a shared Procurement function that will allow further growth of Procurement collaboration across our system. Our Procurement Strategy has been developed in line with all relevant previous government publications, the Carter report, respective Member Trusts' Finance and Procurement plans and the Member Trusts' respective strategies. The procurement strategy will also ensure that each Member organisations' visions, values, and goals are incorporated.

Our ambition is:

“to create a modern, effective, and efficient procurement function, which supports innovation and delivers the highest quality patient care.”

Health Procurement Liverpool recognises that proper management of the supply chain is essential to the efficiency and effectiveness of clinical and support services. Patient care depends on the assured and timely availability of appropriate 'fit for purpose' equipment and services and our strategy will set out plans to achieve this by:



Extending the **range of goods and services** influenced by the procurement function.



Improving **purchasing performance** including the scope for product standardisation, supplier rationalisation and demand management.



Reducing potential clinical risks associated with the use of equipment and consumables by **standardising** on fewer different makes of products as far as possible, involving clinicians and other users in product selection.



Improve inventory management **ordering, storage, and stock holding** within each Member Trust.



Monitor consumable **usage and identify patterns** to support demand management;



Further **develop relationships** with the Department of Health and Social Care (DHSC), Supply Chain Coordination Limited (SCCL), Central Commercial Function (CCF), the Cheshire

and Merseyside (C&M) Integrated Care System (ICS) and other external collaborative Procurement partners and Innovation Agencies to maximise purchasing power, embrace innovation and ensure best procurement practice.



Build on relationships with NHS Trusts regionally and nationally that provide a similar specialist service (e.g., hospitals dedicated to relevant clinical specialties: cancer, paediatrics, neurology or cardiothoracic) or acute Trusts with large units specialising in these clinical areas to **collaborate on procurement where possible** to achieve cost efficiencies and standardisation.



Promote **professional staff training and development**, including but not limited to engagement with Procurement Skills Development (PSD), the GCF and the National Standards for Procurement.



Enhance **data quality and systems** to help inform better commercial decision making and real time reporting.

Scope

HPL Trusts are bound by statutory and mandatory public procurement regulations and the various requirements of probity and corporate governance. It is therefore, appropriate to reaffirm that each of the Member Trusts' supply activities must be carried out in accordance with statutory requirements and in compliance with their respective Standing Financial Instructions (SFIs) and Schemes of Reservation and Delegation (SoRD).

Health Procurement Liverpool has analysed each Member Trusts' non-pay expenditure from accounts payable invoices 21/22 and have determined that a total of c.£170 million (inc. VAT) is influenceable by Procurement. This includes spend with NHS Supply Chain, High Cost Tariff Excluded Devices (inc. HCTED) but the above does not include, capital expenditure, spend on blood products, pharmaceuticals, or expenditure with other NHS/public sector bodies.

Over the next three years Health Procurement Liverpool will be responsible for the procurement of c.£510 million (inc. VAT) of goods and services across its four Member Trusts.

Currently not all the Member Trusts' total non-pay expenditure passes through Health Procurement Liverpool (as some transactions take place via non-purchase order).

On-going work will be undertaken to investigate all non-pay expenditure channelled via the non-purchase order route and a process will be introduced to transact all spend where possible via purchase order and via a catalogue across Member Trusts.

This strategy encompasses all influenceable non-pay expenditure for goods and services, including areas not historically influenced by procurement e.g., some estates and IT procurements, but does not include spend on blood products, pharmaceuticals, or expenditure with other NHS/ public sector bodies.

The strategy is concerned with the effective management and constant improvement of purchasing and supply activity including acquisition and full life cycle costs.

The strategy also encompasses areas of development and improvement that will ensure the continued growth of the procurement function in support of enhanced collaborative working across our Integrated Care Board (ICB).

a total of
c.£170 million (inc. VAT)
is influenceable by Procurement

Such areas may include income generation via commercial arrangements which Health Procurement Liverpool may agree with external organisations (e.g., potential hosting of frameworks by acting as a contracting authority “host”) or providing services to other bodies who may require specialist support from a professional procurement function, either on an interim basis or under a more longer-term arrangement. Any opportunity will be assessed as they arise to determine whether it is appropriate for HPL to provide a service.



The Health Procurement Liverpool strategy supports each of the Member Trusts’ wider strategies with a close link to financial health and commercial development.



The procurement strategic aims ensure that each wider Trust’s goals and ambitions are reflected in all our procurement related activities.



Health Procurement Liverpool is underpinned by each Member Trust’s core values with a commitment to encompass these values and principles into our procurement and commercial activity.



The continued development of Health Procurement Liverpool will support each of the Member Trusts’ strategic objectives by ensuring that the right products and services are available at the right time, demonstrating value for money and supporting clinicians in the delivery of service, therefore contributing to improved patient care and outcomes.

Structure and responsibilities

Health Procurement Liverpool should be viewed as an integral part of each Member Trust and will be led by the Chief Procurement Officer who will:

- Manage the provision of a procurement service to each Member Trust.
 - Provide leadership to Health Procurement Liverpool ensuring compliance with up-to-date Public Procurement Legislation.
 - Provide professional advice and training in all aspects of procurement.
-

Responsibility for the management of the procurement function within each Member Trust is designated as follows:

Chief Executive:

Overall responsibility for ensuring procurement best practice.

Chief Finance Officer:

Delegated responsibilities as the Trust Board lead for Procurement.

Deputy Chief Finance Officer:

Responsibility to support and champion the procurement function within the organisation.

Non-Executive Director:

To sponsor the Procurement function and champion improved procurement within the organisation at Board level.

Chief Procurement Officer:

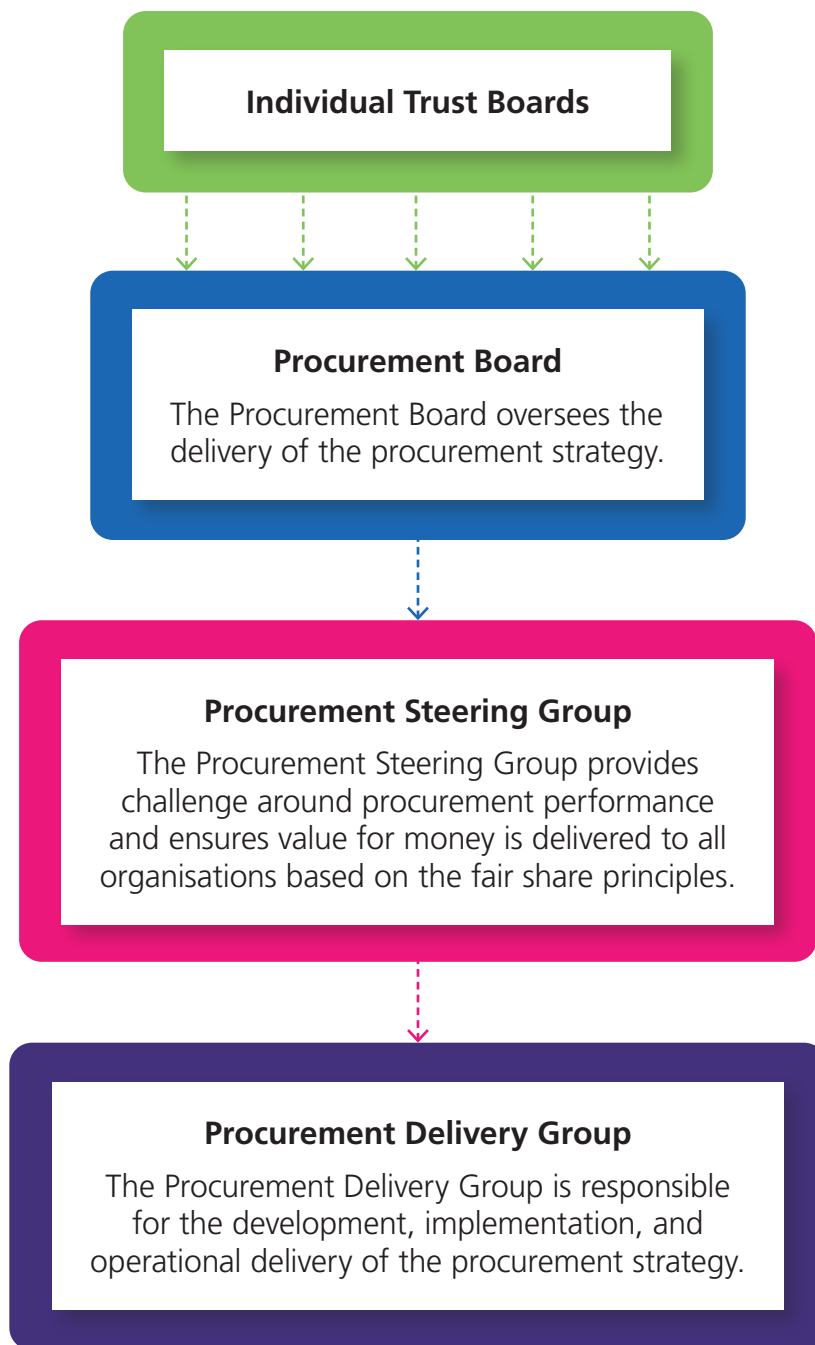
Responsible for the development of strategic and operational procurement performance, ensuring compliance with relevant legislation, Trust(s) Scheme of Reservation and Delegation/ Standing Financial Instructions and NHS policy guidance.

All Trust Managers:

Responsibility for ensuring that procurement is only carried out following consultation with the Procurement Department, and following the procedures and protocols set out within the Standing Financial Instructions and Scheme of Reservation and Delegation, complying with all appropriate policies and procedures relating to purchasing.

The HPL governance structure and partnership agreement has been agreed to help clearly define and lay out key principles to ensure ownership, transparency, accountability, and fair share across all Member Trusts.

Health Procurement Liverpool Governance Structure



Progress against the strategy will be reviewed by the HPL Delivery Group (HPL Senior Management Team) monthly, with any major variance to plan reported/escalated to the Procurement Steering Group and Procurement Board as required.

An annual procurement performance report will be provided to each Member Trust Board.

Current procurement position

Over recent months HPL have put in place the necessary foundations for our shared service and is now setting out its formal strategy which outlines how it will deliver the services to its Member Trusts going forwards (the “Procurement Strategy”).

To ensure the HPL strategy is fit for purpose and meets the needs of all Trusts and clinical colleagues, senior Procurement leads have engaged and consulted with stakeholders across all Member Trusts, via a series of engagement sessions.

This feedback has been invaluable and has shaped the key themes of this strategy (as set out in Appendix A) which provides a focus for the Procurement function over the next three years and will promote the development of an efficient and effective procurement service to all member organisations.

In addition to stakeholder feedback all local, regional, and national procurement requirements have been considered with the strategy also addressing the original objectives as set out in the Health Procurement Liverpool business case, to ensure all core requirements and outcomes relating to the shared service are fully achieved.

Our vision for Health Procurement Liverpool (HPL) is:

“ To develop a **world class** health procurement alliance which creates opportunities, delivers **excellence**, embraces **innovation** and maximises **value** to patient care, whilst ensuring financial sustainability. ”



Aims, objectives and initiatives

The key objectives of the procurement strategy are detailed below. Full details including the benefits and measures to each of these objectives can be reviewed in full detail within Appendix A.



Procurement

Procure all goods and services in the most sustainable and cost-effective way considering all activity that forms part of this process.



Cost/Quality improvement programme (QIP) and cost reduction

Identify opportunities for new contracts, contract reviews, maintenance arrangements and re-tendering opportunities to further develop relationships with key suppliers that will deliver efficiencies and contribute to the respective Member Trusts' CIP targets.

Consider new ways of working and undertake options appraisals in conjunction with the divisions and directorates across all Member Trusts to determine the best solution(s) and routes to market that supports value for money, promotes collaboration, maximises economies of scale, aggregates demand and reduces duplication.

In addition, it is the intention to highlight the added value that Health Procurement Liverpool can also deliver through price reduction/cost avoidance initiatives.



Enhance and strengthen contractual management

Identify with departments key suppliers/services which could be contract managed more effectively – formalise improved reviews of these contracts, using service levels were identified to ensure maximum value and quality of service delivery.



Capital programme

Ensure that procurement assistance will be present in the delivery of the capital programme for medical equipment and building/refurbishment works across all four Member Trusts and where possible develop future plans to deliver economies of scale.



Maintenance contracts

Ensure that maintenance contracts are fit for purpose, reviewed and cost efficiencies are maximised.



Procurement department profile

Raising the profile of HPL both internally in each Member Trust and externally, ensuring that HPL are actively engaged with other colleagues across the respective Member organisations and developing long term relationships to ensure the service is embedded as part of each of the Member Trusts' divisional and operational teams.

Continue to integrate the Procurement teams to share learning and develop a positive culture for HPL.



E-development

Robust systems are critical for effectively managing the procurement function and to produce timely and robust management information to provide greater intelligence on procurement decision making.

The HPL ambition is to maximise digitisation/automation of procurement activities across the alliance.



Joint working and collaboration

Work collaboratively with HPL partners, other Trusts, public sector organisations and procurement hubs to deliver efficiencies both in the procurement process and in the purchasing outcome.



Inventory management

Increase and develop the materials management service across the Member organisations, growing the number of product lines managed on wards and departments by the materials management team, ensuring stock levels are relevant and delivering a just in time service to reduce waste.

Implementing enhanced inventory management technologies that will support greater track and traceability of consumables and equipment across all HPL Trusts.



Innovation

Increase and encourage innovation as part of the procurement process, review current contracts and practices (internal and external) to promote innovation and look for innovative solutions and ways of working. Provide horizon scanning intelligence to clinical and business colleagues through our category management approach.



Best practice, standards and guidance

Adoption of key regional and national best practice to ensure HPL remains relevant and continues to be an efficient and effective service.

Aligning our local procurement activities to work in partnership with the Central Commercial Function (CCF), a team of commercial experts within the NHS England Commercial Directorate.



Continuing professional development

The development of staff is integral to the success of HPL in delivering a cost effective and professional procurement service to all Member Trusts. Working to ensure procurement standards are met and maintained. Offering career progression through a newly developed progressive procurement structure. Training and Development is important to our people and in ensuring staff feel valued, inclusive, and part of one HPL team.



Sustainability and social value

To promote sustainability and social value in procurement processes – Supporting the Trusts in playing their role as good Corporate Citizens.

HPL will promote and develop the sustainability and social value agenda and build all mandatory requirements into projects supported by and undertaken through procurement.



Appendix A – Objectives, benefits and measures

The HPL strategy seeks to influence all non-pay activity, from demand to disposal ensuring that value for money is achieved at all stages of the supply chain.



Strategic aim: **Procurement**

Procurement is the identification of need to the point of disposal including all related supply chain activities that need to be administered in a cost-effective manner whilst demonstrating value for money.

Objective: Procure all goods and services in the most cost-effective way considering all activity that forms part of this process. The intention is to ensure that the right product is available at the right time and in the right place for the right value in respect of all goods and services required for Member Trusts.

Objective

- Creation of a single consolidated HPL Contracts Database ensuring more proactive management of contract reviews and renewals.
- Identifying each supplier's strategic level of importance to the member organisations (including the creation of a supplier tiering structure).
- Drive contract compliance and uptake throughout the member Trusts.
- Establish a process of contract management and review of performance for contracts commensurate with their strategic importance to the organisation.
- Procure capital expenditure in line with the requirements of the Member Trusts' capital programmes.
- Undertake collaboration on contracts as appropriate across HPL and within the wider C&M ICS.
- Deliver the respective Member Trust's procurement CIP via implementation of the work plans established by the team and in conjunction with divisions/directorates and clinical business units.
- Embed all relevant policies and procedures issued by the CCF into HPL's operational processes.
- Ensure that NHS Terms and Conditions of Contract are used for all procurement transactions.

Benefits

- Increased contract coverage and control of expenditure.
- Increased control of contracts with contracts renewed in a timely and cost-effective manner.
- Improved supplier performance.
- Procurement acting as a professional partner working with budget holders to manage contracts more effectively.
- Effective management of workload.
- Compliance with member Trusts' SFIs and relevant Public Procurement Legislation.
- Market testing to ensure VFM.
- Increased purchasing leverage via consolidation of expenditure and aggregation of spend with other Member Trusts and where appropriate C&M/ nationally.
- Aggregation of supplier spend supporting rationalisation and standardisation opportunities and savings.
- Creation and identification of workplan opportunities.
- Increased Procurement Profile.

Measure (KPI)

- Annual Member Trust work plans in place and shared with business colleagues in advance each financial year (supporting joint work planning across divisions, Trusts, the alliance, and ICB).
- Contract management system in place to enable delivery of and to inform:
 - Annual work plans.
 - Timely renewal of contracts.
 - Annual measures of increased contract coverage demonstrating greater control and influence of expenditure.
- Increased contractual coverage.
- Ensure governance documents are completed and that lessons learnt logs are shared to support the ongoing learning and development across the team.





Strategic aim: **Quality/cost improvement programme (QIP) and cost reduction**

The NHS is under significant pressure to deliver cost efficiencies as everyone is challenged to do more with less. Avoiding unnecessary costs in purchasing activities is a key responsibility of HPL and it is integral in ensuring that the respective Member Trusts (and taxpayers) maximise value for money.

The current economic climate is challenging (e.g., rising inflation, global supply issues, pandemic recovery) and the ability to achieve cost reductions has become extremely difficult. Notwithstanding this, HPL has several avenues which it will be exploring to ensure that all available cost saving opportunities are progressed, cost pressures mitigated and, wherever possible, concluded with a positive financial outcome, without compromising on quality.

Objective: Identify opportunities for new contracts, contract reviews, retendering opportunities and further develop relationships with key suppliers that will deliver efficiencies and contribute to the respective Member Trusts' CIP targets. Consider new ways of working and undertake option appraisals in conjunction with the respective Member Trusts' divisions and operational areas to determine the best solutions and routes to market which support value for money.

Highlight the added value that HPL delivers through cost reduction/avoidance initiatives.

Objective

- Analysing and interpreting data (Accounts Payable and Purchase Order Data) to include influenceable non-pay data and re-classification to e-class coding where possible.
- Stakeholder/Supplier mapping to understand core/critical suppliers.
- Increased supplier engagement.
- Market analysis/pre procurement knowledge.
- Reviewing of existing contracts.
- Establishing areas of expenditure not covered by a contract or catalogue.
- Value analysis.
- Overseeing all purchasing activity.
- Challenge and seek to resist inflationary increases proposed from the supply chain and explore alternative routes/ supply options where possible to do so.
- Applying best practice across all procurement activity consistently across Member Trusts.
- Exploring opportunities with Finance colleagues to define and recognise the influence Procurement exerts in relation to its transactions with suppliers including exploring a more flexible definition of financial benefits.
- Working more closely with our procurement partners and hubs/NHS SCCL to recognise and deliver added value solutions which provide wider benefits for Member Trusts.
- Marketing HPL as a professional procurement service provider with qualified and well skilled staff able to respond to external requests for support.
- A collective Product Evaluation Group (PEG) in place across HPL and linked in with the C&M Network.

Benefits

- Reduced revenue costs on a recurring basis.
- Compliance with Trust SFIs, SORD and relevant procurement legislation.
- Reduction in risk of non-compliance with regulations and governance arrangements.
- Increased contract coverage and compliance.
- Increased control and influence on spend.
- Raising the profile of Procurement.
- Reducing opportunate and unplanned spend.
- Avoiding unnecessary costs to the organisation.
- Highlighting the added value and benefits this delivers to budget holders.
- Trust money able to stretch further.
- Shift to value-based procurement methodologies to support longer term sustainability.
- HPL becoming a strategic player with national contract providers to influence the maximisation of benefits to member Trusts.
- Income generation opportunities through framework hosting or delivering Procurement services to other NHS organisations.
- HPL leading the way to procure at scale across C&M.
- Driving CIP and products standardisation and rationalisation across Member Trusts and C&M ICB.
- Consider the guidance provided by the CCF in respect of the most appropriate procurement frameworks.

Measure (KPI)

- Measurement of savings, contribution to Trust's annual savings targets and delivery of a collective HPL annual savings target.
- Year 1 – Savings target to be agreed by Procurement Board.
- Year 2 – Increase on annual savings by 15%.
- Year 3 – Increase on annual savings target year on year.
- Cost reduction/avoidance savings recorded on monthly Procurement savings tracker and percentage of cost reduction savings reported monthly as a percentage of total Procurement savings.
- Catalogue coverage (% of catalogue orders through all HPL e-procurement systems).
- Year 1 baseline %.
- Year 2 increased coverage % to be agreed.
- Year 3 increased coverage % to be agreed.
- Contract coverage (% of spend covered by contract).
- Year 1 establishing baseline
- Year 2 TBC once baseline established.
- Year 3 TBC once baseline established.
- Year 1 – determining baseline with a recognition of potential increase in waivers through "no Purchase Order No Pay" initiative and greater procurement challenge and control.
- Year 2 – 2% reduction in No. of waivers year on year across the alliance.
- Year 3 – 5% reduction in No. of waivers year on year across the alliance.
- Regular reporting of inflationary impacts from suppliers for member organisations and recording of and mitigations achieved through Procurement intervention.
- Consignment agreements – amnesty for those held already to enable a combined HPL list and introduce a standardised consignment agreement terms enabling these to be streamlined across the alliance and in line with what Member Trusts require (i.e., expiry date management).



Strategic aim: **Enhance and strengthen contractual management**

Procurement expertise used to support with the management of high value, strategic and service critical contracts across HPL.

Objective: Health Procurement Liverpool to become actively involved in and support service leads/divisions with regular and robust contract management of high value, service critical contracts across HPL organisations.

Holding suppliers to account to deliver key requirements of contracts and building Procurement teams intelligence of current supplier performance to help support improved contracts and commercial agreements moving forwards.

Objective

- Understand from Member Trust data any areas of expenditure that is not contractually compliant, to ensure there are future robust contracts put in place.
- Understand from current contracts what KPI and contractual management is taking place.
- Carry out a supplier tiering exercise to successfully identify all core/critical suppliers to each Member Trusts service/operations and develop a joint strategy with service and clinical leads on Procurement supporting with the ongoing contract management of these arrangements.
- Development of a supplier management policy.

Benefits

- Identifies areas of non compliance for procurement support.
- Identifies any potential gaps or risks to supplier management and the successful delivery of required outcomes/benefits within contracts.
- Provides organisations with an understanding of their core/critical suppliers.

Measure (KPI)

- Year 1: Identification of a critical supplier contracts register across HPL and development of contractual measurement processes/documents to support enhanced contract management.
- Set up of contract management schedules and structures/ supplier tiering whilst establishing the procurement resource required to do this effectively and reporting mechanisms in place on supplier performance contracts.
- Year 2: 20% of agreed identified core/critical contracts actively monitored and supported by Procurement.
- Development of wider Trust supplier management policy.
- Year 3: 50% of agreed identified core/critical contracts actively monitored and supported by Procurement.
- Utilisation of systems and technologies to support contract management where possible.
- Annual sharing of Procurement workplan and contracts register, using artificial intelligence (AI) to provide colleagues with intelligence on when contracts require review.
- Records of Procurement supporting contract monitoring meetings relating to maintenance arrangements.
- Deliverables from effective contract management.



Strategic aim: **Capital programme**

The timely refreshment, upgrading and implementation of new and innovative medical equipment, rejuvenation of existing buildings and the development of new buildings are a necessary requirement of running a hospital and providing safe and effective patient care.

Objective: Ensure procurement assistance in the delivery of the capital programme for medical equipment and building/refurbishment works.

Objective

- Attendance at all relevant divisional and Trust wide meetings regarding capital projects.
- Early involvement of procurement at capital planning meetings to obtain indicative costings.
- Utilisation of framework agreements where appropriate to do so.
- Ensure procurement staff are available to assist in the timely procurement of all capital requirements.
- Work with Finance departments, divisional colleagues and Capital Management Groups to create a consolidated multi-year capital replacement plan covering all Member Trusts' capital requirements.
- Work with Finance to review asset requirements.
- Review asset registers to ensure Trusts' requirements are covered/included in collaborative procurement plans.

Benefits

- Procurement department fully involved in sourcing process for all capital equipment/projects.
- Capital is usually mid-high value; Procurement can ensure compliant sourcing processes are adhered to and value for money (VFM) is achieved.
- Visibility across the alliance will ensure economies of scale are achieved on capital across HPL, ICB and nationally.
- Help Trusts to collaborate on capital requirements to support the delivery cost and quality benefits.

Measure (KPI)

- Capital Planning programme met, and activity report produced.
- Any savings linked into Cost Avoidance.
- Year 1 – “As is” position, plan versus actual transactions, lost opportunities across alliance, sharing information on any varying governance to support improvement to purchasing activities.
- Year 2 – Work to influence more structured capital process with leads to aid better procurements and stretching of capital funds to go further.
- Year 3 – Have a consolidated multi-year capital plan in place covering all Trusts' capital requirements to maximise benefits in commercial agreements.



Strategic aim: **Maintenance contracts**

The cost of maintaining medical and non-medical equipment within each Member Trust forms a considerable element of individual budgets and overall Trust spend. Traditionally, these contracts have had little procurement input. Several strategic service-based contracts are also key areas for more proactive management and engagement from a procurement perspective.

Objectives: Evaluate the entire category of maintenance spend with the aim of consolidating contracts and reducing spend and risk across the alliance where possible.

Objective

- Create a more robust and meaningful Trust-wide maintenance and services database.
- Cleanse and standardise data to establish better management information, enabling better analysis and decision making.
- Review service contracts and specifications to ensure continued relevance and level of input required from procurement.
- Evaluate the entire category of spend with the aim of consolidating contracts and reducing spend and risk.
- Continually extract information held in other locations (Asset Register) into a central location for ease of analysis.
- Regular meetings with asset owners to understand equipment leading to improved knowledge of required cover levels, asset and contract worth, cost and frequency of use of consumables.
- Ensure presence at equipment purchasing meetings to enable maintenance contracts to be negotiated at point of purchase and capture of equipment data.
- Identify opportunities to streamline suppliers, create multi-site agreements and create collaborative or joint agreements with other local Trusts.
- Implement regular meetings to create links with wards and departments.
- Review of cover levels – new equipment warranties, increasing cover to reduce or eliminate cost of call-outs – merging contracts or suppliers, using better value 3rd party maintenance solutions where appropriate, selecting the most appropriate level of cover for each piece of equipment.
- Understand level of maintenance/frontline maintenance cover provided by other hospitals.

Benefits

- Better data available for more detailed analysis which will help in identifying cost savings and eliminate waste (e.g. purchase dates, costs, asset numbers, life costing and expectancy, number of call-outs, percentage of call-outs covered by maintenance contracts).
- Improved management information allows easier identification of cost savings.
- Improved patient safety through the easier identification of equipment going out of or not on contract for immediate action.
- Introducing preventative maintenance solutions wherever possible to eliminate equipment down-time.
- Improvements to service and potential recovery of monies for failure to provide services which are not delivered.

Measure (KPI)

- Reduction in number of individual maintenance and service contracts (by aggregating demand and rationalisation of suppliers, where possible):
- Year 1 – Determine baseline.
- Year 2 – TBC following baseline.
- Year 3 – TBC following baseline.
- Reduction in total cost of maintenance and service contracts:
- Year 1 – Determine baseline costs (for maintenance agreements).
- Year 2 – TBC following baseline.
- Year 3 – TBC following baseline.



Strategic aim: **Procurement department profile**

The benefits of promotion and visibility of the procurement function across the respective Member organisations and through external promotion are significant within our network and with our supplier base.

Objective: To raise the profile of HPL both internally and externally. HPL to become actively engaged with teams across the respective Member Trusts and develop relationships to be a key part of the divisional and operational teams in each organisation.

Using a category-based approach HPL will provide a more customer focused service which seeks to engage more proactively with stakeholders across all Member Trusts and ensures that the needs of all service users are met. HPL will promote its category-based ethos to the supplier base to ensure that all supplier interactions are dealt with in accordance with these principles.

Objective

- Delivery of "Introduction to Procurement" presentations to stakeholder groups and circulation of procurement contact booklets.
- Delivery of SFI and financial governance training for stakeholders, working with Finance colleagues.
- "Golden Rules" one page document to be created and circulated/publicised on Procurement intranet pages.
- Development of HPL intranet and internet page.
- Continuation of Customer Survey and implementation of improvements that can be made via the results.
- Update and wider communication of Company Representatives Policy and selection of a Reps tracking system to gain greater control over supplier interactions with the member Trusts and their staff.
- Entry into appropriate awards competitions, both local and national.
- Procurement information to be available for new starters on Trust Inductions.
- Agree a HPL communications strategy and ensure ongoing communication and engagement from Procurement colleagues.
- Review feedback from colleagues and address any issues/concerns.

Benefits

- Ensures awareness of Procurement processes, increasing compliance.
- Ensures staff are aware of HPL and the role it plays in Member organisations.
- Encourages departments to use HPL as the correct route to purchase goods and services and when considering commercial agreements with suppliers.
- Gain greater control over non-pay spend across HPL and, with that more cost control.
- Empower member Trust staff if supplier representatives approach them directly.
- Actively improve the department via feedback from survey results to ensure we are serving customers to the best of our ability.
- Reduce risk of legal challenges being brought against the member Trusts by ensuring procurement activity is carried out compliantly.
- Enhance communication and tailor comms to each individual Trust requirements.
- Ensures colleagues can access most up to date procurement information in one place.

Measure (KPI)

- Aim to achieve a reduction in "poor or unsatisfactory" responses to any of the HPL customer survey categories year on year.
- Increased awareness of Procurement evidenced in responses from the customer survey.
- Annual delivery of Procurement staff training on SFIs/Financial Governance/Procurement policy and regulation.
- No. of awards won/shortlisted for. Including:
 - Year 1 – Local award.
 - Year 2 – Regional award.
- Year 3 – National award.
- Set up of HPL intranet and internet pages and ongoing development of web pages to ensure relevant and informative.



Strategic aim: **E-development**

Robust systems are critical for effectively managing the procurement function and to produce timely and robust management information to provide greater intelligence for procurement decision making. The HPL ambition is to maximise digitisation/automation of procurement activities across the alliance.

Objective: Ensure optimum use of the purchase to pay system, and other electronic systems to ensure robust and useful information is available. Maintain a paperless requisitioning process and build upon other procurement processes that focus on paperless transactions.

Ensuring as much as possible procurement activities are digitised and ensuring opportunities to collaborate on technology are fully explored as part of HPL and wider ICB.

Objective

- Create an intelligence dashboard to be used within the Procurement department and communicated with divisions.
- Categorise and use national e-class coding systems to ensure cleaner procurement data to enable better buying practices and identifying collaborative opportunities.
- Proactively highlight areas for interrogation, and engage with Finance colleagues more often to manage potential budget pressures.
- Incorporate key KPIs so this information is available at the touch of a button.
- Provide up to date useful information for budget managers.
- Monitor and increase the use of current system catalogues.
- Increase number of purchase orders and reduce non-purchase order activity.
- Continue the process of product standardisation.
- Implement a single e-tendering system.
- Inventory Management systems embedded across Trusts to support GS1 & Track and Trace.
- Review opportunities for a single E-Procurement system
- Single catalogue management system.
- Standardised approaches to processing procurement information and data.
- Creation of interactive dashboards.
- Implementation of Robotic Process Automation (RPA) in procurement related tasks.

Benefits

- Improved governance.
- Elimination of paper.
- Increased visibility of expenditure.
- Accurate information available leading to robust control of spend and highlighting areas for interrogation.
- Increased focus of current resource on strategic work (rather than transactional).
- Improved demand management.
- Reduction in processing and transactional activity.
- Reduction of risk as a result of the rationalisation of product ranges available.
- Increased patient safety
- Enhanced leverage via consolidated usage.
- Reduction in stock holding and associated costs from multiple ranges held.
- Ease of ordering for end user.
- Increased concentration of high volume/low value orders via catalogue.
- Provide procurement with a greater opportunity to influence spend.
- Better reporting and information.
- Improving data quality.
- Access to real time data and procurement intelligence.
- Improve resilience.

Measure (KPI)

- Maintain a paperless requisitioning process.
- Increase electronic related procurement transactions (e.g., electronic waiver process, electronic supplier set up).
- Increased No. of approved catalogues available across HPL.
- Year 1 – baselining.
- Year 2 – increase/decrease following baselining.
- Year 3 – increase/decrease following baselining.
- Demonstrable decrease in the volume of product ranges available and removal of non-active catalogue lines (evidenced via Dashboard reporting). Removing those that are no longer in use.
- Number of orders placed via catalogue increased and non-catalogue orders reduced (current volumes to be determined).

- Number of lines processed via catalogue.
- Year 1 – Determine baseline.
- Year 2 – % increase to be agreed following baseline.
- Year 3 – % increase to be agreed following baseline.
- Measure of increase in non-pay spend covered by a PO and reduction in non-PO spend year on year.

Inventory Systems:

- Year 1 – Scope out current landscape across Member Trusts making a recommendation for each partner site.
- Year 2 – Agree through business case a single inventory system to be used across partner sites.
- Year 3 – Commence phased roll out of inventory system across partner sites.

Procure 2 Pay Systems:

- Year 1 – BAU and ensure Procurement staff trained in all systems across partner sites.

- Year 2 – Scope out current landscape across Member Trusts and determine potential art of the possible for a common P2P system (in partnership with Finance).
- Year 3 – look to migrate and standardise to one single system in partnership with Finance.

Cataloguing Systems:

- Year 1 – Scope out current systems/processes and making a recommendation for a single catalogue system.
- Year 2 – Implementing the single catalogue system and tracking of tangible benefits achieved.
- Year 3 – Ongoing management of the solution.
- Procurement dashboards up and running by the end of Y2.
- Implement RPA in some procurement related activities and processes by Y2.





Strategic aim: **Joint working and collaboration**

The importance of working jointly with other NHS Trusts and like-minded organisations has never been more prevalent in assisting in the delivery of efficiencies and CIP targets. The structure of HPL will afford it the ability to grow into a procurement provider offering opportunities for others to join the shared service and supporting the true spirit of integrated care working.

As HPL is now recognised as a more strategic customer to suppliers, it will seek to use this leverage to exert a greater influence and obtain better outcomes within commercial relationships and arrangements.

Objective: To work collaboratively with HPL members, other Trusts/public sector organisations, ICB, procurement partners and suppliers to deliver efficiencies both in the procurement process and in the purchasing outcome.

Objective

- Participate in joint contracts where realisable benefits can be achieved inclusive of a reduction in cost.
- Benchmarking/establish a process for determining a baseline price against which to measure offers.
- Regularly share knowledge and experiences with similar organisations.
- Regularly meet to review working opportunities.
- Engage more pro-actively with procurement partners/hubs on collective procurement exercise.
- Increased Collaboration – Identify opportunities for collaboration across HPL Trusts within all product categories.
- Procurement building wider relationships through sub-groups of clinical colleagues and business managers across the alliance.
- Strengthened relationships with suppliers in the market.

Benefits

- Reduction in costs.
- Increased efficiencies in terms of resource.
- Wider knowledge and skills available on projects.
- Increased network within Procurement.
- Single approach to procurement processes.
- Doing things once and doing them well.
- Delivers better outcomes for patients through our commercial arrangements.

Measure (KPI)

- Value of savings achieved via joint/collaborative working.
- No. of joint projects conducted/completed.
- Documentation of other softer efficiencies created.
- Participation in C&M workstreams.
- Detail of tangible benefits delivered through enhanced supplier relationships across our commercial contracts and agreements.



Strategic aim: **Inventory management**

The efficient and effective management of stock across the organisation to ensure goods are delivered in the right quantity, are of the right quality and are delivered to the right place at the right time.

Objective: To increase and develop the materials management service across each Member Trust, growing the number of lines managed by the materials management team, ensuring stock levels are relevant whilst delivering a just in time service to reduce waste.

To ensure that our receipt & distribution (R&D) services are efficient, effective, and work in partnership with our wider services.

Objective

- Ensure satisfactory levels of stock are maintained on each ward/department receiving the materials management service.
- Undertake regular reviews of stock levels on each ward/department.
- Undertake/support stock takes/de-stocking and re-distribution of items where appropriate.
- Ensure stock is appropriately rotated upon each top up.
- Increase the number of product lines managed by the materials management team.
- Increase the number of wards/departments receiving the materials management service.
- Single R&D processes across Member Trusts building on best practice and levelling up of services.
- Single materials process across HPL (where best practice is available) and levelling up services to ensure consistency and efficiency.
- Increased service coverage for materials – review of service provided shows there is capacity in some Trusts to enhance coverage provided, feedback from Trusts indicate this would be gratefully received.

Benefits

- Cost savings and efficiencies through effective stock management/just in time processes.
- Reduction in overstocking – better cash management.
- Reduction in stock write off costs.
- Better relationships with Trust colleagues and enhanced procurement visibility across the organisation.
- Increased management of lines/areas receiving the materials management service allows more clinical time to be focused on patient care.
- Allows procurement to manage more areas of expenditure on products meaning more control/influence over rationalisation and standardisation.
- Supports other national agendas such as GS1 and Trust projects such as track and trace.
- Allow more clinical time to be spent on patient care.
- Supports enhanced patient safety with medical device alerts/product recalls.

Measure (KPI)

- All wards/departments have agreed order levels and quarterly stock level reviews in place jointly between Procurement and Ward Managers.
- Number of product lines rationalised/standardised via the materials management service.
- Reduction of stock level holding value/volume.
- Increased number of lines managed by the materials management service.
- Increased number of areas receiving the materials management service.
- (Note a baseline in Y1 will identify the annual value of stock write offs, the total volume of stock held across the Trust currently managed by materials management and identification of stock that is not currently managed by materials management).



Strategic aim: **Innovation**

Innovation can be a new method, idea or product and can be crucial to the continuing success of an organisation.

Objective: Increase and encourage innovation as part of the procurement process and review current contracts and practices (internal and external) to promote innovation and look for innovative solutions and ways of working. Provide horizon scanning intelligence to clinical and business colleagues through the category management approach.

Objective

- Proactively engage with organisations that support innovation in procurement e.g. (NW Coast Academic Health Science Network, Value Based Procurement Initiatives (VBP)).
- Understand the importance of innovation in procurement.
- Use of innovative partnership procurement processes.
- Procurement work more closely with Member Trusts' research and development and innovation departments.
- Market horizon scanning within category management teams to build procurement market intelligence.

Benefits

- Organisation can be at the forefront of leading technologies and processes.
- Strengthens both internal Trust relationships and external supplier relationships.
- Increases organisation profile.
- Implementation of changes that are of benefit to the Trust and our patients.
- Implementation of new innovations.
- Provides a greater understanding of markets to supporting decision making around commercial arrangements, ensuring Trusts' have access to the latest technologies.

Measure (KPI)

- Measurement of savings achieved from the introduction of new innovative solutions and VBP outcomes.
- Working and supporting VBP projects across the system and nationally on projects and initiatives.
- Other regional and national awards entered for Procurement Innovation.
- List of innovation projects procurement is involved in.



Strategic aim: **Best practice, standards and guidance**

Adoption of key regional and national best practice ensures HPL remains relevant and continues to be efficient and effective.

Objective: Ensure that all relevant national and best practice guidance and standards are met and implemented. Work with the GCF to ensure best practice Procurement standards are adopted and maintained.

To ensure that our R&D services are efficient, effective, and work in partnership with our wider services.

Objective

- NHS Scan4Safety Strategy (including GS1 adoption and implementation).
- Carter Review metrics achieved.
- Adoption of GCF standards.
- Managing change and keeping up to date with any changes to the Procurement Bill.
- Improve and standardise compliance and processes across HPL.
- Procurement procedures manual to be developed and be available on the HPL webpage for stakeholder reference.
- Reflect any changes in operational activities and procurement processes accordingly following updates to procurement legislation and regulation.

Benefits

- Ensures the department is at the forefront of new practices and procedures.
- Adoption of innovation.
- Reduces risk.
- Links in with forward thinking and innovation.
- Ensures best practice procurement.
- Ensures that all tendering and contracting activities are conducted in compliance with the new procurement rules.

Measure (KPI)

- Outcomes delivered from regional and national best practice.
- Creation of a Procurement Procedures Manual.
- NHS Procurement and Commercial Standards achievement as a shared service:
- Year 1 – Review current baseline and begin to collate necessary evidence (ensuring that previous CCF standards are still being met).
- Year 2 – Complete self-assessment to validate that HPL meets the new Level 2 standard (Better).
- Year 3 – Consider application for the achievement of Level 3 of the standards (Best).
- Procurement staff attend formal and informal training on the updated procurement regulations.
- Stakeholder training provided to colleagues across HPL Trusts on updated regulations.



Strategic aim: **Continuing professional development**

The development of staff is integral to the success of HPL in delivering a cost effective and professional service to all Member Trusts. Development is also important in ensuring staff feel valued, included and part of one HPL team.

Objective: All non-pay expenditure under the influence of professionally qualified staff. Procurement staff feel valued, respected and fully inclusive as part of the HPL service.

Objective

- All staff will have an annual Performance and Development Review (PDR) with clearly defined objectives.
- All staff will be provided with the opportunity to attend appropriate purchasing training commensurate with their role and level of responsibility.
- Staff will be offered the opportunity to undertake professional training commensurate with their role and level of responsibility.
- All staff will receive the appropriate mandatory training as determined by the Member Trusts.
- The mix of skills and ability will be identified for providing an effective and efficient procurement service.
- Encouragement of staff to start/complete/continue their professional qualification, Chartered Institute of Procurement and Supply (CIPS) or Chartered Institute of Logistics and Transport (CILT) where appropriate.
- Development of relationships with organisations such as Procurement Skills Development (PSD) and the GCF.
- Ensuring our procurement structure is regularly reviewed to ensure that staff have an opportunity to learn, develop and progress procurement careers within HPL.
- Identified Procurement training lead to support ongoing staff learning & development.
- Working to the CIPS Code of Conduct.

Benefits

- Improved skills and knowledge.
- Higher amount of qualified staff.
- A more responsive service with a greater understanding of customer requirements.
- Resource planning and succession planning.
- Developed staff.
- Retention of staff.
- More motivated team.
- Keeping skills and knowledge up to date.
- Reduce risk of challenge with trained staff understanding up to date regulations.
- Seen as a credible function.
- Enhanced quality of procurement services for all Member Trusts.

Measure (KPI)

- Staff retention measures.
- Staff progression and development measures.
- 75% of team to be professionally qualified.
- % of professionally qualified CILT members reported.
- Contracting teams fully qualified (or reached a level appropriate for their role) by year 3.
- Senior leadership team and contracting teams % of staff undertaken and achieved GCF Assessment Development Programme (ADP).
- E-Procurement team/materials management team professional development – (future proofing/planning).
- PDRs in place and training needs identified.
- PDR compliance reporting.
- Mandatory training compliance reporting.
- To be maintained year on year.





Strategic aim: **Sustainability and social value**

HPL has a key role to play in ensuring that Member Trusts meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment. Procurement process can support Trusts to deliver sustainability and social value within commercial activities.

To promote sustainability and social value in procurement processes – supporting the Trusts in playing their role as good Corporate Citizens and as anchor institutions delivering better health outcomes and services for local people.

Objective: Promote and develop the sustainability and social value agenda and build all mandatory requirements into projects supported by and undertaken through procurement.

Objective

- Develop a Sustainability & Social Value Procurement Strategy.
- Consider the sustainability and social agenda in all tendering work undertaken; include sustainability criteria in the evaluation of quotations and tenders in line with the regulation requirements.
- Work towards developing relationships with local small to medium enterprises (SMEs) where appropriate.
- Adopt technologies that support sustainability and social value in the supply chain measurement.
- Increase relationships with ICB sustainability and social value groups/attend and contribute to regional meetings.
- HPL will promote equality, diversity and inclusion principles within its dealings with suppliers and ensure that fair, equitable and transparent procurement processes are undertaken which do not discriminate against or favour any demographic.
- Support the NHS Carbon Reduction Plan through relevant procurement activities, promote and develop the environmental sustainability agenda with suppliers in respect of reducing carbon emissions in the supply chain and, where practical, build this into all procurement projects.
- Managing and monitoring supply chains to ensure that fair contract prices and terms are applied so that ethical, human rights and employment standards are always met, whilst delivering other social benefits, where available.
- Work within legislation to ensure social value is at the heart of procurement processes. In addition, the achievement of the Government target of Net Zero carbon emissions by 2045 will be a key driver in all relevant HPL procurement activities.
- Ensure procurement processes are carried out with integrity and transparency and that ethical procurement controls are in place to safeguard against any form of modern slavery taking place within the Member Trusts' supply chains.

Benefits

- Joint working initiatives developed between the Trust and suppliers supports enhancement of relationships.
- Compliance with procurement regulation and national policy.
- Shared learning and adoption of best practice.
- Supports the wider system to help address health inequalities.

Measure (KPI)

- Year 1 – Development of sustainable and social value Procurement Policy.
- Year 2 – Policy in place/active.
- Year 3 – Embedded/BAU/achieving.
- Year 1 – Review technologies that support measurement of sustainability and social value in the supply chain and commercial contracts.
- Year 2 – Adopt and commence use/reporting from systems on supplier compliance to national legislation.
- Year 3 – Provide challenge to suppliers around performance and use outcomes from system intelligence to promote improved performance in future contracts.
- Reporting of procurements that deliver social value and sustainability – Reduced carbon emissions, reduction in plastics, waste reduction.
- Procurement processes evidence that national requirements around net carbon zero are being implemented.
- Procurement shared learning of intelligence across HPL Member Trusts to promote best practice.
- Measurable outcomes of waste reduction from reusable initiatives.
- Outcomes of audits undertaken on suppliers and the supply chain to ensure compliance with ethical procurement principles.

Health Procurement Liverpool

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