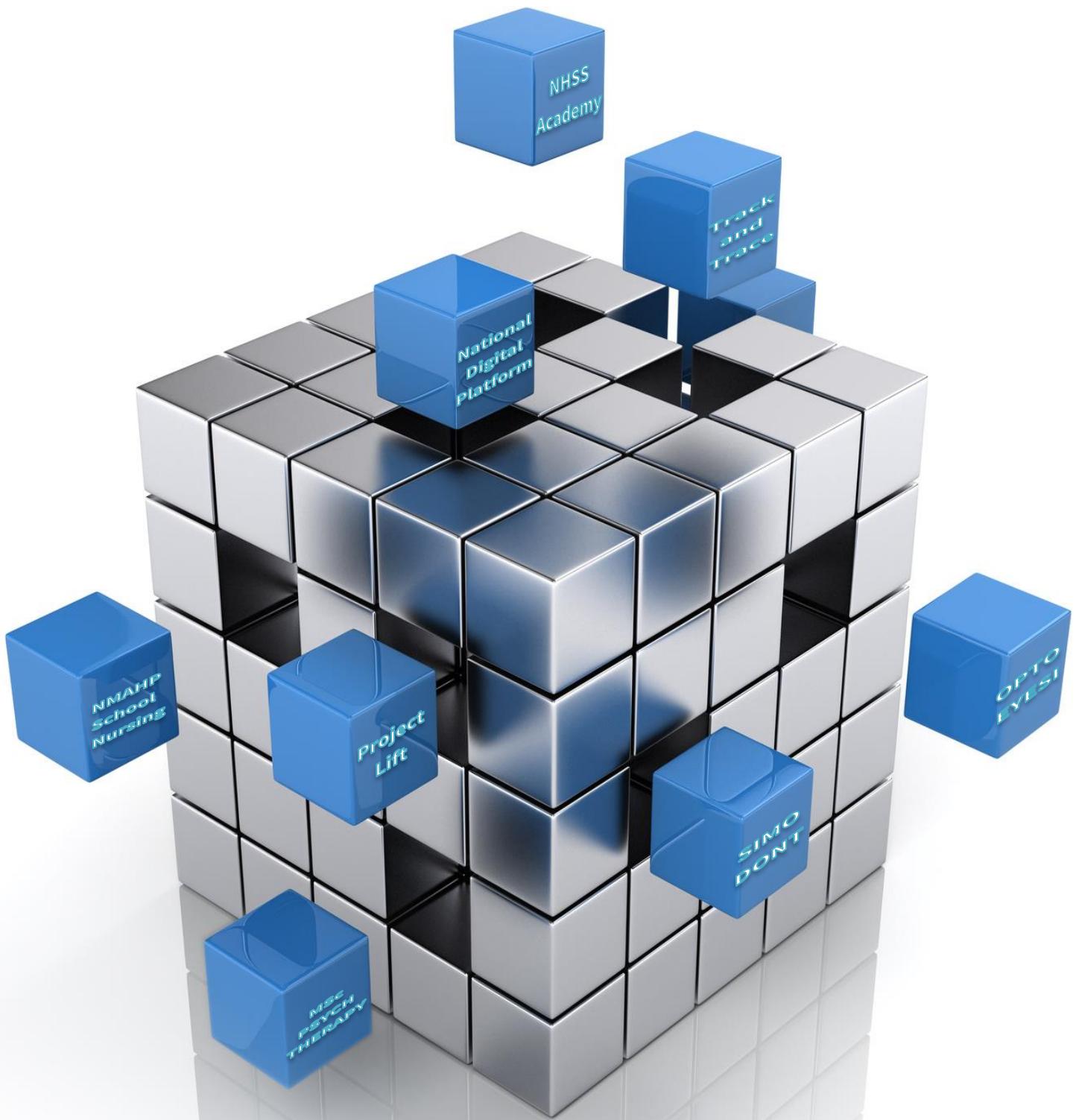


NHS EDUCATION FOR SCOTLAND

PROCUREMENT ANNUAL REPORT 2020/2021



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1. INTRODUCTION & PURPOSE

'A skilled and sustainable workforce for a healthier Scotland.'

NHS Education for Scotland (NES) is the national NHS Board with responsibility for education, training, and workforce development. Having the right numbers of skilled, trained and supported staff, in the right place, at the right time and in the right roles is essential to providing high quality health and care services, which address health inequalities and encourage and support people to take more responsibility for their own health and wellbeing. In addition to providing national workforce and digital services, which play a key role in supporting those who deliver frontline health and care, NES directly funds and manages learners who comprise a significant element of the NHS Scotland patient-facing workforce.

During 2020/21 in response to the COVID-19 pandemic, much of the mainstream NES activity and infrastructure was paused as we embarked upon new areas of business with the aim of ensuring that frontline health and care services across all of Scotland were as well supported as possible. The last year has therefore been dominated by the NES response to COVID-19 which has focused on supporting frontline services through educational materials, mental health resources, support for learners and trainees, redeployment of students, trainees and our staff and development of a wide range of digital support. While doing this we have engaged with learners, our staff and our supply chain to help understand where we should focus our recovery efforts while establishing new ways of delivering education and training and managing disruption to training pathways and learners.

The purpose of this Annual Report is to record and publicise NES's performance and specific achievements in delivering its Procurement Strategy during the periods 1st April 2020 to 31st March 2021. The NES Procurement Strategy 2021-24 is set within the context of the organisation's Strategic Framework.

The Procurement Strategy Action Plan is attached to this report as Annex 1 and provides a report of activities and progress made during the period and provides a forward view on planned actions for delivery in 2021-22, in line with the new Procurement Strategy for 2021-24. This report is in line with the Procurement Strategy Guidance and Template issued by the Scottish Government in May 2017 and the Procurement Reform (Scotland) Act 2014 which requires public organisations with an estimated total value of regulated procurement spend of £5m or more (excluding VAT) in a financial year to prepare and publish a procurement strategy and to report on this annually.

NES is committed to the Scottish Government Procurement Journey and works closely with NHS Scotland National Procurement (NP) around the development of, and compliance with national contracts. Part of this collaborative work with NP involves ensuring that collaborative best practice is shared across National Health Boards and the wider public sector.

This Annual Report focuses on the organisation's corporate expenditure (influenceable spend on external goods and services) of £19.1m for the period 1st April 2020 to 31st March 2021. For example, this excludes the funding NES provides to Health Boards for the salary costs of post graduate trainees, the clinical training of undergraduate and post graduate trainees and nationally agreed contracts for utilities.

2. SUMMARY OF REGULATED PROCUREMENTS COMPLETED

2.1 Definition

In accordance with the Procurement Reform (Scotland) Act 2014, any public contract (other than a public works contract) of £50,000 or greater and public works contract of £2,000,000 or greater is considered a Regulated Contract. A regulated procurement is any procedure carried out by a contracting authority in relation to the award of a proposed regulated contract which is completed when the award notice is published or where the procurement process otherwise comes to an end. This includes awards under both contracts and framework agreements. Annex 2 provides a listing of the regulated procurements carried out in the reporting period.

2.2 Summary of Regulated Procurements

The following table summarises the regulated procurements in the period.

Type of Regulated Procurement	Quantity in Period	Estimated Value
Framework Call Offs	0	£0
Contract Awards	22	£3,258,794.50
Total Regulated Procurements	22	£3,258,794.50

The following table summarises the size of supplier that have been awarded regulated contracts in financial year 20/21.

Company Type	Total
Micro (1-9 employees)	10
Small (10-49 employees)	2
Medium (50-249 employees)	5
Large (over 250 employees) including Universities	11
Total	22

There were multiple contracts awarded within individual regulated procurements where NES framework contracts were created, for example, the Executive Coaching Framework was one regulated procurement activity resulting in the award of contracts to 17 SME suppliers. 77.2% of the NES Corporate Spend in the reporting period was with SMEs. This is an increase from previous reports and is mostly due to an increased spend with education and training delivery

Awards by Registered Business Location	Total
Scotland	18
England	4
Elsewhere	0
Total	22

2.3 Collaborative Contracts

A number of contracts were let or delivered in the period which enable wider access for NHS Boards to centrally procured services, including:

Continuing Education for Additional School Nurses – RGU, QMU and UWS

NES have awarded contracts to Robert Gordon University (RGU), Queen Margaret University (QMU) and the University of the West of Scotland (UWS) for the provision of School Nursing Training. This Contract was tendered to help meet the Scottish Governments target of increasing the number of School Nurses within Scotland. Three contracts were awarded for the North (RGU), West (UWS) and South East (QMU) of Scotland for a 4-year period.

Training in Standardised Diagnostic Observation Tools for Autism

The Scottish Strategy for Autism is committed to improve access to autism diagnosis. NES has been charged with the task of developing and commissioning sustainable training and upskilling of staff in the identification, screening, assessment and diagnosis of autism. NES has created a clear strategic plan based on the Autism Training Framework (ATF), scoping results from clinicians across Scotland and evidence relating to diagnostic pathways and concomitant training needs. The target audience for the training is Healthcare staff from a range of disciplines working in relevant services across Scotland, such as Child and Adolescent Mental Health Services (CAMHS), Child Development Centres (CDCs), Adult Mental Health services and Specialist Diagnostic Centres. A tendering exercise was undertaken which contained three lots (Lot1 – Standardised computer-based development interview, Lot 2 – Structured Observation and Lot 3 – Diagnostic assessment Framework/tools). The successful suppliers were IxDx, Edinburgh Innovations (University of Edinburgh) and The National Autistic Society.

Delivery of a Four-Year Programme Leading to the Award of Professional Doctorate in Child and Adolescent Psychotherapy

The Scottish Government is committed to ensuring the supply of Child and Adolescent Psychotherapists for NHS Scotland. Child and Adolescent Psychotherapists constitute a small workforce but make a distinctive contribution to children's services.

The incumbent supplier for this programme was Human Development Scotland (HDS) and following an OJEU tendering exercise HDS were the successful supplier for the next cohort of trainees. Contract start date for provision of this service was 1st November 2020 with the end date being 31st August 2025.

National Cloud Procurement

NES required a cloud infrastructure that would be used to host the National Digital Platform (NDP) including repositories for storing structured and unstructured clinical data, web services to power web and mobile applications, an integration layer and web apps. The cloud services needed to include platform as a service and infrastructure as a service, with provision for virtual networks, on demand computing and data storage. The intended purchase was cloud as a commodity service rather than a purchase of the platform itself. Under Domain E of the Digital Health and Social Care Strategy, NES launched an open tender (Competitive with Negotiation) procedure via Public Contracts Scotland. A lengthy period of evaluation followed, with NES exercising its option to use a negotiation and dialogue phase with the prospective suppliers and awarded a contract to Amazon Worldwide Services.

2.4 Awards Without a Competitive Procurement Process

NES identifies and logs all contract awards which did not go through a Regulated Procurement process through our Waiver of Formal Tendering Procedure (single source justification).

This procedure mandates that any spend over £10k, if not on a pre-let contract or Framework Agreement, is accompanied by a Waiver form approved by the Director of Finance which provides the rationale for the direct award, including:

- The timescale genuinely precludes competitive tendering; or
- Specialist expertise is required, and evidence is provided to demonstrate that this is available from only one source; or
- The task is essential to complete the project, and arises as a consequence of a recently completed assignment and engagement of different consultants for the new task would be inappropriate; or
- There is clear benefit to be gained from maintaining continuity with an earlier project. However, in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering; or
- Where provided for in the Scottish Capital Investment Manual.

Against Regulated Procurements (>£50k) there was spend in this category of £1.04m (like for like in 19/20 was £1.12m) in the reporting period. This was across 7 contracts, with the bulk of this spend funding the support of education, research and development. The remainder included procurements such as proprietary licenced products. We continue to strive to reduce the number and value of any procurements treated this way.

3. REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 Introduction

This section seeks to demonstrate how NES procurement has contributed to the achievement of its specific procurement objectives and principles outlined in its Procurement Strategy and how it has complied with the general duties in the Procurement Reform (Scotland) Act 2014.

3.2 Procurement Objectives

Objective 1 – Alignment with the NES Strategic Plan and Core Values

The NES Strategy for 2019-24 focusses on a “a skilled and sustainable workforce for a healthier Scotland” by “enabling excellence in health and care through education, workforce development and support.” Procurement is only one tool, albeit an important one, in achieving NES’s strategic plan objectives.

This report coupled with the Procurement Strategy published on the NES internet provides a comprehensive understanding of the linkages between the procurement objectives and the organisation’s strategic aims and objectives.

Objective 2 – Deliver value for money and best value procurement

NES procurement seeks to award contracts based on best value achieved rather than lowest price.

NES procurement, in the first instance, will seek to identify where an appropriate National Procurement, Scottish Government and/or Crown Commercial Services framework contract is available, either for Direct Award or mini competition as appropriate.

The NES procurement team has worked with internal colleagues and external partners throughout the reporting period to develop appropriate specification content, evaluation criteria and associated weightings which balance the importance of quality, delivery and cost. The output of this activity is reflected in all current template documentation.

Objective 3 – Making it easy for suppliers to do business with NES

NES has in place a comprehensive Suppliers' Guide, fully aligned to all SG Procurement Journey, which makes it clear how NES procures services and how suppliers can access open competition opportunities through Public Contracts Scotland and/or Public Contracts Scotland-Tenders. NES publishes and maintains its Supplier Guide on its website.

PCS-T is adopted for all open tenders produced by NES, thereby maximising the accessibility for all suppliers and ensuring full compliance and standardisation.

All tender documentation is written in plain and clear language and kept as simple as possible to avoid any confusion.

All unsuccessful tenderers are offered the opportunity for formal feedback/debrief on their performance, regardless of procurement route or size of contract.

NES encourages potential suppliers to register with PCS and in addition, via our guidance, to be aware of opportunities to be part of both new and existing Framework Contracts. Wherever possible NES utilises all available DPS (dynamic purchasing systems), national frameworks and collaborative agreements with other health boards.

Objective 4 – Lessons Learned for the Future

NES seeks to learn from internal and external feedback, and from examples of best practice through continuous evaluation and review of tendering activity. Internal reviews are conducted regularly throughout the year with each NES directorate.

The eight National boards meet each month to exploit shared learning and the NES procurement management team meets weekly to share lessons learned and to make recommendations for any potential changes to policy and/or processes. Discussions include reference to ongoing contract negotiations, new statutory requirements, e.g. GDPR, new Framework Contracts, etc.

3.3 Procurement Principles

Principle 1 – Financial Justification

All major Procurement exercises involve the production of a NES Business Case or Project Initiation Document and associated budgets are established prior to the commencement of any external procurement activity. The Finance Business Partnering Team are also fully engaged, prior to any award of contract, to ensure accuracy of budgetary information.

Principle 2 – Specification of Requirements

The NES Procurement Team have established comprehensive templates and associated guidance for Invitations to Tender and Competitive Written Quotations. These include clear contract deliverables and anticipated outputs/benefits and provide for the establishment of quality and performance standards. We work closely with our internal stakeholders to ensure specifications are robust and appropriate.

Principle 3 – Assessing and Minimising Risk

NES has in place a comprehensive Risk Management Strategy which includes explicit reference to the management of risks associated with contractual arrangements. The standard NES tender and contract documentation for use with third parties includes specific risk management requirements and mitigations and we work closely with all internal stakeholders to ensure these mitigations are understood and managed.

NES also has in place templates to support staff in the assessment of risk and guidance on how to share and manage risk as well as provide advice on specific risk mitigation.

Principle 4 – Qualified and Experienced Staff Resources

The centrally managed Procurement Team forms part of the NES Finance and Procurement Directorate and is responsible for the provision of professional procurement advice and support to all NES staff. All staff are appropriately qualified and/or experienced and have received training relevant to their role. In addition, all Procurement staff have been trained and qualified on PCS-T to afford full flexibility of resources.

In addition to supporting the tendering, evaluation and contract award activity and standard operational processes, during the reporting period the team also sought to:

- Ensure compliance with the requirements of Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014 and all relevant updates
- Ensure compliance with National Contracts, Procurement Directives and the NES Standing Financial Instructions as they relate to procurement
- Identify opportunities for improvements to Procurement governance and practices
- Facilitate and support contract management
- Promote awareness of best practice in Procurement
- Engage with and provide comprehensive guidance for internal managers and potential suppliers

- Continue to develop policies, processes and templates in line with the *Procurement Journey*.

All Procurement team members have Personal Development Plans in place, which reflect their individual skills and needs against the requirements of the Procurement Journey and work continues to align the team to the Scottish Government's National Procurement Development Framework (NPDF).

Principle 5 – Sustainability Duty

NES has in place a Sustainable Development Action Plan which is overseen by the Sustainability Development Programme Board (STPB). The Head of Procurement is a member of the STPB.

The actions related specifically to Procurement and their current status are:

Ethical Procurement

- NES has established and published an Ethical Procurement Policy, which all prospective tenderers are required to read, understand and accept as part of the tendering process. This is made available to all staff and suppliers on the NES website.

Procurement Skills

- All NES staff involved in the Procurement process are briefed on the Ethical Sustainable procurement policy – *the policy is available to all staff on the NES intranet and generally on the NES website, together with the Sustainability Code of Conduct.*
- Tenders / specifications include relevant sustainable procurement evaluation criteria, and this is embedded in procurement templates

Procurement Process

- Regular review of supplier / tender evaluation process to include ethical procurement and sustainability in the evaluation process

Engaging Suppliers

- For all major tenders a 'Prior Engagement' event is held to allow suppliers to review and shape our specifications. These are posted via a Prior Information Notice (PIN) on PCS. PINs are adopted wherever practical and commensurate with strategic significance.
- As described earlier, NES has in place a comprehensive Suppliers' Guide and Ethical Procurement Policy which is published on the NES internet and makes it clear how NES procures its services and how all potential suppliers can access relevant opportunities.

Principle 6 – Strategic Objectives

As described earlier, invitations to tender templates require a clear demonstration of linkages with the strategic aims and objectives of the NES Procurement guidelines.

Principle 7 – Equality and Diversity

NES has a commitment to ensure that everyone it deals with and employs are treated fairly and equally regardless of race, colour, gender, disability, age, ethnic or national origin, trade union activity or faith. NES's Equality Outcomes and Mainstreaming Report 2017-2020 reflects this commitment. In turn, these commitments are reflected in all Procurement processes and

contract templates. Invitations to Tender require all potential suppliers to complete a comprehensive Equality and Diversity questionnaire, as a mandatory requirement.

All procurement documentation is reviewed annually, in consultation with the Equality and Diversity Adviser. This annual review of our Equality and Diversity - Procurement Duty is submitted to, and approved by, the NES Audit and Risk Committee.

Organisations who are awarded contracts are expected to comply with all current fair work practices, equality and diversity legislation and actively adopt equalities of employment and service delivery (as specified in the NES Suppliers' Guide and the NES Ethical Procurement Policy).

NES are constantly striving to achieve fairness in the workplace through our supply base and all tenders include a standing requirement to consider Fair Work Practises in order to ensure the highest standards of service quality. We expect contractors to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package. Although not mandated, we have ensured that operatives working on NES contracts are paid the 'Real Living Wage'. This further confirms our critical focus on Ethical Procurement, Sustainability, Fair Work, Community Benefits and Equality and Diversity.

The Fairer Scotland Duty (the socio-economic duty) was enacted in Scotland on 1st April 2018 and sets out an expectation that public bodies will actively consider, at an appropriate level, what more they can do to reduce the inequalities of outcome caused by socio-economic disadvantage in any strategic decision-making. We therefore also consider this when creating and evolving our documentation.

We continue to support our drive to ensure Small and Medium Sized Enterprises (SME) have access to as wide a range of opportunities as possible by applying a tendering process for requirements over £10k.

All NES staff members are required to complete Essential Learning in Equality and Diversity on appointment.

Principle 8 – Management of Contracts and Continuous Improvement

During the reporting period, the Procurement Team continued to support key strategic contracts to ensure performance measurement and management remains a fundamental NES objective. Our strategy and approach to Contract Review and Management for key suppliers and contracts is under development for implementation in 2021-22.

Principle 9 – Legislative Requirements and Best Practice

NES has established a comprehensive suite of Procurement templates which align to approved internal policies and procedures, delegated authority levels, etc. In addition to meeting all statutory and legislative requirements, significant ongoing activity is undertaken during the year to ensure that all procurement documentation is aligned to evolving legislation (e.g. post-Brexit changes, Fair Work, Whistleblowing, etc.). NES is committed to organisation-wide use of these templates, in order to ensure high standards of transparency, probity and accountability.

Further, we are preparing for all processes and procedures to support formal accreditation to ISO27001 by the end of 21/22.

Principle 10 – Fraud Awareness and Prevention

NES has a zero-tolerance approach to fraud; there is no acceptable level of fraud. All NES staff members are required immediately on appointment to complete Essential Learning on a number of policies including Counter Fraud. This training contains worked examples, sets expectations for individual staff member behaviours and provides information in respect of reporting suspicious or potentially fraudulent acts.

NES also works closely with NHS Counter Fraud Services (CFS) to regularly provide awareness training across the organisation. All Counterfraud activity is reported to the NES Audit Committee on a quarterly basis.

4. OTHER MANDATORY REQUIREMENTS

4.1 Procurement of Fairly and Ethically Traded Goods and Services

As described earlier, NES has established a Sustainability Code of Practice, which aligns to the Ten Principles of the United Nations Global Compact for Responsible Business Practice. This is made available to all staff and suppliers on the NES website.

4.2 Payments to Contractors, Sub-Contractors and Third Tier Sub-Contractors

NES utilises a standard set of terms and conditions that state we pay suppliers within 30 days of receiving an invoice however, in line with Scottish Government policy, we aim to achieve payment within 10 days. During the reporting period, NES paid 96% of suppliers within 30 days and 89.13% of payments were made within 10 days. This was achieved despite significant disruption due to Covid and the challenges of working from home.

4.3 Use of Community Benefit Requirements

All public sector contracting authorities are required to consider including community benefit requirements for all regulated procurements where the estimated value of the contract is equal to or greater than £4 million. However, NES tender documentation requires all potential suppliers to identify community benefits where relevant and we have been able to identify numerous opportunities at much lower levels.

In addition, standard practise also means that NES seeks to contract wherever possible through national frameworks, and the requirement of suppliers to demonstrate their commitment to the realisation of community benefits. A typical example of this is the use of the Scottish Government's collaborative Publishing, Print, Design and Associated Services Framework (PPDAS) Agreement which was awarded to APS Group Scotland on a single supplier basis. We note their commitment to Community Benefits through their supply chain and their provision of modern apprentices and undergraduate programme.

Due to the Covid pandemic the NES Mobile Skills Unit (MSU) did not continue its work in 20/21 teaching a variety of skills across Scotland (in 19/20 the unit spent 1-2 weeks at 18 different venues). Such skills would normally include immediate life support for trauma victims, airway management, suturing and multi-agency emergency scenarios. In addition to training NHS staff, the mobile skills unit had also become a focus for training local communities using simulation (in 2019/20, the MSU had a total of 35 visits - 27 for training plus 4 faculty development courses and 4 conferences. It facilitated the training of 1104 people (954 NHS, 45 Emergency services (coastguard, fire, police) and 105 others - mainly armed forces. It also visited two prisons for staff training).

4.4 Promoting Compliance with the Health & Safety at Work etc. Act 1974

NES procurement documentation makes explicit reference to the requirement for suppliers to declare that all necessary tests and examinations have been made or will be made prior to performance of the Services to ensure that the Services are designed and performed so as to be safe and without risk to the health and safety of persons using them and requires the provision of information to demonstrate this. NES also requires to be indemnified against all direct losses incurred as a health and safety breach and reserves the right to reject suppliers for health and safety breaches.

5. SUPPORTED BUSINESSES SUMMARY

The type of procurement NES is engaged with does not afford many opportunities against the current Supported Business network; however, NES strives to ensure that where these exist, they are fully utilised.

Where possible, Procurement team members visit supported businesses and attend Scottish Government sponsored events to build organisational and team knowledge and awareness. All Supported Business literature is available on the NES intranet to further communicate and build awareness.

6. FUTURE REGULATED PROCUREMENTS SUMMARY

In addition to planned expenditure, NES regularly receives funding in year to support the delivery of Scottish Government initiatives, etc.

The workplan for 2021/22 to 2022/23 currently includes the following:

Subject Matter	Expected Award Date	Expected Start Date	Estimated Contract Value
eLearning Framework	January 2023	March 2023	TBC**
DPS – Academic Education	April 2022	September 2021	TBC**
eBooks Contract	January 2022	March 2022	TBC**
Automated Intelligence	June 2022	October 2022	TBC**
Digital Library (Journals and Databases)	January 2022	March 2022	TBC**
National Clinical Skills Training for Pharmacists	September 2021	October 2021	c. £500k
CAMHS Training – CBT&IPT	May 2021	September 2021	c. £500k
Family Therapy Training	May 2021	September 2021	c. £180k

**In some cases, estimated contract values have not been provided to ensure competition in the tendering process

ANNEX 1 – NES PROCUREMENT STRATEGY ACTION PLAN

Procurement Objective / Principle	Key Planned Actions from April 2019 to March 2021	Progress in 20/21 against actions from April 2019 to March 2021
Compatibility with the NES Strategic Plan	<p>Turas Learn/PDPs aligned and managed</p> <p>Procurement survey conducted annually (in October of each year)</p> <p>Annual Supplier Management analysis to be carried out by Q3 2020</p> <p>Standardised tender templates with the wider NHSS and NHBs adopted across all regulated Procurement by Q4</p> <p>eLibrary – review with stakeholders to ensure streamlined and cost-effective content to best meet HSC targets</p>	<p>Turas Learn fully adopted and utilised</p> <p>Procurement survey was paused in 20/21 due to Covid. Scheduled to recommence in Nov 21.</p> <p>Draft Supplier analysis completed and preliminary activity on key targets commenced.</p> <p>Templates updated and regularly reviewed.</p> <p>eLibrary reviewed and re-tendered – new optimised contracts commenced date 1/4/19.</p>
Delivering Value	<p>Savings tracked against budget and reported</p> <p>Spend under contract – increase target to 78% by end of 2020/21</p> <p>Contribute to Single Workplan by monthly submission of key NES Procurement updates</p>	<p>Target exceeded in 20/21</p> <p>Spend under contract (including all SG and NHS frameworks increased to >92%</p> <p>Use of new software tool to capture workplans now in place.</p>
Finding it easy for Suppliers to do Business with NES	<p>Continue to promote standard Pre-Qualification/Request for Info/Request for Quote/Tender documentation</p> <p>All regulated procurement is managed via standardised Invitation to Tender (ITT) forms</p> <p>Quick quotes for all procurements >£10k in line with SFIs.</p> <p>Contracts Register formally published on Public Contracts Scotland (PCS)</p>	<p>Public Contracts Scotland-Tender (PCS-T) and standard templates utilised for all procurements greater than £25k</p> <p>This remains standard practice.</p> <p>“Quick Quote” (QQ) adopted for all procurement between £10k and £25k</p> <p>In line with Procurement Regulations</p>
Supplier Management Policy and Lessons Learned for Future	Develop Contract Review and Management Strategy for key suppliers and key contracts, adopting wider NHS Scotland Procurement Transformation Programme (PTP) process	PTP was halted in 2019/20. A National Health Board approach has been the preferred option as part of the NHB Collaboration activity. A number of collaborative contracts have been

Procurement Objective / Principle	Key Planned Actions from April 2019 to March 2021	Progress in 20/21 against actions from April 2019 to March 2021
(management of contracts & continuous improvement)	<p>Re-invigorate overall Supplier Management process and target minimum three major PCST opportunities</p> <p>Implement tailored SM solutions in line with PTP development of 'Once for Scotland'</p>	<p>implemented in 20/21.</p> <p>NES Frameworks such as PEN Testing and Executive Coaching are good examples of the contribution that NES Procurement have with supplier management.</p> <p>NHB Collaboration will now drive a consolidated approach to SM.</p>
Qualified and Experienced Staff Resources	<p>Training programme for Procurement Staff in line with the Procurement Journey</p> <p>CIPS accreditation - highlight potential NES candidates via TURAS Appraisal process.</p> <p>All senior staff to receive refresher training on Reform Act and EU main principles</p> <p>All Procurement staff to have undergone common NHB Competency Framework analysis of skills and training needs in 2020 in readiness for consolidate PTP approach to People and Skills</p>	<p>'Turas Appraisal' Personal Development Plan (PDP) captures all training and development requirements.</p> <p>Candidates identified. Linked to Competency Framework Gap analysis below</p> <p>Ongoing.</p> <p>Delays in progressing PTP has meant activity will now commence in 21/22. Profiling of job groups has commenced to enable National Procurement Development Framework (NPDF) tool.</p>
Assessing and Minimising Risk	<p>Risk Register to be developed for all tenders greater than £100k</p> <p>Lessons learned – review and record any lessons learned, develop register and embed learning in new contracts. Register to be produced by Q2 20/21</p>	<p>These risks are captured within local risk registers. Consideration will be given as to how best to consolidate this information.</p> <p>Register created and being regularly reviewed and updated</p>
Social, Economic and Environmental Issues	<p>Embed Sustainability ethos throughout NES through Specification guidance and sustained widespread use of standard templates</p> <p>Procurement remain key member of NES Sustainability Development Programme Board (SDPB)</p> <p>Create a consolidated approach to Ethical Procurement</p>	<p>All tenders require prospective bidders to detail their approach to Sustainability.</p> <p>All Procurement templates and processes have been reviewed to ensure alignment with NES strategy and national standards.</p> <p>Ongoing. Publish in Q1 2021</p>

Procurement Objective / Principle	Key Planned Actions from April 2019 to March 2021	Progress in 20/21 against actions from April 2019 to March 2021
Delivering Value Through Collaboration	<p>Actively contribute to national Procurement Transformation Programme (PTP) 'Once for Scotland'</p> <p>Maintain NES representation and attendance at appropriate National Procurement meetings</p> <p>Participate in collaboration and working group meetings with other National Health Boards and wider NHSS NP</p> <p>NES to identify and lead a minimum of two collaborative procurements from overall NHB opportunities plan</p>	<p>PTP has been halted, mainly due to Covid. A National Health Board approach is now underway as part of the NHB Collaboration activity.</p> <p>NES represented at all Heads of Procurement Delivery Group (HPDG) meetings</p> <p>Procurement collaboration was halted in 20/21 due to Covid. Due to recommence in Q3 21/22</p> <p>Examples - Internal Auditors and IT Penetration Testing negotiated and accessible by all National Health Boards</p>

ANNEX 2 – INDIVIDUAL REGULATED PROCUREMENT LISTING

Date of Award	Supplier Name	Title	Estimated Value	Start Date*	End Date
27/04/2020	Interact Roleplay (GB)	C001794 - Simulators for GP Recruitment - April 2020 to March 2022	£80,340.00	01/04/2020	31/3/2022
13/05/2020	Harvey McMillan Associates Ltd (GB) / The Worklife Company (GB) / Coull Coaching LTD (GB) / Animate Consulting Ltd (GB)	Establishing Flexible Organisational Development Support	£54,400.00	01/01/2020	01/03/2020
13/05/2020	The University of Dundee (GB)	National Clinical Skills Training and Assessment for Pharmacist Independent Prescribers	£320,000.00	01/11/2019	31/10/2020
13/05/2020	SureCode.Net Ltd (GB)	C001787 Senior Web Development Services	£515,812.50	15/01/2020	31/03/2025
13/05/2020	Robert Gordon University (RGU)/ Queen Margaret University (GB)/ University of the West of Scotland (GB)	Education to prepare nurses to work in adult integrated community nursing teams in Scotland	£1,061,340.00	01/12/2019	31/03/2024
08/07/2020	Sinclair Corporate Consulting Ltd (1A) / The University of the West of Scotland (GB)	C001822 - Research and Implementation review and analysis	£60,890.00	06/07/2020	31/12/2024
19/08/2020	KaVo Dental Ltd. (GB)	C001820 - Supply and Delivery of Portable Phantom Heads and Accessories	£113,081.00	26/06/2020	25/06/2022
12/10/2020	IxDx (GB), Edinburgh Innovations (University of Edinburgh) (GB)/ The National Autistic Society (GB)	C001751 - Training in Standardised Diagnostic Observation Tools for Autism	£309,600.00	01/01/2020	31/03/2023
15/12/2020	Learning and Performance Institute Limited (GB)	C001850 Certified Virtual Classroom Facilitation & Design Training for Trainers	£121,518.00	01/12/2020	31/03/2023
22/12/2020	Human Development Scotland (GB)	C001840 - Delivery of an Educational Programme in Psychoanalytic Observation	£118,000.00	12/10/2020	30/06/2023
30/03/2021	Human Development Scotland (GB)	C001828 Delivery of a Four-Year Programme Leading to the Award of Professional Doctorate in Child and Adolescent Psychotherapy	£503,813.00	01/11/2020	31/08/2025

This data reflects all regulated procurement (>£50K) and provides detail which is also published on the Public Contracts Scotland (PCS) website <https://www.publiccontractsscotland.gov.uk/>