



NOT PROTECTIVELY MARKED

Public Board Meeting

29 November 2023

Item No 09

THIS PAPER IS FOR APPROVAL

PROCUREMENT AND LOGISTICS SERVICE STRATEGY 2023-2026

Lead Director Author	Julie Carter, Director of Finance, Logistics & Strategy Brian Laughland, Head of Procurement
Action required	The Board is asked to <ul style="list-style-type: none">• approve the attached Procurement and Logistics Strategy 2023-2026
Key points	<p>This document sets out the Procurement Service's Procurement and Logistics Strategy (2023 to 2026) developed to support the Service in delivering their corporate objectives and also to comply with public procurement legislation, the Scottish Model of Procurement and Scottish Government policy.</p> <p>This has been updated from the previous 3 year strategy and reflects the key drivers in the Scottish Government pan public sector procurement strategy published in April 2023.</p> <p>This was developed in collaboration with the Senior Leadership team and approved by the Executive team in November 2023.</p> <p>The annual plan will support the delivery of the strategy.</p>
Timing	Three-year strategy with annual refresh for approval. Following approval the Strategy will be published on the Service's website.
Associated Corporate Risk Identification	Risk ID 5062 – Failure to achieve financial target
Benefit to Patients	Ensures all procurement expenditure by the board is in line with relevant rules, regulations, Board Strategic objectives.



**Scottish
Ambulance
Service**

Working in Partnership with Universities

NHS
SCOTLAND



Procurement & Logistics Service Strategy 2023 –2026

Contents



1.	Introduction	2
2.	Our vision, mission and role of the Procurement Service	5
3.	Contracting activity	6
4.	Key priorities	9
5.	Policies	17
6.	Governance	20

1. Introduction

This document sets out the Procurement and Logistics Service's Strategy (2023 to 2026) to support the Service to deliver their corporate objectives in line with public procurement legislation, the Scottish Model of Procurement and Scottish Government policy. This is building upon the 2018-2021 procurement strategy and provides a strategy refresh incorporating Scottish Government priorities and aims and post COVID learning.

The Scottish Government's pan public sector Procurement Strategy was published in April 2023.

This Scottish Government Public Procurement strategy outlines the following four key enablers, with a focus to;

“Put public procurement at the heart of a sustainable economy to maximise value for the people of Scotland.”

Developing Procurement staff capabilities and talent.

- Supporting suppliers.
- Creating effective processes and tools.
- Strengthening collaboration across the public procurement landscape.

The Scottish Government's policy drivers for public procurement are predominantly centred around sustainability, economic development and tackling inequality.

Building upon this national strategy the key priorities of the Service Procurement and Logistics Service's Strategy are listed on the right and described in more detail within the strategy.

- **Delivering Best Value**
- **Delivering Sustainable Procurement**
- **Maximise Innovation and Supplier Development**
- **Tackling Inequalities**
- **Implementing all aspects of fair work policy**
- **Improving Cyber Security**
- **Reducing fraud**
- **Maximising collaborative working**
- **Health and wellbeing of the team**



The Strategy is underpinned by legislative and policy that governs public sector procurement and we will ensure the Procurement Strategy complies with this legislative framework and policy drivers.

The Strategy has been developed in consultation with the Service's Senior Leadership Team as customers of the procurement service, and the procurement staff. It is based on the template and guidance for procurement strategies produced by the Scottish Government (SG), which is reviewed and considered annually.

Compliance with legislation pertaining to public procurement is the minimum standard. The Service's Procurement and Logistics Service will aim to function beyond that level and align with best practice.

At the time of production, we are operating under the following regulations:

- ➔ UK Legislation and Regulations
- ➔ The Public Contracts (Scotland) Regulations 2015 (Procurement Regulations)
- ➔ The Procurement Reform (Scotland) Act 2014 (the Reform Act).

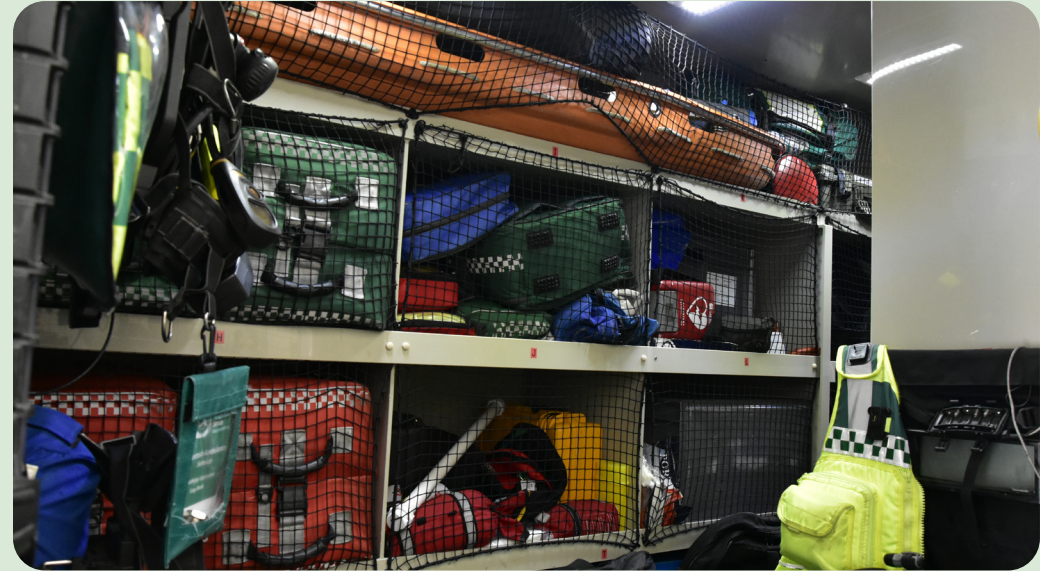
The Service's Corporate Governance Framework defines and documents the roles and responsibilities of the Board through detailed guidance on standing orders, standing financial instructions, scheme of delegation, contract/procurement regulations and a code of conduct.

The Scottish Ambulance Service procurement team also provides a procurement service to Healthcare Improvement Scotland (HIS) and NHS 24 (Shared Procurement service). Whilst the Service's procurement team has led on the procurement strategies for these other Boards, this strategy relates only to the Scottish Ambulance Service.

Procurement staff skills are supported and developed to ensure the Service remains up to date with all legislative and procurement regulations and ensures these are complied with, and supplier and contract management

arrangements implemented and managed appropriately. To promote the procurement and logistics strategy and good procurement practice within the Service we undertake the following:

- Procurement are key members of the Service's Climate Emergency Response and Sustainability Group (CERAS), which considers the best means of minimising carbon risk, improving energy efficiency, reduction of waste and to promote sustainable procurement practices.
- The procurement process supports through the procurement and logistic teams, all key stakeholders across the Service to support contract management processes and procedures to ensure they are consistent with public sector policies and commercial and legal obligations.



2. Our vision, mission and role of the Service's Procurement and Logistics Service

Our Vision

To be a high performing procurement and logistics service that delivers a legally compliant and sustainable service and provides and delivers all financial and service procurement and logistic opportunities, aligned to the Scottish Ambulance Service 2030 Strategic ambitions.

Our Mission

To provide a comprehensive sustainable procurement and logistics service that meets the needs and expectations of all service partners in support of the Service corporate, financial, social and sustainable objectives.

Ensuring the continuing development of procurement and logistics opportunities to reduce inequalities and improve community health and wellbeing and supporting NHSScotland climate change ambitions.

Our Role

Our work focuses on:

Delivering savings, efficiencies and sustainable procurements to derive social, environmental and economic benefits from public expenditure, via the purchase of the goods or services through contracting activity.

This includes collaborative working where appropriate and

- ➔ Providing advice on public procurement to stakeholders throughout the Service.
- ➔ Developing the skills and expertise of our team to deliver a high-quality service to our stakeholders.

3. Contracting activity

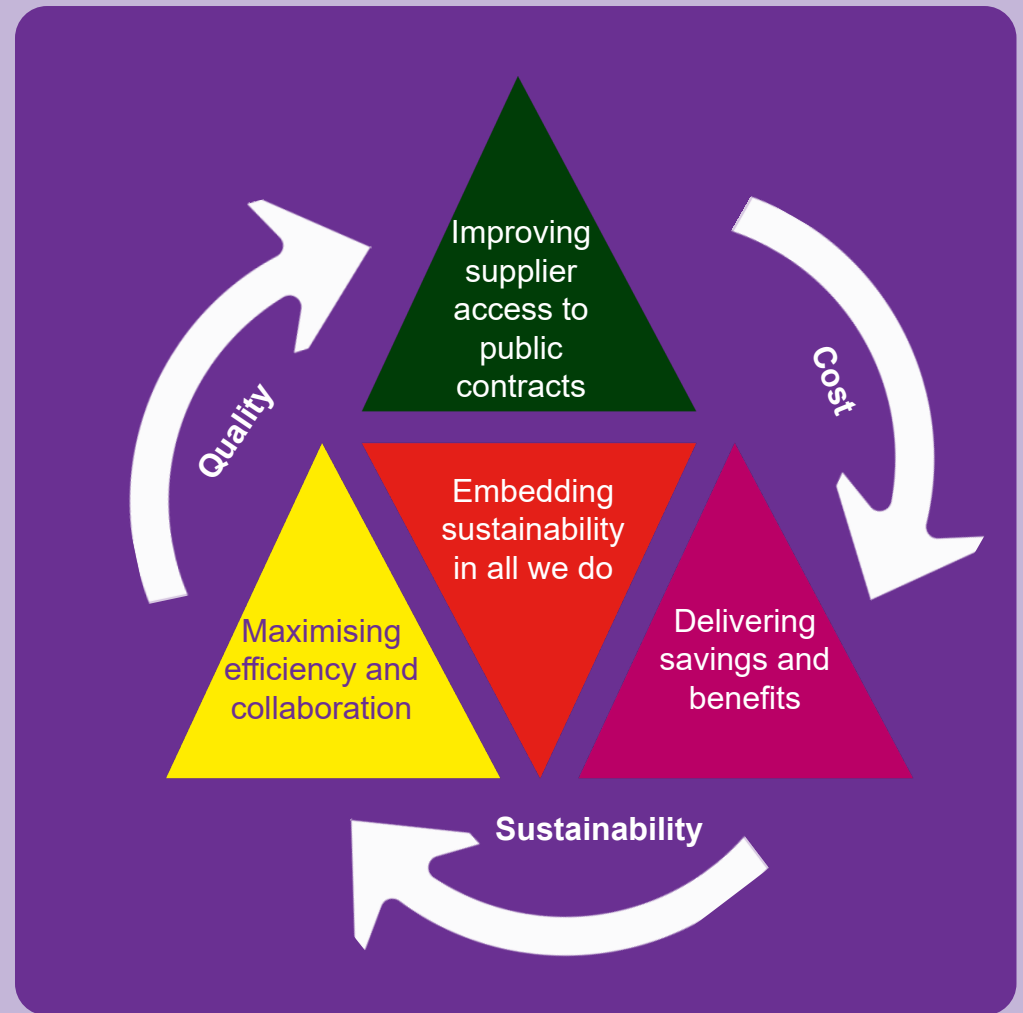
Our approach to procuring goods, services and works reflects the Scottish Model of Procurement as shown on the right (Figure 1). We aim to achieve value for money by working closely with our stakeholders to understand their requirements, and with suppliers to understand the relevant market sectors. Procurement processes are based on a fair, open and transparent competition which is proportionate to the scale and purpose of the contract and meets our legal obligations.

Contracts are awarded using a mix of criteria appropriate to the subject matter of the contract.

For each procurement project that exceeds £50,000 ('regulated procurement') we will develop a sourcing strategy. These strategies are based on tools provided in the Scottish Government's Procurement Journey, such as the sustainability test. These tools help to identify opportunities to include social, environmental, economic issues in the procurement.

Our activity includes all contracts for the Service. We publish details of all the contracts we have awarded on the Public Contracts Scotland portal.

Figure 1: Scottish Model of Procurement



Our Procurement & Logistics Services at a Glance

Figure 2: Distribution from regional Logistics Hub

Provision of Contract tendering activity for three NHSS Special Health Boards:

- Scottish Ambulance Service
- Healthcare Improvement Scotland
- NHS 24

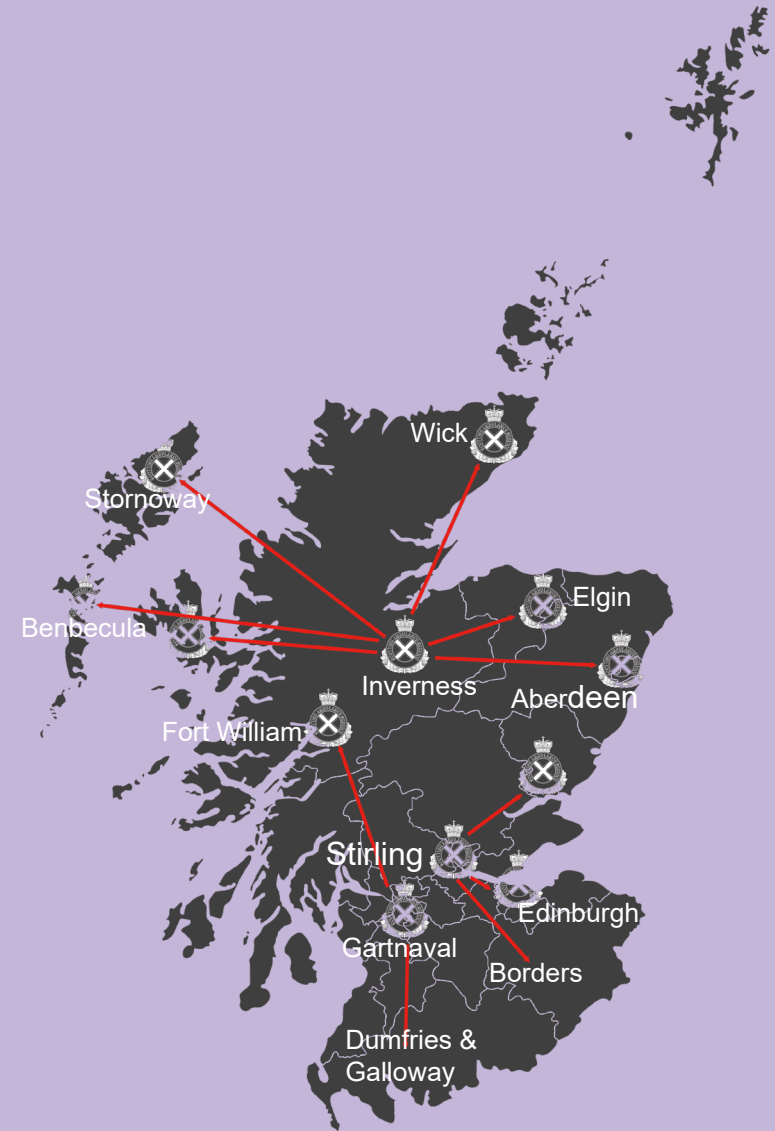
Management of the SAS Pecos Purchasing system:

Purchase order line activity over the last 12 months was: 42,000

The procurement team including Head of Procurement and Deputy Head consist of eleven WTE's

The Service has three regional Logistics Hubs, servicing mainland Scotland:

- Gartnavel hospital servicing the West
- Stirling, servicing the East
- Inverness servicing the North.

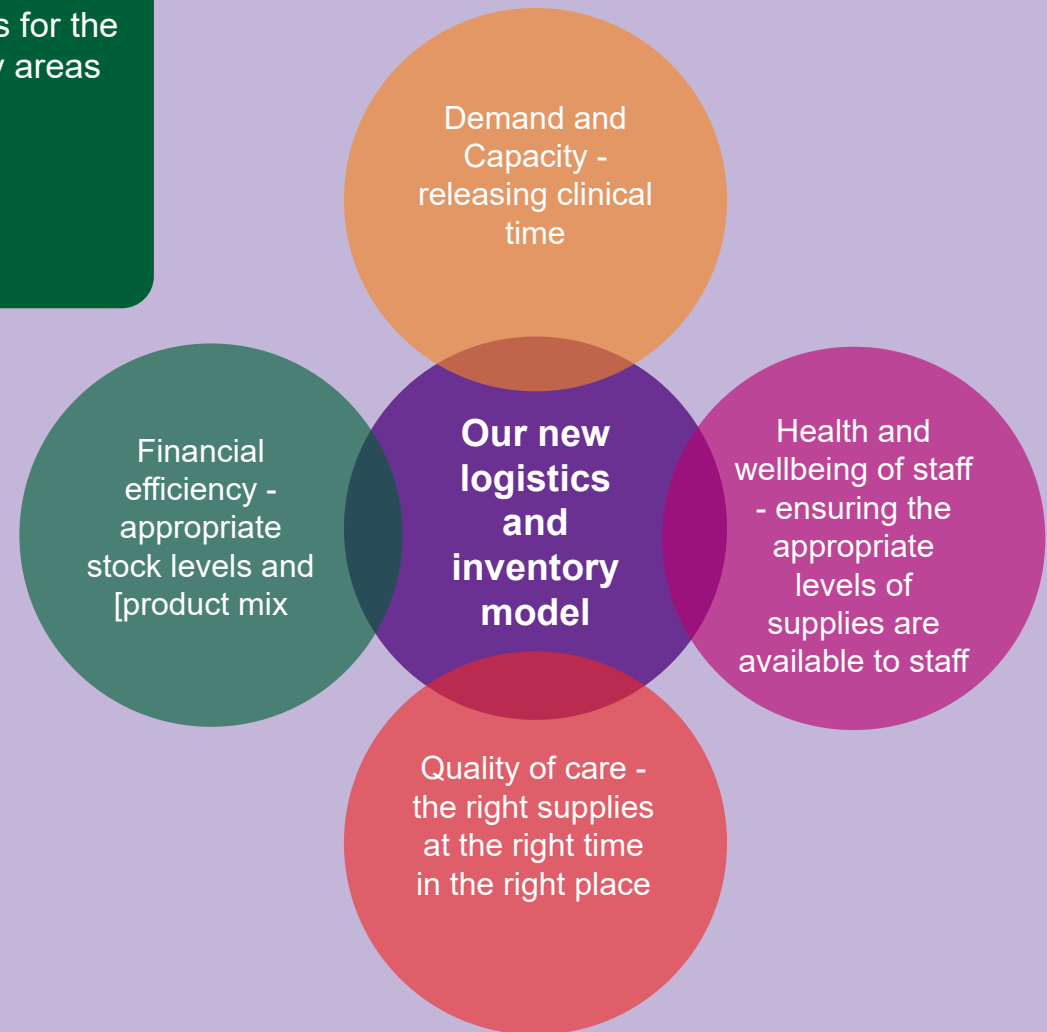


Our Logistics Hub provide a stock checking and top-up service to 135 stations and service locations.

These Hubs hold circa 300x stocked products that are essential consumables for the Stations and other key areas of the Service.

Logistics service managed and maintained by 17 WTE members of staff who report into the Deputy/Head of Procurement

Figure 3: Key deliverables of the Logistics service;



4. Key priorities

The purpose of this Strategy is to set out the strategic direction for the Procurement and Logistics Service for the next 3 years, to align and deliver the Strategic aims and goals of the Service and Scottish Government.

The key priorities of the Strategy are aligned to the Scot Government's pan public sector Procurement Strategy (published April 2023) which focuses on the following key areas:

- Developing Procurement staff capabilities and talent.
- Supporting suppliers.
- Creating effective processes and tools.
- Strengthening collaboration across the public procurement landscape.

The Scottish Government's policy drivers for public procurement are predominantly centred around sustainability, economic development and tackling inequality, with an emphasis to "put public procurement at the heart of a sustainable economy to maximise value for the people of Scotland." This is reflected in the strategic aims described in this strategy.

The Service's 2030 Strategy outlines our goals and ambitions in saving more lives, improving clinical outcomes, healthy life expectancy and Improving the Health & Wellbeing of our staff and citizens. This procurement and logistics strategy has these ambitions at the core of this strategy priorities over the next 3 years.

These are now described in more detail including high level actions, and how the impact will be measured.

- **Delivering Best Value**
- **Delivering Sustainable Procurement**
- **Maximise Innovation and Supplier Development**
- **Tackling Inequalities**
- **Implementing all aspects of fair work policy**
- **Improving Cyber Security**
- **Reducing fraud**
- **Maximising collaborative working**
- **Health and wellbeing of the team**

Delivering Best Value

This will be achieved through the continued proactive engagement with key Service stakeholders and suppliers to identify new ways to achieve best value through supportive challenge of specifications and service levels, the use of innovative solutions and ongoing engagement with key suppliers and stakeholders through the contract management process post-award.

We will embrace quality improvement with a view to ensuring that our processes are as efficient as they can be for the benefit of our stakeholders, our suppliers and ourselves. We will do this through:

- Formal monthly procurement review meetings in place with key Service stakeholders to review current and future contract requirements.
- Providing awareness / refresher sessions on the Service's Standing Financial Instructions and the Procurement Regulations & tendering requirements to all staff.
- Structured Supplier Management and development with a key focus on the Service's key critical suppliers.
- Developing close working relationships with the Service's teams to assist with the progression of the major procurements that are being developed over the next couple of years.



What we will achieve:

- Commercial cost reduction through consideration of:
 - Specification requirement – The 5 W's (who, what, where, when & why)
 - Tendering methodology and approach to maximise value opportunities
 - Tender Weighting: Where applicable
 - Total Cost – weight consideration
 - Award structure: Sole Award, Ranked, Small Value lots
- Security of supply:
 - All tendering suppliers are required to provide their Business Continuity Plans
 - Where possible, potential alternative sources of supply (product) and or services are identified for critical service provision items or areas
 - Improved local social outcomes
 - Tender responses are required relating to Community Benefits either delivered or committed as part of a supplier's tendering response and where possible, these responses are weighted and scored as part of the tender process

How we will achieve it:

- Early project engagement – involvement at the design stage allows for an optimised supply solution ensuring unnecessary costs are minimised.
- Early market engagement – procurement can

engage with market participants to understand new developments and bring this knowledge back in house.

- Right sizing contracts – appropriately segmenting requirements to better facilitate SME/Third Sector and Supported Business participation.
- Focusing on wider value - maximising the impact of each pound spent by including Community Benefit Clauses that can be weighted and scored where possible for each procurement.
- Evaluating on whole life costing – not just focusing on acquisition cost.
- Utilising output-based requirements – buying the outcome not defining how it should be done.
- Challenging the need and demand management – is the purchase necessary?
- Shift in focus to supply management - by prioritising key supply areas and suppliers we can unlock additional value through partnerships and innovation.

How we will know it is successful

- Reduction in baseline costs from previous to future state / requirement.
- Improvements in service levels through agreed and defined Key Performance Indicators.

→ Defining and reporting on Clinical benefits. Securing and Delivery of Community Wealth Building initiatives through the Tendering process.

→ Development of Small to Medium sized Enterprises (SME) to encourage more involvement in procurement tendering opportunities. This will be recorded via SME tendering statistics.

Delivering Sustainable procurement

The Scottish Government introduced the Sustainable Procurement Duty (following The Procurement Reform (Scotland) Act 2014 (the Act)) requiring public bodies to consider how they can improve the economic, social and environmental wellbeing of their constituency, and act in a way to secure improvements identified.

What we will achieve:

- When procuring goods and services, the Service's Procurement recognise that supply chain sustainability must be considered to help determine the extent of the associated greenhouse gas emissions and social and environmental impacts.
- The Service's Procurement are committed to utilising the suite of sustainable procurement tools and guidance.
- Procurement Tenders are where possible now incorporating weighted scoring considering aspects for review and evaluation. These can include:
 - Carbon footprint from manufacture to delivery point
 - Re-useable vs Single use product
 - Reduced / Bio-degradable packaging
- We will continue to develop our practice with respect to sustainable procurement, this will include looking for ways to broaden access to contracts for Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

How we will achieve it:

- Looking for innovation and harnessing more sustainable technologies.
- Encouraging our suppliers to provide more sustainable goods and services with lower carbon emissions.
- Expanding the use of community benefits.
- Embedding fair work practices.
- Promoting equality and tackling inequality and Inclusion of Life cycle impact mapping as part of the sustainability test.
- Considering the requirement and its impact in relation to the Scottish Government's - Climate change adaptation programme 2019-2024.
- Work to develop supplier information for procurement setting out clear circular economy expectations of those supplying the Service. We will:
 - Classify suppliers in line with a development hierarchy, based on their approach and published data in relation to climate change and circular supply systems

- Identify further items which are single use and / or not recyclable and collaborate with our suppliers to seek opportunities to switch to more circular alternative
- Work in partnership with stakeholders to identify further areas where circular economy principles can be adopted
- Every procurement tender requires the participating supplier to provide details of their sustainability offer and provision.

How we will know it is successful

- Internal reporting on a quarterly basis, will encompass:
 - Move from single use to re-usable product (where possible and or practical)
 - Quantify impact of the change in product
 - Carbon footprint baseline identification of critical and key consumables and assess alternative opportunities to reduce the carbon footprint.
 - Point of manufacture, to delivery to the UK and subsequent delivery to our Logistics Hubs.
 - The Annual Scottish Government Procurement reporting criteria is also being reviewed with an expectation that this will be expanded to include details specific to the delivery of sustainable procurement.

Maximise Innovation & Supplier development

What we will achieve:

- ➔ Procurement will be a key part in the development and encouragement of Innovation across the Supply Chain and we will look to support this aspect through promotion and development of Innovation in products and or services across our Procurement agreements and opportunities.
- ➔ This will also be supported by promotion of the Innovation Leadership Groups and similar bodies like the NHS National Procurement – Health Innovation Assessment Portal, NHS Innovation-portal-for-supplier-submissions. This portal is in active use, with potential opportunities having been shared with the Service through this route for review and constructive feedback to the provider on the potential use of the submission or if not, why it is not suitable.
- ➔ Supplier development:
 - Particularly small to medium sized enterprises (SMEs) the Third Sector and Supported businesses is crucial in “maximising value for the people of Scotland”.
 - As part of an Anchor institution, the Service’s Procurement and Logistics are working with other NHSS Health Boards and SDP Scotland to develop a Supplier Development Programme to encourage SMEs participation in the Tendering process.

- Throughout the Service Procurement will hold online drop-in open sessions, covering:
 - The tender process
 - What do we want and need from tender submission

How we will achieve it:

- ➔ In conjunction with SDP Scotland look to advertise in 2024 (online) SASB Tendering drop-in awareness sessions for suppliers to dial into.
- ➔ Advertise the Innovation portal as part of both the tendering process as well as raising awareness via the continual supplier development process.
- ➔ Continue to develop the contract and supplier management process and incorporating this aspect into the balanced scorecard methodology that is in current use.

How we will know it is successful:

- ➔ Recording the number of participants and where possible, confirmation of their SME status.
- ➔ Reporting of Innovation portal statistics via the published tenders (and participants in that process) as well as the formal Supplier and contract management balanced scorecard activity.

- ➔ We set a target to report an increase in the number of SMEs actively participating in both the portal and the tendering activity.

Tackling Inequalities

What we will achieve:

- We will continue to adhere to the legal requirements of the Equality Act 2010 which specifies that procurement should pay due regard to the award criteria (economic viability and performance) and equality considerations.

How we will achieve it:

- Mechanisms are currently in place (and will be built upon) to ensure that suppliers and the Service comply with the Act and the Public Sector Equality Duty.
- We will focus on the ethical employment of staff within the extended supply chain. This requires all currently contracted and prospective suppliers support in continuing to develop the

transparency and profile of this essential initiative highlighted in the Equality and Modern Slavery Acts.

- We will seek all suppliers support in highlighting the focus of the supply chain and on the importance of complying with the terms of the Equality & Modern Slavery Acts to improve community wealth building and help reduce poverty across Scotland.

Fair Work First as a priority

What we will achieve:

- The Service will continue to embed all aspects of the Scottish Government's Fair Work First policies in Service's Procurement opportunities. The [Scottish Government's Fair Work policy](#) outlines five Fair Work criteria that must be applied to Public Sector Procurements from the 1st of April 2021.
- The Service supports the right of employees to earn a fair wage.

How we will achieve it:

- We will ensure that the following key themes and requirements of the Policy are carried out within all of our Procurements:
 - Appropriate channels for effective voice, such as trade union recognition.

- Investment in workforce development.
- No inappropriate use of zero hours contracts.
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace.
- Providing fair pay for workers (for example, payment of the real Living Wage).
- Offer flexible and family friendly working practices for all workers from day one of employment.
- Oppose the use of fire and rehire practices.

- We will work with suppliers through contract and supplier management, and through addressing fair work practices in procurement processes to encourage suppliers to pay the (Real) Living Wage within their staff structures.
- Suppliers will be asked about fair work practices, including the (Real) Living Wage, in future procurements where relevant. Key suppliers will be monitored through the contract management process.

- In relation to Procurements that are funded via public sector grants the rules are due to change and when these changes come into effect shall make it a mandatory requirement for suppliers to pay their staff the real Living Wage.

How we will know it is successful:

- Suppliers being required to confirm their position and agreement in relation to these requirements as part of the tendering process.
- Reporting on those suppliers that are accredited Real Living Wage suppliers and reported as part of the Annual Procurement report.

Use procurement to improve our Cyber Security

What we will achieve:

- Cyber resilience is key to operational resilience and business continuity, as well as our capacity to grow and flourish as we adapt to the demands of operating online.
- Procurement has a key role to play in improving our cyber security posture.

How we will achieve it:

- We will continue to plan, exercise and reflect continually and collaboratively, to ensure that Scotland is prepared to withstand cyber threats.

→ We will continue very close working with the Service's Information Communication Technology (ICT) and Senior Stakeholders to identify high risk areas and/or services that require increased review, development and assurance that the service and its Supply Chain is Cyber Resilient.

→ We will aim to ensure that for those in-scope Procurements that may potentially be impacted by Cyber threats have sufficient measures and requirements in place. These will ensure that the service provider has sufficient and adequate measure to protect services. In the event of a breach or failure, appropriate business continuity measures in place to mitigate the impact.

→ We will use the supplier assessment tool developed by the Scottish Government and key supply chain providers will be requested to confirm their position and capabilities in relation to Cyber Resilience.

Use Procurement to reduce fraud

What we will achieve:

- Procurement will support initiatives to oppose all forms of fraud, corruption and malpractice whether arising from within or outside the Board or from contractors.

How we will achieve it:

- Strengthen the purchasing and ordering controls within the logistics hubs.
- Develop logistics reporting and investigate variances.

- Undertake procurement staff fraud awareness training.
- Ensure procurement staff lead in procurement fraud training for specific procurements.
- Maintain the register of interest schedule and ensure this is in active use for every procurement.
- All Service Procurements will have the Whistleblowing procedure and contact process outlined for their awareness, information and action if required. In actioning this we will ensure that:
 - Staff, contractors or subcontractors are aware that if they have any concerns about

suspected malpractice, there are various routes available to them. Service staff can raise the concern via the Board's whistleblowing policy.

- Suppliers and members of the public can raise their concerns directly with the Head/Deputy Head of Procurement.
- Concerns can also be raised by concerned citizens via the crime stoppers website.
- Continued close working with the Service fraud liaison officer.
- The Head of Procurement is a confidential contact and has been appropriately trained to assist in any whistleblowing concerns.

Maximising collaborative working

What we will achieve:

- We will aim to maintain or increase our 80% of contract expenditure using collaborative contracts.

How we will achieve it:

- The Service's Procurement continues to work with all NHS Scotland Health Boards and in particular lead the procurement service for NHS 24 and Healthcare Improvement Scotland as part of shared service provision. This has enabled

Procurement to provide a structured and consistent service across the three services.

- The shared learning and Procurement opportunities have also delivered benefits through shared procurements and standardised procurement processes and methodologies.
- Currently approx. 80% of all Service contract expenditure is via collaborative contracts, covering agreements with the following organisations:

- Pan public sector Scotland (Scottish Government, Scotland Excel, APUC, NSS National Procurement, Police Scotland, Scottish Fire & Rescue)
- Ambulance service contracts UK wide
- NHS Scotland: Health Board local contracts
- UK wide public sector contracts

These agreements are developed where applicable in partnership with these organisations to ensure development of the specification requirements are suitable for the service.

Health and Wellbeing of the Procurement team

What we will achieve:

- In order to achieve the key priorities, set out above, we must continue to develop the skills of the Service's Procurement and Logistics team members so that they have the capability to achieve these priorities and ensure that we continue to deliver a legally compliant service.
- We also must look to find innovative ways to recruit and train new members of staff recognising the current national shortfall in these skills across NHS Scotland.

How we will achieve it:

- The Service's procurement team employing a modern apprentice position that is key in the continuing development of future procurement staff.

- Continuation of the flexible remote and hybrid working structure that will encourage both new starts and staff retention.
- Expand opportunities for CIPS Qualification: Support for procurement staff to achieve MCIPS qualification.
- Mentoring and procurement skills development is provided by senior member of Procurement team.
- Link into the national NHSS development programme to identify and where possible resource training requirements for all NHSS Procurement.
- Working closely with Police Scotland and Scottish Fire and Rescue and when possible, procurement key skills training is utilised.

How we will know it is successful:

- Appropriately trained and developed staff will be able to develop, progress and manage more complicated procurements as their skills and experience progress.
- This will enable a greater range of procurements being progressed by the Team.
- Increased number of staff progressing via formal qualification / certification (eg. CIPS).
- Potentially greater job satisfaction within the role, demonstrated via annual review (PDP) and also iMatter response detail.

5. Strategy implementation underpinned by a Policy Framework

Our strategic aims will be underpinned by a range of procurement policies including;

- Purchasing policy
- Tendering policy
- Contract & Supplier Management policy
- Mitigating the risk of serious organised crime policy
- Declaration of Interest policy

These will be reviewed and updated regularly.

5.1 Developing our policy on the use of community benefits in our contracts

The Service is an Anchor Institution, and therefore has a key role in Community Wealth Building.

Being a large scale and national employer there is real opportunity to develop our use of local supply chains and contractors to support local employment to maintain and develop wealth and economic growth within the locality.

The Service's Procurement and Logistics will support Community Wealth Building initiatives including:

- Implementation through contract tenders, by giving a greater weighting to agreed criteria
- Including social and environmental sustainability as an influencing criterion on contract tenders
- Creating opportunities for supported businesses and third sector organisations to deliver public services
- Employment and training opportunities for the long term unemployed and disadvantaged individuals
- Creating opportunities for SMEs to deliver public services
- Environmental activities
- Support for community initiatives



The Shared Procurement Service will seek community benefits for all procurements valued at £4m and above in line with the requirements of the Procurement Reform (Scotland) Act 2014. In addition, we will consider the potential for community benefits for all regulated procurements (currently over £50,000 for goods and services, and £2m for works) and seek to obtain these where possible.

We will monitor the community benefits achieved and report this in our Annual Report on procurement activity.

5.2 Developing our policy on consulting and engaging with those affected by our procurements

The Service's Procurement and Logistics Service works with internal stakeholders and potential suppliers to help us to design our procurements. Internal stakeholders will include all users of the goods or services, budget holders, senior management, subject matter experts or staff representatives. Stakeholder mapping is a component of the sourcing strategy that is developed for all regulated procurements.

We will record any complaints about failure to consult and report this in our Annual Report.

5.3 Policy on promoting compliance by contractors and sub-contractors with the Health and Safety at Work etc Act 1974 and any provision made under that Act

The Service has a policy for the Management of Contractors which is aimed at promoting compliance with the Health and Safety at Work etc Act 1974, and a broad range of other health and safety legislation, this will continue to be reviewed and updated during the strategy implementation. This policy is provided to contractors, and they are required to comply with it. In addition, the Service uses standard NHS terms and conditions of contract which require contractors to comply with health and safety legislation and provide remedies for any failure to comply with this. Key suppliers will be monitored through the contract management process.



5.4 Policy on the procurement of fairly and ethically traded goods and services

The Service will consider the requirement for specifying fairly traded and ethically traded goods and services in relevant procurements on a case-by-case basis, as set out in its sustainable procurement policy. The shared service partners buy minimal amounts of goods and services that could have a fair trade or ethical trade implications, and most of these commodity areas would be covered by National Procurement framework contracts e.g., staff uniforms (cotton content), foodstuffs. This will be reviewed on an ongoing basis.

5.5 Payment processes

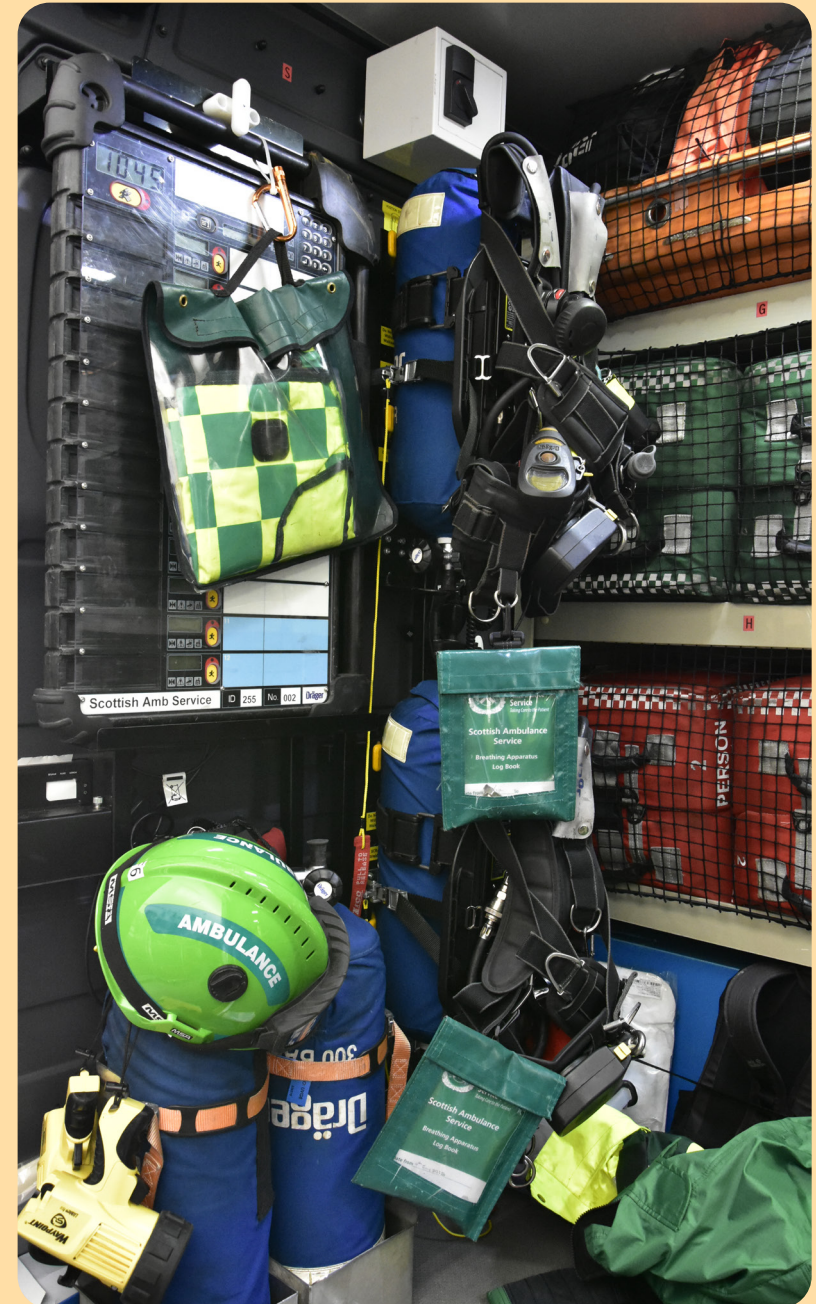
In line with policy the Service will as far as reasonably practicable, ensure that the following payments are made no later than 30 days after the invoice for:

- contractors
- sub-contractors
- sub-contractors to sub-contractor

The current policies state that approved invoices will be paid within 30 days, although the Finance Department aim to achieve payment within 10 days.

In addition, the Procurement Service uses standard NHS terms and conditions of contract which require contractors to pay their sub-contractors within 30 days. If this does not occur, sub-contractors may apply to our Board for support to resolve the matter.

The Service will continue to comply with the NHS policy on 'No PO (Purchase Order) no pay' (i.e., invoices must quote purchase order numbers). Any invoice without a valid purchase order number is returned to the supplier. The requirement for invoices to show order numbers is made clear in the NHS terms and conditions of contract.



6. Governance

Annual Reporting

The Procurement and Logistics Strategy is implemented by means of annual work plans. Progress against the work plan is monitored by the Head of Procurement on an ongoing basis and reported through the:

- Annual Report to the Service Board
- Quarterly reporting via the Performance and Planning Steering Group
- Monthly reporting to Finance department

The Procurement Reform (Scotland) Act 2014 required the Board to publish an Annual Report on regulated procurements each year and published on the Service web site following final approval.

The Service's Annual Report will contain:

- A summary of the regulated procurements that have been completed during the period covered by the report.
- A review of whether those procurements complied with this strategy for regulated procurements.
- Any regulated procurements that did not comply with this strategy for regulated procurements, a statement of how the Service intends to ensure that future regulated procurements do comply.
- A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period covered by the report.
- A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the period covered by the report.
- A summary of the regulated procurements that the Service expects to commence in the next two financial years.
- Details on how the procurement service pays due regard to equality and achieve the equality objectives in line with the Equality and Human Rights Commission guidance.



Audit Review

As part of the assessment of the procurement function and delivery of goals and objectives, an Audit will be carried out as per the Scottish Government's, Procurement & Commercial Improvement Programme (PCIP).

The Procurement & Commercial Improvement Programme (PCIP) has now been running since 2015 however was put on hold during the pandemic period and is now due to re-commence across NHSS from November 2023.

The PCIP assessment provides a means of measuring and reporting on the procurement and commercial capability of organisations pan public sector through the provision of evidence, based around a series of set questions and other evaluation methods.

The assessment of the Service's Procurement service provision will be undertaken in conjunction with other NHS Scotland Health boards with the output being utilised to identify areas of best practice and areas for further development.

Strategy ownership and contact details

The owner of this Strategy on behalf of the Service is the SAS Head of Procurement. This refresh of the Strategy covers the period from 2023 to 2026 and will be subject to further annual review.

The Strategy will be published on the Service's website and @SAS, where additional information relating to both the Procurement and logistics service is available. Any amendments to this Strategy will be similarly published along with the Board's annual procurement report. In addition to being available to view on the Service's Board's website this strategy will be sent for information to Scottish Government Procurement.

Head of Procurement,
Scottish Ambulance Service
Gyle Square
Edinburgh
EH12 9EB

Email: Brian.Laughland@nhs.scot

