

Bristol & Weston Purchasing Consortium Procurement Strategy



2022 - 2025

Reference & Document Control

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Forward by the BWPC Procurement Board

Ensuring that we get value from our spend is critical to the ongoing commercial sustainability of NBT, UHBW, and the wider ICS.

We recognise that the demands of the modern health service require that “value” means much more than just buying more for less. The 2022 - 2025 BWPC Procurement Strategy sets out our determinants of value and outlines the areas of focus that BWPC will focus on to ensure that we are maximising the value we obtain from our external spend.

The Strategy outlines our key objectives across the 4 key areas of: Creating one supply chain for the ICS; Getting value from all our spend; Being an employer of choice; Being an Anchor in the community. We are committed to embedding these themes across everything we do. We believe that these themes contain the key commercial principles that allow us to create the best model for delivering procurement for the ICS.

The new BWPC Procurement strategy emphasises that collaborative working across the consortium is key to delivering value. BWPC has acted with procurement colleagues across the whole ICS to develop and agree this strategy. Therefore, as the ICS Procurement Target Operating model is developed, this strategy shall apply to all parties of the BWPC Consortium with new members to the consortium signing up to the Strategy as they join.

Introduction

The Healthier Together Partnership is supported by Procurement teams from across Bristol and Western Purchasing Consortium, Sirona care and health CIC , Avon and Wiltshire Mental Health Partnership NHS Trust. These teams provide the core functionality for the ICS for, Strategic and Operational Procurement, System Development & Administration, Data Analysis and Benchmarking and Supply Chain Management functionality.

This paper sets out the high-level vision and transformative strategy for the Healthier Together Partnership in support its aims and objectives going forwards.

Underpinning the ICS development is the purpose of the commitment to the commercial life cycle management of the influential expenditure of the partner organisations, rationalisation and standardisation opportunities associated with stimulating and managing the markets we procure from. Procurement can add real value across the ICS in many ways, including developing efficient supply chains providing quality product when needed to treat patients whilst driving out waste and unnecessary cost releasing monies back to patient care.

Key to unlocking the full potential lies in our most valuable resource, our teams; by engendering a 'learning environment' and developing our colleagues to attain their potential, the ICS may derive true benefit. This strategy affords the opportunity to work at scale with shared resource providing for personal career development whilst reducing duplication of activity and, ultimately, targeting reduction in non-added value activity.

Bringing together market innovation in partnership with our clinicians and non-clinical stakeholders across all organisations can also bring real change to the care pathway; however, the financial challenges facing the NHS mean that cutting prices alone will not deliver the required savings in the future and changes in customer stakeholder practice are also needed and procurement can be a catalyst and facilitator to unite clinicians, non-clinical stakeholders and suppliers within a commercially focused partnership framework.

This strategy equally recognises and embraces the benefits to be derived from collaborative procurement partnerships, at regional and sub-regional level, and the strategic national procurement and supply models emerging under the initiative of the future operating model (FOM) and the Central Commercial Function (CCF). The ICS will be committed to working fully with national procurement & supply organisations in partnership to deliver sustained outcomes on behalf of all member Trusts and the shared patient pathways.

It is recognised that individual member organisations of the ICS will hold corporate values and objectives which, in turn, are articulated within supportive procurement strategies; this overarching ICS strategy is intended to embrace the essence of individual Trust level strategies and, additionally, focus upon the ongoing development of the ICS procurement & supply chain workstreams and to exploit common shared opportunities harnessing combined resources, experience and expertise.

Context

There is a strong emphasis on moving from organisational autonomy to collaboration as integrated systems, bringing services together for the benefit of patients. The Long-Term Plan outlines that from 1st July 2022, all NHS organisations will be part of an Integrated Care System (ICS); aligning with national and pan-regional procurement functionality.

This presents an opportunity for procurement to align its resources and processes more closely, share best practices and utilise the full potential of its scarce and professional resources. The development of an ICS provides procurement an opportunity to position itself as a shared service and collaborative business function within an ICS supporting the development of improved patient pathways.

To deliver on this ambition, procurement teams within an ICS need to come together and operate collaboratively to realise shared goals and ambitions. Henceforth the term “Procurement” shall be taken to embrace all aspects of strategic & operational procurement, supply chain management, commissioning activity and associated commercial developments

The NHS is facing an unprecedented challenge to meet the rising demands of healthcare driven by an aging population and a background of tighter budgetary control. People are living longer and chronic long-term conditions like diabetes are on the increase. Our focus must be on improving the health of our population, keeping people well and out of hospital.

Our local Trust picture, and ICS landscape is no different and this means that we cannot continue as we have always done and as such need to transform the way in which procurement & supply chain services are perceived and delivered, seeking innovative ways to reduce the overall cost of patient pathways whilst improving the quality of products and services we deliver.

The on-going delivery of this transformative strategy is predicated upon effective stakeholder engagement and partnership with our internal clinical and non-clinical customers across the partner Trusts to identify, specify, procure, and deliver “fit for purpose” goods and services that deliver the best outcomes, quality standards, choice, and ultimately achieve the delivery of sustainable “value for money” throughout the life cycle of the product and/or service procured.

It is considered key, therefore, that the existing individual Trusts’ vision, mission, values, strategic themes, and objectives are foremost and supported. This will continue to be articulated within each of the existing partner Trust strategies throughout the transformative journey.

All areas of non-pay expenditure will be subject of this strategy with pharmacy procurement currently excluded from this scope of coverage. This transformational strategy will continue to be treated as a living document during this initial phase and will be updated as appropriate.

Our vision and goals

Vision

Our vision is to provide procurement support to the whole Healthier Together Partnership, improving patient care through effective management of the supply chain whilst leveraging value across all our spend. We will achieve this by delivering excellent procurement, supported by proven methodologies, good technology, and excellent people.

Goals

We are Bristol and Weston NHS Purchasing Consortium (BWPC). We have set ourselves the goals of:

- Attracting, developing & retaining excellent procurement professionals.
- Sustainably delivering value, while improving our financial, environmental, and social impact.
- Taking accountability for commercial supplier relationships across our clients.
- Proactively harnessing innovation within our supply chains to cultivate and share ideas across the system.
- Creating a culture of good commercial governance across the healthcare system.

Scope

This paper sets out the strategy for our client's procurement conducted by BWPC from 01/01/22 through 31/12/25. The scope of this paper includes the procurement of goods and services in the following areas:

- Medical and Surgical consumables and equipment.
- IT Hardware, software, systems and services.
- Furnishings, fittings, offices equipment and stationery.
- Capital equipment purchases.
- Capital builds and equipping schemes.
- Purchased and outsourced healthcare.
- Income from inter trust agreements.
- Agency Labour.
- Procurement of corporate and estates and facilities services.

Not in scope is spend on Drugs which is covered by the Chief Pharmacist. However, BWPC do provide professional input and assistance to the pharmacy team as and when required.

This paper describes BWPCs strategic objectives for the next three years and outlines the actions and plans needed to achieve those objectives.

The objectives are defined within 4 chapters that address our core focus and are summarised below.

1. One supply chain for the ICS

- Making the ICS footprint the foundation for procurement delivery.
- Managing spend across the whole value chain.
- Increasing transparency through technology and Data.
- Increasing commercial compliance across the ICS.

2. Getting value from all our spend

- Portfolio management of our supply chain.
- Actively managing the Categories that we control.
- Effective management of our supply chain.
- Helping to deliver the financial recovery plan.

3. Employer of choice

- How we work together.
- Developing the skills of the team.
- Attracting talent.

4. Being an anchor in our community

- Driving the supply chain to net zero.
- Using our spend as a positive influence in our community.
- Promoting a fair, diverse, and inclusive supply chain.

Chapter 1. One Supply Chain for the ICS (Integrated Care System)

Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, this divide has meant that too many people experienced disjointed care. Integrated care systems (ICSs) are partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces inequalities between different demographic groups. Core and critical to successful integration in an ICS is alignment of the services, products and suppliers used by each partner organisation, supported by effective commercial terms.

An ICS by its nature requires a strong emphasis on moving from organisational autonomy to collaboration on system-wide initiatives, driven by the national deadline to move all NHS Organisations to be part of an ICS by April 22. This presents a large opportunity for us to align our processes across the whole ICS and leverage the change to 'system by default' landscape. This will bring the opportunity to make better use of the collective resource of the whole system, unlocking scale opportunities and become more resilient to the macro level risks that exist in the supply chain.

This Strategy sets out our approach to making the ICS footprint the foundation for procurement delivery building on the networks, relationships and ways of working made during 2020/21, to cement a future where procurement always looks to ICS buying as a minimum, ensuring wider collaboration across the end-to-end supply chain and encouraging larger scale activity.

1.1 Making the ICS footprint the foundation for procurement delivery

Aim: to lead and coordinate procurement across the Healthier Together Partnership, with common policies and procurement processes, shared access to key data sets and a team dedicated to delivery across whole ICS.

We recognise the benefits provided by the shift to systems by default. By aggregating spend at ICS level this will support the delivery of more effective, efficient and resilient commercial and procurement activity. NHSE&I have defined the steps required to implement the Procurement Target Operating Model (PTOM). Bristol & Weston NHS Purchasing Consortium provides a solid foundation in ICS Procurement, having already implemented many of the steps to leveraging value across the Acute Trusts. Over the period of this strategy BWPC aim to continue to delivery of value to the Acutes, whilst increasingly supporting the whole Partnership. Key to this is the establishing of a common data source to give us transparency of spend at ICS level, and the establishment of common policies and procedures to allow us to effectively manage it.

Key activities

- Create the strategy and organisation to deliver ICS based procurement across the Healthier Together partnership.
- Create a delivery model that recognises and calls upon the procurement skill and knowledge sets across the whole ICS.
- Develop common policies and procedures across the ICS providing a common platform for working.
- Work across the partnership to reduce the range and variety of goods purchased through product standardisation and supplier rationalisation programmes.
- Standardising our approach for Data, Technology and Performance, allowing one single source of truth for all information on our Supply Chain.
- Build capability and capacity for working across the Partnership to create a more resilient resource model and support the sharing of skills.
- Building the strategies to meet the ICS' sustainability agenda for the Supply Chain.

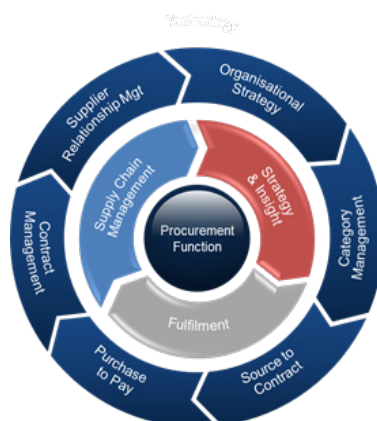
Chapter 1. One Supply Chain for the ICS (Integrated Care System)

1.2 Managing spend across the whole value chain

Aim: to create a procurement organisation that maximises commercial knowledge and supply chain efficiency to bring long term benefits across the ICS through effective end to end category management.

BWPC believe that procurement brings value beyond the traditional activities of source to contract and purchase to pay. By effectively utilising supply chain data and market insight the procurement team can establish frameworks that deliver ongoing value to the organisation, rather than at the point of purchase. Over the next 3 years we will develop our organisational model so that it spans the whole procurement lifecycle. This enhanced offering will provide a basis for support across the whole ICS further enhancing the service offering we can provide and the value of procurement.

Procurement Lifecycle



1.3 Increasing transparency through technology and Data

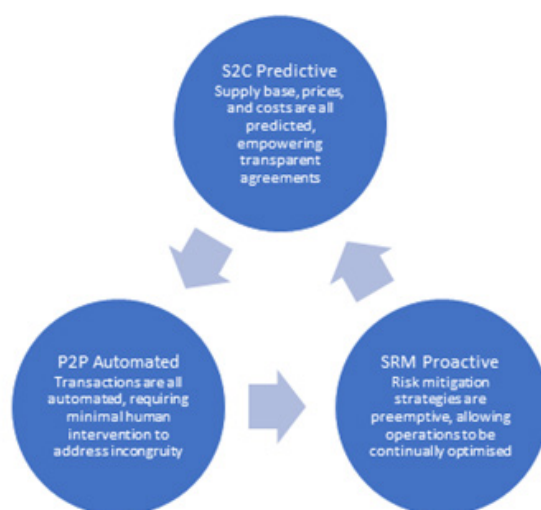
Aim: using Technology, data and AI to provide insights across the whole ICS enabling effective decision making and helping to manage disruption

Technology and data are critical in managing our supply chains and any disruptions within it and underpin an effective, end-to-end, source-to-pay process. Delivering our strategy requires us to be connected across the ICS to drive decision-making and improve efficiency. Over the next 3 years we will implement an improved, fit for purpose digital procurement solution. This solution will be scalable to meet our current and future needs, provide improved data insights, offer guided processes/ process controls. We will also seek to utilise artificial intelligence (AI), machine learning (ML), robotic process automation (RPA) and natural language processing (NLP) to improve the experience of end users.

It is intended that we will also build a strategic partnership with the system provider/(s), and capitalise on key supplier relationships, to leverage opportunities for innovation within the procurement system.

Combined, this will enable the source to contract (S2C) process to become predictive, transactional procurement (P2P) to become automated, and supplier management to become proactive, further allowing S2C to become predictive, demonstrated in figure 1.

Chapter 1. One Supply Chain for the ICS (Integrated Care System)



Implementing this change will be via a multi-year implementation plan incorporating the utilisation of procurement and NHS-specific best practices (i.e. rich catalogue content, GS1 coding, Model Hospital targets, etc.), and a sustained, ongoing period of embedding new, streamlined processes, and beginning to focus on process compliance and continuous improvement.

1.4 Increasing commercial compliance across the ICS

Aim: working across the ICS to continuously improve compliance with SFI's and the Procurement directive

Compliance with our financial controls is integral to the day-to-day operation. We are committed to working within the Trusts and across the ICS to identify those areas of non-compliance and setting out plans to bringing them within control.

This includes:

- Regularly tracking the compliance position.
- Identifying the barriers to non-compliance and working to create mitigations.
- Implementing new system control mechanisms to resolve problems at source.

Chapter 2. Getting value from all of our spend

The UK marketplace is undergoing major change as it recovers from the economic shock of the pandemic and repositions itself for life post EU Exit, creating a commercial environment that is challenging and likely to endure into the near future. The Confederation of British Industry are indicating that we will be operating with heightened levels of uncertainty for the next 2-3 years. More optimistically OECD and Bank of England indicate that the UK Market is showing signs of recovery, however their expectation is that this is the start of a long-term resolution.

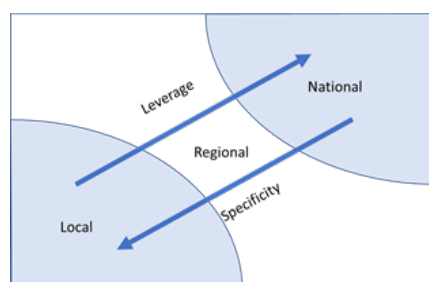
To help insulate our stakeholders from the effects of an unpredictable supply market we need to change the way we procure goods, moving away from transactional spot-buying towards a longer-term commitment and a portfolio-based approach to procurement. Moving strategically towards a longer-term procurement model allows for an increasingly balanced approach to the market by reducing variation in supply route, product type and cost, ultimately driving significant efficiency gains throughout our client organisations. Increasingly, our focus will be on understanding how our stakeholder needs can be met by the supply market through robust supplier relationships that protect our supply chains whilst allowing ongoing improvement and innovation.

Our strategy sets out our commitment to work within a spend portfolio-based category management model and segment our spend to align to the external supply market rather than our internal stakeholders, thereby increasing our ability to access whole market supplier opportunities. Category Management, along with detailed analysis of our client's spend patterns, should afford us greater oversight of our spend and give us a greater ability to understand and resolve problems as they occur using standard models (Kraljic Portfolio Purchasing Model, Cox's Power & Value Mapping).

2.1 Understanding our supply chain using strategic spend portfolios

Aim: to use spend portfolio analysis to build a reliable, resilient supply chain that is understood, adaptive to change, meets our current and future demand needs, is appropriate to the operating environment of the NHS and provides value for money to our clients

Mapping spend into categories to align to our category teams is essential to understanding the scope of each team's remit, however we will also assess our spend by portfolio (assigning financial transactions to Local, Regional and National spend portfolios) Portfolio spend mapping will be one of our key drivers to developing effective strategies for managing our supply chain more effectively. We hold the view that we should always look at the optimum scale for conducting market engagement and contracting activity and must recognise the context of our client's activity within the wider national context of the NHS and global medical supply markets. To that end we will organise our spend into Local, Regional, and National groupings (portfolios) dependent upon the requirements of the marketplace and our clients.



Chapter 2. Getting value from all of our spend

National Portfolio

Nominally, national portfolios of spend will be managed by NHS Supply Chain Towers and SCCL (NHSSC). The portfolios will be managed at a national level due to characteristics that either make them highly transactional (e.g. PPE and other commoditised off-the-shelf products) or where the market conditions of supply are monopolistic requiring the leveraging of full NHS volume to maintain a balance of power with the supplier. National portfolios of spend are managed centrally, with BWPC focussing on making sure our clients can access the portfolio products compliantly and with as little operational resistance as possible while making sure clinical needs are met. We will also proactively manage the critical relationship with NHSSC to ensure cost and quality are monitored and our clients return on NHSSC investment is maintained.

Regional Portfolio

Regional portfolios contain activity and products related to regional specialist hubs (pathology, cancer, heart, paediatrics etc.) or aggregated needs that are not met at a national level. Typified by characteristics of interdependence in a relationship between a region and a supplier, geographic or demographic limitations of regional market sectors or alignment in activity between healthcare providers, regional portfolios should increasingly underpin ICS procurement activity. Our focus will be on moving spend from the local or national portfolios to focus on the needs of the regional ICS and optimise benefits from our collaborative approach.

Local Portfolio

Local portfolios of spend will be developed by BWPC Category Managers where a specific need merits their creation to support clients within the ICS. A local portfolio will be based on characteristics limiting the project scope to a restricted group of clients or stakeholders, potentially consisting of geographic constraints, social value, idiosyncratic local need, highly collaborative relationships, specialisms restricted to a single healthcare provider. Following the ICS model of collaboration, we will always assess any need for suitability to be developed into a regional or national portfolio project before progressing locally with limited clients.

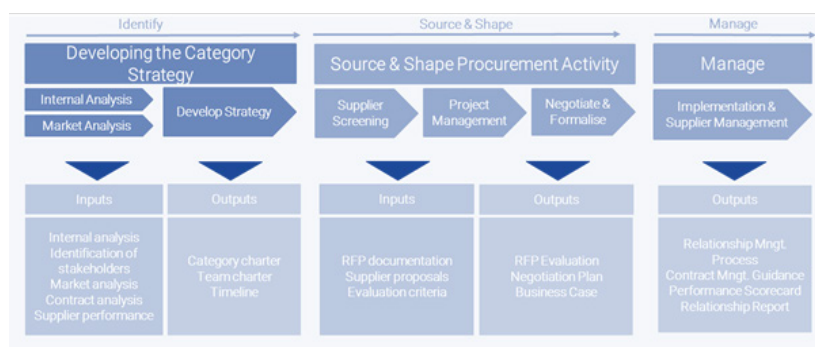
2.3 Actively managing the categories that we control

Aim: to have category-based procurement management in place across the majority of ICS third party spend. ICS categories will be led and managed by accountable category leaders, who coordinate stakeholder inputs from each partner organisation.

We will take a proactive role in managing the categories that we control by building on our growing data foundation and utilising common procurement tools to segment markets. We will work within the category management model (below) and segment our spend using standard segmentation models (Kraljic Portfolio Purchasing Model and Cox's Power & Value Mapping). Utilising these known and established approaches should give us greater oversight of our spend, greater ability to understand the problems that need to be resolved and position us to effectively manage them.

We will build category plans for each of our key categories. We will continue to expand and deepen our category knowledge, creating robust category strategies that deliver value across the whole ICS.

Chapter 2. Getting value from all of our spend



2.4 Effective Management of our supply chain

Aim: to ensure that our Suppliers deliver in line with their contractual terms (on time and to quality – enduring)

We recognise that good supplier relationships help deliver significant cost savings by allowing the development of increasingly strategic outcomes such as partnering for innovation, improving speed to market, and creating a more sustainable and resilient supply chain. Positioning BWPC to access the potential of these relationships within our supply chain is key to ensuring that we remain at the leading edge of innovation across the trust and support our clinicians and patients in benefiting from the latest of technologies through compliant commercial agreements.

Alongside our development of supplier relationship management strategies, we will actively measure, assess, and analyse the performance of our supply chain. We will work with our supply chain to introduce key performance indicators (KPIs) that will promote behaviours to add value. We will hold suppliers to account for their activity and delivery thereby creating a strong link between performance and intended outcomes.

2.4 Helping to deliver the financial recovery plan

Aim: creating a programme that delivers long term benefits and sustained whole life cost reduction in support of the financial recovery at the level of both the Trust and the ICS

We will build on our knowledge and understanding of our supply chain, to identify and prioritise procurement initiatives that support delivery of the Trusts and the ICS financial recovery plans. We will

- Create opportunities to deliver year on year cost reduction.
- Work with our supply chain to mitigate the impacts of inflation through effective cost avoidance measures.

Chapter 3. Being an Employer of Choice

Our continued success relies upon us continuing to be a people focused organisation. By empowering the team and using their knowledge to highlight potential problems early, we have been immensely successful in developing effective solutions to the problems we have faced. Building on this is one of the key tenets of our strategy. We aim to be high performing and inspired people, and this strategy will help us create the team we want to be.

3.1 How we work together

Aim: to have an organisation that is fit for purpose and able to meet the demands of our clients

3.1.1 Joint working across the ICS

All Parties share a common objective of ensuring patients, citizens and value for taxpayers is at the heart of what we do. We will work collaboratively across the ICS and challenging each other in pursuit of our shared objectives. The shared approach for working together will be characterised by openness, transparency, information sharing and timely engagement on issues of mutual interest and importance.

- i. In the spirit of operating as an ICS, procurement projects should be undertaken by the ICS (vs individual parties) as a 'norm' unless there is complete agreement for this to not be the case.
- ii. We accept that the wider benefit of extensive collaboration outweighs potential concerns on individual projects.
- iii. Understanding of respective statutory roles, duties, and powers, recognising the need to work collaboratively as well as individually.
- iv. Share appropriate information, experience, materials, and skills to learn from each other and develop effective working practices.

3.1.2 Organisational Design

Each of us is an expert in our own organisation, category or function and we are recognised for our expertise. We will ensure the team is structured to maximise our strengths. We will actively share knowledge across the ICS procurement team to support each other. We will actively pursue a diverse culture; welcoming and appreciating different ideas, backgrounds and thinking styles to strengthen our value.

We will endeavour to embed equality, diversity, and inclusion in all our activities, and ensure the health and wellbeing of our team is prioritised over delivery. Confident that a happy and healthy team will deliver more value. We will seek out the views of our varied stakeholders and feed these back into refining our approaches to activities.

3.2 Developing our team

Aim: to equip our people with the right skills and commercial judgement to better manage our supply chain. While empowering individuals to grow and develop towards their own goals we will inherently improve our ability to meet our organisational aims.

3.2.1 Empowerment

We will reinforce our environment that allows individuals to apply their professional judgement and expertise within a framework of best practice. Supporting individuals to take ownership and decisions within a structured delegation. An ethos of support and leadership to drive growth and success, rather than control and management to constrain our horizons.

Chapter 3. Being an Employer of Choice

3.2.2 Skills and Continuous Development

Ensuring we all have the right skills to do our job competently. Using our skills and capability matrix we will identify key development requirements for the team and provide them with broad training and development opportunities so that they are supported in their continuous development. Our continuing professional development will be aligned with the Chartered Institute of Purchasing and Supply (CIPs). We will adopt a 70/20/10 learning model to improve our performance output.

3.2.3 Career Mobility and Succession planning

We support people in equipping them for their current and future careers. We will work with team members to provide them with experiences across our organisations. Through mobility of individuals, we ensure we have a rich pool of people to meet succession plans.

3.3 Attracting talent

Aim: to create an organisation that is viewed as an attractive place to work both inside and outside the NHS. We will foster an environment where all individuals' perspectives and skills are valued.

3.3.1 Diversity and Inclusion

All individuals bring different perspectives and skills, making the value of a diverse workforce immense. Our ambition is to become a truly inclusive team that recognises the diverse needs of our stakeholders across the ICS. We will adopt methods designed to tackle bias in recruitment processes to diversify the talent pool available for BWPC. We will work closely with our host organisation NBT to create equal opportunity for all regardless of gender, physical ability, sexuality, age, and ethnicity.



Chapter 4. Being an Anchor in the community

4.1 Driving the supply chain to Net Zero

Aim: to establish the mechanisms for achieving Net Zero within our supply chain by 2030.

In 2019 both Bristol Acute Trusts, as part of Bristol One City, declared a Climate Emergency and committed to take action to support a fair, healthier and sustainable city, The Bristol One City Plan targets to becoming a net zero and climate resilient city by 2030, the Healthier Together ICS have collectively published a Climate Change Adaptation Plan (2021-2025), which sets out a vision for the future which includes:

- Efficient use of resources, energy, water and waste management.
- Sustainable commissioning and procurement processes ensure resilience across the health and care supply chain.
- Sustainable building design and construction ensures all buildings are built to the highest specification.

In 2020 the NHS became the world's first health service to commit to reaching net zero carbon emissions. The NHS is responsible for around 4-5% of the UK's emissions, with over 60% of our total carbon footprint sitting within our supply chain. Over the next 3 years BWPC will actively work with our supply chains to reduce harmful carbon emissions to save lives and improve health, now and for future generations. This includes emissions from freight, the manufacturing of goods, catering, business services and construction, among others.

From April 2023, we will adopt the Government's 'Taking Account of Carbon Reduction Plans' (PPN 06/21), requiring all suppliers with new contracts with an anticipated contract value above £5 million per annum, to publish a carbon reduction plan for their direct emissions. From April 2024, we will expand this requirement for all new contracts, irrespective of value.

4.2 Using our spend as a positive influence in our community

Aim: to use our spend in the community as a power for good and create a Bristol Market place for social enterprise.

In line with the Government's stance on enhancing social value through its spend, we believe that there are opportunities to leverage influenceable spend to support SMEs and social enterprises within the region without placing additional cost burden on our spend. We believe that through focusing our spend in this way there is opportunity for us to:

1. Support Covid recovery in the region
2. Create new businesses, Jobs, and Skills
3. Increase supply chain resilience and capacity
4. Provide effective stewardship and environmental management
5. Help to tackle workforce inequality
6. Improve health and well being

Our approach builds on UK Government procurement policy. In addition to PPN 06/21, we will adopt the Government's Social Value Model (PPN 06/20) from April 2022, where all NHS tenders must include a minimum of 10% scoring criteria in all procurements to assess how suppliers will contribute to the NHS' net zero targets and social value in contract delivery.

To this end our strategy sets out our ethical procurement agenda for the next 3 years. More detail around this can also be found in our Ethical Procurement Policy.

Chapter 4. Being an Anchor in the community

4.3 Promoting a Fair, Diverse, and inclusive Supply Chain

Aim: to ensure that all relevant, potential suppliers have the fair and equal opportunity to compete for business within our supply chain

We believe that supply chain management and supplier diversity go hand in hand. The NHS at a national level has set ambitious targets for increasing workforce diversity and embedding good practice in equality, diversity and inclusion throughout their supply chain. In our position as an anchor organisation in our region we will take an active role in creating Fair, Diverse, and Inclusive supply chain.

Our key commitments are:

- As a consortium we are committed to removing Modern Slavery from our supply chains and using our market leverage to drive an ethical supply chain. Ensure our supply chains and procurement processes are ethical, free from worker abuse and exploitation and provide safe working conditions.
- We will work with other anchor organisations in our region to create a Bristol Market place for SMEs and Social Enterprises. Maximise societal gain arising from and wider public benefits delivered through the services we commission.
- We will continue to work with regulators, suppliers and supporting industry bodies so that all suppliers have an opportunity to align with NHS ambitions. Carrying out our work with foresight for our future world, reducing our negative impacts wherever possible.
- Influence good practice throughout our supply chains and our partner organisations.

