

## Procurement Strategy

**Public Board**  
**27<sup>th</sup> November 2025**

<b>Presented for:</b>	Approval
<b>Presented by:</b>	Paul Ralston - Director Commercial and Procurement
<b>Author:</b>	Paul Ralston – Director Commercial and Procurement
<b>Previous Committees:</b>	Finance & Performance Committee

<b>Our Annual Commitments for 2024/25 are:</b>	
Reduce wait for patients	
Reduce Healthcare Acquired Infections by 15%	
Reduce our carbon footprint through greener care	✓
Use our existing digital systems to their full potential	✓
Strengthen participation and growth in research and innovation	
Deliver the financial plan	✓
Be in the top 25% performing Trusts for staff retention	✓

<b>Risk Appetite Framework</b>				
<b>Level 1 Risk</b>	<b>(✓)</b>	<b>Level 2 Risks</b>	<b>(Risk Appetite Scale)</b>	<b>Impact</b>
Financial Risk	✓	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts, focussing on the delivery of large-scale capital developments and waste reduction programmes.	Minimal	Moving Towards

<b>Key points</b>	
1. Obtain approval of new 3-year Procurement Strategy	For Approval

## **1. Summary**

Procurement has developed a new three-year Procurement Strategy to be a direct replacement for our previous strategy. The strategy is an appendix to this paper, and we are seeking approval from the Trust Board to enable Procurement to deliver against the planned objectives over the next 3 years.

## **2. Background**

The new procurement strategy is split into 6 themes identified below and also includes a more detailed 3-year delivery plan to provide yearly objectives to be met against each of the 6 themes. The 6 themes are:

- Influence & Governance
- People & Skills
- Data, Technology and Insight
- Strategic Procurement
- Supply Chain Management
- Sustainability & Social Value

Each theme has several objectives to be delivered against for each year. This follows a similar approach to the previous strategy in both the strategic themes and the delivery plan split by theme and year.

In developing the new Strategy, procurement has recognised and aligned to the current Trust Strategy, Goals and Commitments. In addition, we have identified the national approach to Procurement through NHS England and Department of Health and Social Care through the Commercial Central Function Strategic Framework. Our main ambition is to remain the best procurement team to work for in the NHS and our key focus is on supporting our people, embracing technology, leading collaboration across West Yorkshire, being a lead on sustainability and social value all to support the delivery of high-quality patient care.

The strategy has been worked on with feedback from several stakeholders and was presented for review at the October Finance & Performance Committee who also provided feedback and insight into the document which resulted in some final amendments during November.

## **3. Proposal**

The new Procurement Strategy is attached as Appendix 1 and submitted for approval.

Once approved Procurement will create a dashboard to track delivery of the planned objectives and each theme will have a lead from within the senior management team within Procurement to support delivery. Where required we will develop improvements plans to support delivery of the objective and these will form part of the normal annual plans put in place across Finance. We will continue to provide regular updates to Finance & Performance Committee on procurement assurance and progress against the objectives.

We are proud of our delivery against the last Strategy and our new strategy builds on where we need to focus our ambition to deliver similar, or better, levels of success over the next 3 years. We want to be the centre of excellence for Procurement across West Yorkshire and the wider national Procurement landscape and be known to develop and support our people. We aim to support being the greenest Trust and taking a lead on working with our suppliers to deliver Environmental and Societal goals (social value) underpinned by use of technology where possible to deliver improvements, all to help support the delivery of high-quality patient care across the Trust.

#### **4. Financial Implications**

N/A

#### **5. Risk**

There are no specific risks we would highlight.

#### **6. Communication and Involvement**

Our Procurement Strategy has been reviewed by a number of stakeholders in its development. Once formally ratified it will be uploaded to the Trust Internet site as a public facing document.

#### **7. Equality Analysis**

There are no anticipated issues around equality.

#### **8. Publication Under Freedom of Information Act**

This paper is currently exempt from publication under Section 22 of the Freedom of Information Act 2000 but will be made available to the public within 1 month of approval from the Trust Board.

#### **9. Recommendation**

The Procurement Strategy 25-28 is provided for approval.

#### **10. Supporting Information**

Appendix 1 – Procurement Strategy 25-28

Paul Ralston  
**Director of Commercial & Procurement**  
18<sup>th</sup> November 2025