

(Blue Box) Agenda Item 14.5(i)

Procurement

3-year Strategy & Plan *2025 to 2028*

V1



Document Control

Revision History

This document has been through the following revisions:

Version	Date	Author	Brief Summary of Changes
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V0.2	07/10/2025	Paul Ralston	Second Draft for Review
V0.3	09/10/2025	Paul Ralston	Additional amends to milestones for each theme and feedback from external Procurement Directors
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Authorisation

This document requires the following approvals:

Authorisation	Name	Position	Date
Project Sponsor	Jenny Ehrhardt	Director of Finance	
Project Lead	Paul Ralston	Director Commercial & Procurement	

Distribution

This document will published on the intranet site and the external Trust website.

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Procurement Vision

Our vision is “To be the best provider of Procurement and Supply Chain services, to support the delivery of patient care in The Leeds Way”

1 Executive Summary

Leeds Teaching Hospitals NHS Trust is committed to delivering exceptional patient care through a best-in-class procurement and supply chain function. This 3-year Procurement Strategy sets out a bold vision: to be the leading provider of procurement services in the NHS — driving innovation, efficiency, and value across the Trust, the West Yorkshire system, and nationally.

Building on the success of our previous strategy, we have achieved national recognition, including being the first NHS Trust to reach 'Best' in the Commercial Continuous Improvement & Assessment Framework and securing Customer Service Excellence accreditation. We have embedded Supplier Relationship Management into business-as-usual, adopted Robotic Process Automation, and invested in our people through professional qualifications and skills development.

This strategy is shaped by a rapidly evolving national landscape, including the NHS England Central Commercial Function Strategic Framework and ongoing integration between NHS England and the Department of Health and Social Care. It balances long-term ambition with the agility to respond to change — locally, regionally, and nationally.

With financial pressures, global supply chain instability, and rising expectations around sustainability and social value, our strategy focuses on staff resilience, collaboration, and digital transformation. We will continue to lead on waste reduction, embrace emerging technologies, and support the Trust's clinical and financial goals.

Above all, this strategy reinforces our commitment to enabling high-quality patient care through a procurement function that is forward-thinking, responsive, and nationally influential.

2 Director Introduction

National and Regional Context

This strategy is broadly based on the themes set out within the national Commercial Central Function Strategic Framework, which is a set of 26 interventions around 4 themes of People, Digital & Transparency, How We Work and Influence & Governance. NHS England are currently integrating into the Department of Health and Social Care, and the commercial function is part of this integration, as such there may be a period of inertia around the national direction whilst the integration takes places. In addition, there is a national requirement for Trusts and Integrated Care Systems (ICS) to review the corporate functions with the potential to directly affect how Procurement is delivered over the next few years and whilst Procurement continues to collaborate across West Yorkshire, we need to recognise the pace of change may accelerate over the next 24 months. Therefore, this Strategy is set at 3 years to enable the department to continue to focus on the key themes set out below whilst also ensuring that we can renew this strategy as a more coherent national and regional picture emerges.

Local Context

The Leeds Teaching Hospital NHS Trust continues to face financial challenges as the NHS nationally will remain constrained in terms of budgets and likely efficiency requirements for the next few years. Added to this is a greater emphasis on social value and sustainability, all of which will have an impact on the cost of goods and services moving forwards.

Technology continues to be a priority for Procurement and whilst we have made significant progress in this area over the past 3 years, including developing skills to enable Procurement to code Robotic Processes internally, the proliferation of AI and advances in digital tools require more changes to keep pace with opportunities these solutions can bring.

This Strategy recognises the national Commercial and local Trust Strategies and specifically supports the main priorities around supporting and developing our people, focusing on care quality, effectiveness and patient experience, developing integrated partnership services, ensuring financial sustainability, and being a green Trust.

Procurement has delivered significantly on its strategic goals over the last 3 years, through being flexible and adaptable to change, a key deliverer of waste reduction programmes, an early adopter of technology to deliver efficiencies, supporting a learning culture and leading Procurement activity across West Yorkshire.

This Procurement Strategy builds on this work and continues the progress to achieve our vision of being the best provider of Procurement & Supply Chain services. We will do this whilst meeting the objectives of the Trust, the wider West Yorkshire system and National Strategy, most importantly supporting the delivery of high-quality patient care.

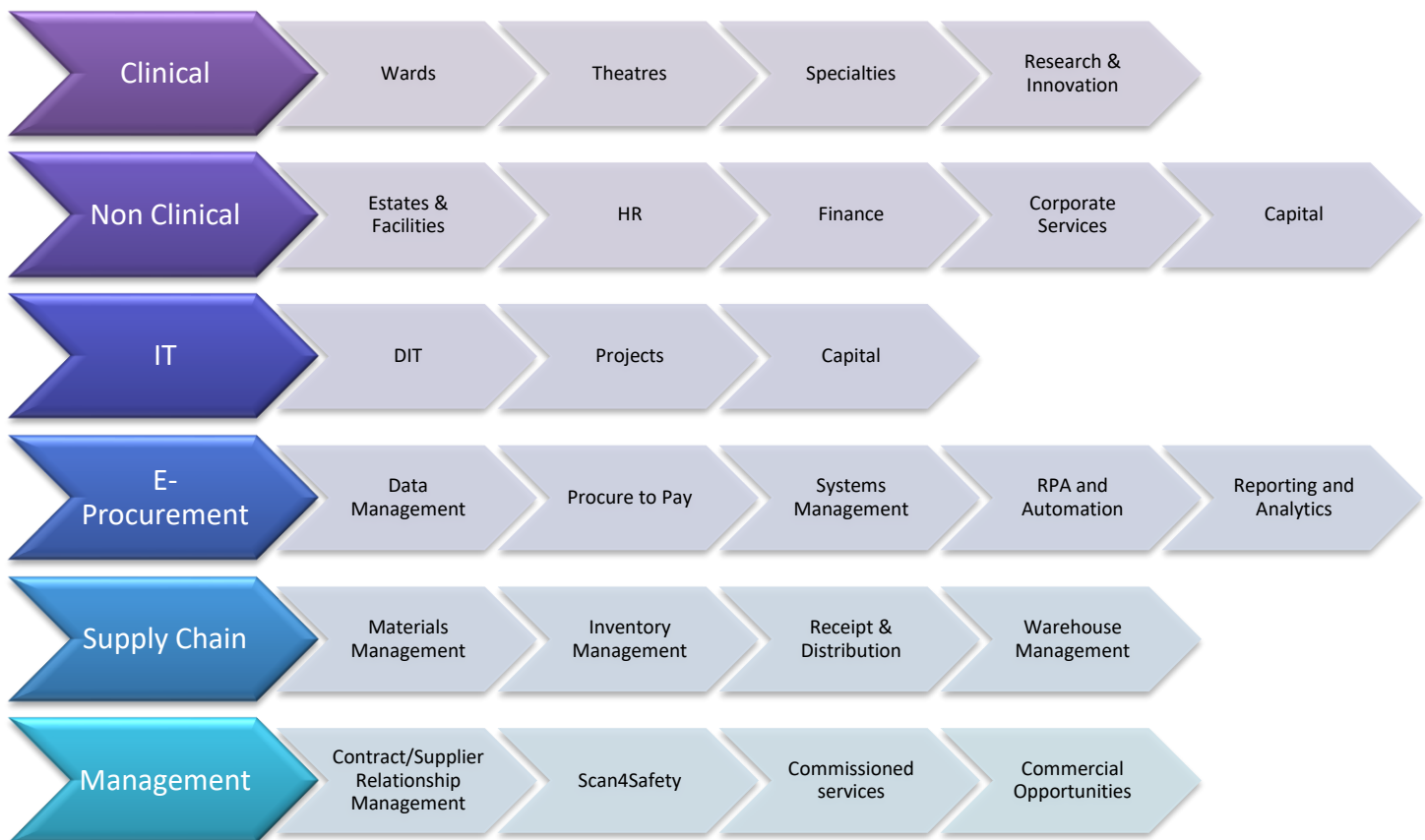
Paul Ralston

Director, Commercial & Procurement

October 2025

2.1 About Us

The Procurement function is split into a number of work areas as highlighted below. This allows us to focus our resources on broad category areas within the Trust and build up relationships with key stakeholders across the organisation.



Procurement in numbers:

Procurement provides a wide range of services and the team: -

- Enables 112,000 orders to be raised per annum, and support non-pay spend of £500 million;
- Manages over 700 contracts across the whole Trust;
- Manages £20 million of stock across 7 sites;
- Receives £250k worth of goods daily into our centralised warehouse
- Supports £4 million of waste reduction annually across the Trust;
- Is made up of 136 people.

System leadership and partnerships

Procurement has a critical role in leadership outside of LTHT, this includes:

Provides a hub for services operating across the West Yorkshire Association of Acute Trusts (WYAAT) as we host and manage a central catalogue team and provide dedicated resource to large Procurement projects (Linen, Decontamination services and major IT projects e.g. PACS/RIS).

Scan4Safety is part of the overall Procurement portfolio with the Scan4Safety team being part of procurement but also the philosophy of Scan4Safety being embedded into our approach to improve patient care.

Provision of Procurement leadership support to Harrogate & District NHS Foundation Trust as host employer of the Head of Procurement who is based at Harrogate and part of their senior leadership team. On 2025 we have expanded this approach to also recruit a Deputy Head of Procurement in the same manner.

Procurement also provides support to the North East and Yorkshire Pharmaceutical Procurement Consortia (NEYPPC) which manages regional medicines procurement activity on behalf of 28 Trust consortium members, as hosted by Leeds Teaching Hospitals NHS Trust.

LTHT procurement provides professional and thought leadership at a system, regional and national level, including:

- The Director, Commercial & Procurement is also the lead for Procurement across all providers in West Yorkshire providing professional leadership and supervision to all other provider organisations and leading a collaborative programme of work with a track record of delivering significant efficiencies.
- The Director is Chair of the regional Skills Development Network supporting Learning and Development across Procurement, a member of the NHS England led Centre of Excellence board, which is investing £7m into Learning & Development across the Procurement community over the next three years, as well as being a member of the Central Commercial Function (CCF) Steering Board supporting the delivery of the 26 interventions as part of the CCF Strategic Framework.
- The Director is also a member of the Health Care Supplies Association (HCSA) Learning & Development board and is a member of the NHS England led Energy Commodity Trading Board, as the sole Procurement representative for the NHS. Further, a number of LTHT Procurement staff also sit on national and regional groups supporting procurement across a range of areas providing their time and expertise to support important programmes of work.

3 Key National Procurement Themes

This Strategy recognises the current trends and strategic direction within the NHS and the current uncertainty in the commercial landscape as NHS England and Department of Health and Social Care continue their integration, along with continued changes in the Integrated Care System and Specialised Commissioning. The 10 Year Health Plan (10 YHP) published in July 2025 recognised that Procurement and Commercial teams are critical enablers of transforming how we obtain best value from £35bn spent across the NHS on non-pay goods and services. In particular the 10 YHP identifies how increased collaboration (especially at a regional level), better contract and supplier relationship management, delivery against Net Zero and local economic growth, better use of digital tools and automation across Procurement and key focus on workforce development and capability will help underpin the delivery of the 10 YHP, all of which are included within our refreshed strategy and are aligned to our themes.

Both nationally and regionally there is significant focus on how corporate services across the NHS are delivered and what the future structure of a range of services areas, including procurement, will look like over the next few years. Whilst there is already a national review into overall corporate growth in provider organisations since the Covid-19 pandemic, there is currently little consensus that a coherent way forward for Procurement will be developed centrally in the near future. Procurement has a proud history of collaborating across West Yorkshire, as WYAAT we have collaborated for eight years on various schemes and delivered savings year on year through working collaboratively. Over the past three years we have included all West Yorkshire trusts (including community, mental health and learning disability, and ambulance trust) in this ongoing collaborative work and for the past 12 months LTHT has provided the leadership to our collaborative efforts via the Director, Commercial & Procurement. This strategy recognises the need to go further in our collaborative ambition and is a key focus in all our themes.

Staff development and retention has been key to our success. We have a track record of promoting individuals from our teams over the past three years and as we continue to increase our collaborative approach there will be wider options for staff development and promotion across a wider footprint. Our continued focus on professional training, human factors, working with national bodies including NHS England, Skills Development Network and Health Care Supplies Association (HCSA) will ensure we have the right opportunities for our staff, ensuring LTHT continues to be seen as an exemplar in developing our teams.

Sustainability and social value are increasingly seen in society as important values, and it is the ambition of Leeds to be one of the greenest trusts in the UK. This strategy will support that ambition and develop on the work we have already done in this area. We will continue to promote both sustainability and social value in all of our tender opportunities and include specific evaluation criteria, but we will further develop the work we have done as an anchor institution across our supplier base to continue to identify further opportunities for suppliers to engage with the Trust or partners such as Leeds Hospital Charity to support local initiatives which serve the population of Leeds and West Yorkshire. We will support the national work through NHS England and NHS Supply Chain on delivery of Net Zero initiatives and supporting development of the Scope 3 emissions requirements which are due to be introduced in 2027.

Technology continues to develop at pace and the 10 YHP identifies the shift from analogue to digital as a key focus. Procurement will continue to identify ways in which technology can be developed and implemented to improve our services. Technological development will affect what skills our teams will need over the coming years, what parts of procurement may be more suited to automation and digitisation and what skills procurement need to support the Trust in procuring digital solutions across LTHT and the West Yorkshire footprint. It will also change how we approach our day-to-day tasks and how we use our data in a more informed way to enable better decision making.

We continue to support the principles of Scan4Safety especially utilising global standards, automated data capture and interoperability of systems. As part of this strategy, we have included goals in various themes which link directly to our ongoing work on Scan4Safety projects.

4 Strategic themes

The aim of this strategy is to remain a leading Trust in terms of Procurement. It is our ambition to ensure that at the end of this 3-year strategy we have continued to improve, and we are nationally recognised as one of the best NHS organisations in how we support and develop our people, use data and technology and lead on sustainability and social value initiatives.

This Strategy is broken down into six themes with objectives for each theme identified for each year of the Strategy.

Strategic themes:



Influence & Governance



Links to Trust goal of:

- Have an embedded culture of service improvement and innovation

Supports Trust values of:

- Collaborative
- Accountable

The goal of this theme is to deliver an outstanding service to all staff. We will obtain feedback on a regular basis and use this to drive improvements in the service we provide.

This strategy aims to remain accredited in the Customer Service Excellence programme and re-validate our rating of 'best' in the Commercial Continuous Improvement Assessment Framework.

Procurement is committed to lead and direct collaboration of Procurement activity across West Yorkshire with the ambition to provide a single Procurement service led through LTHT for the NHS across all of West Yorkshire and strengthen our position nationally ensuring LTHT remains a leading influence on how to deliver an effective Procurement service.

People & Skills



Links to Trust goal of:

- Have a consistent, high-performing and sustainable workforce

Supports Trust values of:

- Empowered
- Fair

The goal of this theme is to make LTHT Procurement service the best procurement team to work for.

We will do this by supporting our staff to adopt the national competency framework, linking this to succession planning and ongoing development and training. We will review our structures during the Strategy to ensure we remain aligned to the needs of the Trust but also the future collaboration and delivery of Procurement at a West Yorkshire level, with an ambition to retain and develop as many of our team as possible.

Procurement is committed to work with our Anchor network partners, providing opportunities for graduate and apprenticeship placements across Leeds to attract talent that already exists in Leeds.

We will introduce a Recognition and Reward scheme for the Procurement team, to acknowledge efforts, hard work and innovation and share the achievements across all our staff.

We will strive to continuously improve how we treat people to ensure we are as inclusive as possible and eliminate discrimination for everyone.

Data, Technology & Insight



Links to Trust goal of:

• Deliver a sustainable surplus by becoming the most efficient teaching hospital

Supports Trust values of:

• Accountable
• Empowered

Our ambition is to be a high performing Trust in terms of Data and Technology to drive our business decision making within Procurement and the wider Trust.

We will continue to integrate our systems to enable data to be linked together and stored in a structured way, enabling automation of the data and turn this into information which will be analysed by our people to aid better decision making. We will review opportunities to utilise Artificial Intelligence (AI) to improve our processes and speed up decision making, whilst ensuring we train our teams to develop solutions through AI and other tools to increase automation and productivity.

Procurement remains committed to using the Leeds Improvement Method as our management method, and we will continue to develop our process to support elimination of waste across our teams and services.

We will refine the existing dashboards obtained through our structured data to ensure we can consistently drive our own performance and that of other CSUs related to procurement. We will lead this approach across West Yorkshire.

Strategic Procurement



Links to Trust goal of:

• Deliver a sustainable surplus by becoming the most efficient teaching hospital

Supports Trust values of:

• Accountable
• Collaborative

Our ambition is to be the centre of excellence for general procurement activity and extend our approach across West Yorkshire through increased collaboration.

Build on the ongoing success of our comprehensive contract and supplier management programme that is considered best in class across the NHS, expanding across the remaining Trusts in West Yorkshire.

We will continue to expand our supplier management programme to ensure by the end of this Strategy we will have adopted supplier relationship management programmes with a minimum of 40 of our gold tier suppliers.

We will work with all trusts across West Yorkshire to develop and implement category plans across a range of goods and services, delivering efficiencies, reducing duplication and creating a 'collaboration first' approach to procurement activity.

Procurement is committed to adopting the national Value Based Procurement regime, which LTHT has supported through its early development and including the four evaluation themes across as many procurement opportunities as possible.

We will continue to deliver savings and wider non-pay efficiencies to support the delivery of the Trust's financial plan.

Supply Chain Management



Links to Trust goal of:

•Deliver fit for purpose healthcare infrastructure

Supports Trust values of:

•Patient centered
•Empowered

Changes in the warehouse availability and team have meant a re-appraisal of supply chain management. The aim over the next three years is to return the department to a back-to-basics approach that is scalable for the Trust and wider opportunities working across West Yorkshire.

We will review the use of Dolly Lane and, working with Estates & Facilities colleagues develop a long-term sustainable solution for storage and distribution which delivers benefits for the Trust and wider West Yorkshire providers.

We will optimise our inventory based on the development of the Supply X solution undertaken over the past three years. This will enable us to better manage stock across the hospital sites and begin to look at stock across WYAAT. We will also work with NHS Supply Chain on the feasibility of integrating our inventory solution into the national inventory management system to give a holistic view of stock availability.

Build on our previous success in utilising GS1 standards and support the national Scan4Safety team as well as wider DHSC and NHS England teams on how we capture accurate and timely information to improve patient care.

Sustainability & Social Value



Links to Trust goal of:

•Be in the top quartile for holistic health performance

Supports Trust values of:

•Patient centered
•Fair

Our vision is to become one of the greenest NHS Trusts in the UK, working towards our target of achieving net-zero carbon emissions by 2040, in line with national NHS and government sustainability goals.

We aim to be recognised as a leading NHS organisation in embedding sustainability and social value across procurement and operations, supporting the Trust's mission to deliver excellent, patient-centred care.

We will collaborate with the Trust Environmental Manager and internal stakeholders and champions to deliver the Leeds Teaching Hospitals Green Plan and actively support NHS England's Net Zero ambitions through the national Green Plan.

Procurement is committed to evolve our contracting and tendering processes to integrate measurable sustainability and social value outcomes, ensuring they deliver tangible benefits for our patients, communities, and the economy of Leeds and the wider City region.

We will empower staff to make informed purchasing decisions using available procurement tools and training to enable them to incorporate environmental criteria such as product-level carbon data into supporting smarter, greener choices.

5 Delivery Plan

Influence & Governance Delivery Plan

Procurement has continued to raise its profile during the life of the last strategy and has significantly more meaningful engagement with stakeholders than three years ago. We will continue to support our stakeholders across all areas of procurement and supply chain, providing leadership, training and expertise as required, especially in relation to procurement good practice and contract and supplier management.

We will advance our influence by continuing to support the procurement collaboration work led by the Director, Commercial & Procurement and we will actively develop and implement a plan of progressing the current collaboration approach into a single service led through LTHT. In delivering this single service we will review appropriate vehicles for delivery to maximise the benefits for LTHT and West Yorkshire.

Procurement is committed to re-accredit ourselves by April 2026 against the Commercial Continuous Improvement Assessment Framework (CCIAF) maintaining our score of 'Best' whilst also maintaining our accreditation to the Customer Service Excellence programme.

During this strategy we will:

- Continue to work with our key stakeholders to ensure we are providing leadership, advice and support on a range of areas including supplier market analysis, procurement law, tendering and quotation, contract performance and supplier management, stock holding and materials management and supply resilience.
- Provide Procurement leadership across all providers in West Yorkshire and develop and implement a single service approach to Procurement across West Yorkshire led through LTHT.
- Develop a procurement compliance framework to identify areas for improvement in procurement activity across the Trust.
- Revalidate our accreditation to the Customer Service Excellence scheme, ensuring continued compliance in annual reviews.
- Maintain our 'Best' rating against the CCIAF.
- We will identify, deliver and monitor waste reduction programmes to deliver any targets agreed by the Trust.
- Promote the use of GS1 standards to identify patients to minimise duplication and improve patient care and experience.
- Create a West Yorkshire governance process for Procurement to ensure accountability and risk are managed. This will include the creation of a Procurement Board to receive regular updates on delivery of targets overall accountability and management of risks.
- Oversight of the Procurement Board to Directors of Finance through the ICS finance group.

Year 1 Objectives

Ongoing

- Continue to provide Procurement leadership for all collaborative activity across West Yorkshire

Ongoing

- Provide training and expertise to all staff across the Trust through planned and ad-hoc training/updates

By Mar26

- Maintain Best rating against CCIAF

By Apr 26

- Expand Procurement Leadership to at least 1 other Trust in West Yorkshire using the Harrogate model

By Aug 26

- Revalidate Customer Service Excellence accreditation

By Sep 26

- Develop a robust Procurement compliance framework to be rolled out across the Trust

Year 2 Objectives

Ongoing

- Expand stakeholder engagement to other Trusts across West Yorkshire, led through contract management and supplier development

Jan 27

- Implement West Yorkshire wide Governance and accountability regime through creation of a Procurement Board

By Mar 27

- Review continuous improvement opportunity to improve our score against CCIAF themes

By Sep 27

- Implement Procurement compliance Framework across the Trust supporting improvement work as needed.

By Sep 27

- Develop a case for a single Procurement function across West Yorkshire led and managed via Leeds

Year 3 Objectives

Ongoing

- Conduct governance audits against the Procurement compliance framework, supporting teams where issues highlighted

By Aug 28

- Renew Customer Service Excellence accreditation or adopt similar accreditation programme

By Sep 28

- Be transitioned to a single Procurement function model across West Yorkshire

By Sep 28

- Establish new baseline for next 3 year CCIAF accreditation due in early 2029

People & Skills Delivery Plan

Our people are our best asset, and we will continue to support and develop them to deliver on our vision of being the “Best provider of Procurement and Supply Chain services to support the delivery of patient care in the Leeds way”.

We will continue to put robust succession planning and development of our people in place to ensure that where possible we promote from within and retain the knowledge, experience and training of our employees.

We will:

- Consider opportunities to attract new entrants into procurement from school, college, and Graduate and Apprenticeship roles from our region.
- Support team colleagues to attend Health and Wellbeing training, so the team have access to practitioners to look after aspects of mental, physical, and financial health to provide a supportive place to work. Ensuring we are a team that is free from discrimination and promoting Equality Diversity and Inclusion.
- Improve systems and processes to benefit the Trust and our colleagues, using new technology and ensuring we have the correct skills to maximise the benefits available to us.
- Introduce standard training plans for all roles, using Skills Development Network, HCSA, internal training and NHS England Centre of Excellence.
- Engage staff in Scope for Growth conversations, to understand development needs and training requirements in addition to standard training plans.
- Ensure succession/development plans are in place to retain and incentivise staff.
- Align all staff roles to the NHS Competency Framework once released, reviewing staff current competencies and development needs, directing to areas of development.
- Introduce a recognition and reward scheme.
- Engage with training and development available through the NHS England Learning & Development Centre of Excellence.
- Develop and promote secondment opportunities to enable individuals to access an on-the-job learning opportunity for the benefit of both the employees themselves and the wider organisation.

By the end of this strategy staff will feel supported, developed & rewarded, we will have retained the majority of our high calibre workforce, and we will remain one of the best procurement teams to work for in the NHS.

Year 1 Objectives

Ongoing

- Create a standard training plan for roles using all options available (national, local and Trust)

By Mar 26

- Scope for Growth conversations undertaken with all staff who requested one

By April 26

- Increase the number of Health & Wellbeing Champions within the team

By Sep 26

- Introduce Recognition and Reward scheme within Procurement

By Sep 26

- Have at least 3 individuals complete the CILT Level 2 programme

Year 2 Objectives

Ongoing

- Work to attract new entrants – graduate or apprentice (career fairs, etc)

By Mar 27

- Health & Wellbeing champions embedded and providing support

By Apr 27

- Standard training plans in place for all roles

By Sep 27

- Succession Plan able to identify at least 1 potential replacement for every managerial role

By Sep 27

- At least 2 people enrolled on CIPS Apprenticeship programme

Year 3 Objectives

By Mar 28

- At Least 20 individuals have been accredited at level 1 to 3 via the CILT NHS training

By Apr 28

- At least 1 individual supported as a Graduate/ Apprentice via the Leeds Anchors

By Sep 28

- All staff have clear training, development and succession plans in place

By Sep 28

- Recognition and Reward scheme continues as a positive opportunity to celebrate across the whole team

By Sep 28

- At least 70% of Procurement staff trained to CIPS Level 4-6

Data, Technology & Insight Delivery Plan

Procurement has always been proactive in how we use data and technology to improve the overall procurement service we deliver. As one of the original demonstrator sites for Scan4Safety integrating our data, to improve how we deliver our services is embedded in Procurement's approach to systems we use, data we collect, and how these are integrated to deliver insights around decision making, ensuring efficiencies are realised and ultimately how we support delivery of patient care.

With the continued focus on Artificial Intelligence (AI) in all areas of business, including Procurement, we will recognise the rapid developments AI may bring, but remain aware of the risks of the technology, including governance and commercial risks. Reviewing opportunities but only against our pre-defined need and using the Leeds Improvement Method will shape which solutions we adopt.

We will continue to review opportunities for automation whether AI or Robotic Process Automation (RPA) to reduce manual processes, building on the work we have done over the past 12 months.

We will continue to review which systems we use and ensure that where possible we have a prime system which feeds other systems with data to give us a single version of the truth.

We will work with other trusts, and partner organisations regionally to develop a West Yorkshire view of our data and expand on the work LTHT has already begun.

Our ambition is to remain a leading Trust for technology and how we integrate our systems and data requirements, providing clean, structured data which can then be used to drive insights, whilst also continuing to develop our team's ability to use AI and RPA to automate processes or deliver enhancements which have not been possible with existing tools and/or processes.

During this strategy we will:

- Continue to implement automation into our normal practices using our standard LIM approach to prioritise the automations undertaken.
- Develop the dashboards and data insights needed to support the procurement compliance reviews, building on the internal dashboards in use.
- Review the use of Oracle as the preferred procurement solution aligned to the wider needs of the Finance function.
- Develop the staff capability to use insights generated from our systems, further moving away from staff creating one off reports and data requirements.
- Engage and influence the national NHSE data team on using LTHT data to support ongoing review of how data is collected nationally, and our early adoption of solutions being considered for centralisation.
- Review opportunities for AI to reduce manual work or deliver enhancements not capable with current systems and processes.
- Finalise all of our existing dashboards and develop a road map to roll out across all trusts in West Yorkshire.
- Promote the use of GS1 standards to support the adoption of real time data capture

By the end of this 3-year strategy Procurement will be identified as being at the forefront of technology adoption to improve the services we provide.

Year 1 Objectives

Ongoing

- Develop RPA processes against our identified areas for automation

By Dec 26

- Refine existing dashboards across Procurement and Supply chain integrating all main system data sources

Ongoing

- Continue to support NHS England on data insights and integration of data sources

By Apr 26

- Review opportunity to expand Procurement dashboards to Harrogate

By Sep 26

- Maximise use of built in AI in Oracle and Freshdesk platforms to support automation of stakeholder low level queries

Year 2 Objectives

By Apr 27

- Implement AI routines into contracting tasks, where benefits have been identified

By Sep 27

- Create Procurement dashboards with a West Yorkshire view of Procurement and Supply chain performance

By Jun 27

- Create specific insights from data sources to enable Procurement to develop a comprehensive Procurement compliance framework

Ongoing

- Develop RPA/AI processes against our identified areas for automation

Ongoing

- Support NHS England on data insights and potential replacement of Atamis system for contract management and tendering

Year 3 Objectives

By Dec 27

- Review requirements from future Procurement system to support potential tendering of existing Oracle contract

By Dec 27

- Develop consolidated data insights to support Procurement compliance governance audits

By Mar28

- Support implementation of replacement for current Atamis system for contract management and tendering

Strategic Procurement Delivery Plan

Strategic Procurement is a core element of what procurement does on a day-to-day basis. It is about working on the elements of the procurement cycle as well looking at how we manage markets and suppliers. As an NHS Trust there is also consideration required to the national CCF strategy, and the existing model of national procurement delivered through NHS Supply Chain.

The 10 YHP includes several references to delivering Strategic Procurement activity, especially in terms of category management, contract management and collaboration. These are all areas of focus for this Strategy which build on the work undertaken over the last three years.

Procurement is committed to adopt the national Value Based Procurement approach to our procurements where possible. This approach will help us deliver improved outcomes for patients by measuring across a range of themes when evaluating goods and services, using a methodology LTHT developed with DHSC.

During this strategy we will:

- Increase the number of supplier partnerships we have with our gold tier suppliers to a minimum of 40 by the end of this strategy.
- Develop collaborative category plans across a range of areas and implement these where benefits are expected.
- Adopt the national Value Based Procurement criteria into our business-as-usual activity where possible.
- Support NHSE, DHSC and NHS Supply chain on their approach to national procurement strategy providing insight and influence where possible.
- Continue to deliver savings and efficiencies with a minimum delivery in each year of £4m and a stretch target of £5m rising to £6m in year 3.
- Successfully lead on the Linen and Laundry procurement and the Future Imaging Platform procurement as large, complex, multi trust procurements.

Year 1 Objectives

Ongoing

- Maintain role as CCF Steering Board member to support and influence national Procurement Strategy.

Mar 26

- Deliver savings target for financial year 25/26 of minimum of £4m and stretch of £5m

By Apr 26

- Develop Category areas across West Yorkshire for future category plans.

By Apr 26

- Be out to market for Future Imaging Platform procurement.

By Sep 26

- Increase the number of supplier partnerships in place to at least 15 gold tier suppliers.

By Sep 26

- Award Linen & Laundry contract across all participating Trusts in West Yorkshire.

Year 2 Objectives

Ongoing

- Support and influence NHSE/DHSC national Procurement Strategy, through formal groups and informal networks

By Jan 27

- Adopt Value Based Procurement criteria into business-as-usual activity

By Mar 27

- Award Future Imaging Platform contract

Mar 27

- Deliver savings target for financial year 26/27 of minimum £4m and Stretch of £5.5m

By Apr 27

- Deliver efficiencies from category plans developed during 26/27

By Sep 27

- Increase the number of supplier partnerships in place to at least 25 gold tier suppliers

Year 3 Objectives

Ongoing

- Workplan includes collaborative category plans with efficiencies to deliver maximum benefit to Leeds and wider West Yorkshire Trusts

Ongoing

- Support and influence NHSE/DHSC national Procurement Strategy, through formal groups and informal networks

Mar 28

- Deliver savings target for financial year 27/28 of minimum £4m and stretch of £6m

By Sep 28

- Increase number of supplier partnerships in place to at least 40 gold tier suppliers

Supply Chain Management Delivery Plan

The service we provide will continue to develop throughout this 3-year strategy. Working from one consolidated warehouse for Inbound Goods and Receipts and Distribution we will look to deliver an improving service to the Trust and regional stakeholders through consistent performance and stronger communications.

During the strategy we will:

- Drive savings on non-pay expenditure by optimising inventory levels. Avoiding unnecessary multiple purchases of the same items and reducing waste from expired products.
- Enhance patient care and reduce risk by preventing stockouts of critical supplies and ensuring only clinically approved non-expired products are used.
- Strengthen the supply chain management to respond effectively to routine demand fluctuations and unforeseen emergencies, such as a pandemic or war.
- Using available data analytics to guide decision-making and encouraging innovative approaches to supply chain management and resource utilisation.
- Integrate consumption data to automate the purchasing of stock and further use Scan4Safety to ensure clinical safety and real time tracking.
- Use GS1 standards to enable implantable devices to be visible in the patients record
- Review options for digital tracking of goods from point of order to receipt at end user, improving supply chain integrity and traceability.

Year 1 Objectives

Ongoing

- Review administration processes to remove duplication and use of manual and paper systems

By Dec 25

- Implement freshdesk ticketing system to all Receipts and Distribution areas

By Mar 26

- Analyse usage/trend and performance data to influence stock level reduction of at least £1m

By Apr 26

- Incorporate all pathology stores and distribution requirements into Business as Usual

By Jun 26

- Implement Supply X for general Dolly Lane stockholding

Year 2 Objectives

Ongoing

- Optimise inventory stock holding based on ongoing analysis of usage trends and identify opportunities to reduce overall stockholding

Ongoing

- Review Freshdesk data to further identify improvement areas and query/issue trends

By Oct 26

- Renew all business continuity plans based on final lease arrangements for Dolly Lane

By Sep 27

- Support the national approach to Inventory management and recording to be undertaken by NHS Supply chain

By Sep 27

- Complete an assessment on future mechanism for movement of stock across sites (vehicles and cages)

Year 3 Objectives

Ongoing

- Review long term plan for warehouse and logistics provision, including use of Dolly Lane or alternative sites

Ongoing

- Optimise inventory stock holding based on ongoing analysis of usage trends and identify opportunities to reduce overall stockholding

By Sep 28

- Implement location tracking on all internal deliveries from receipt to delivery with end user

By Sep 28

- Integrate with the national Inventory management technology solution subject to development by NHS Supply Chain

Sustainability & Social Value Delivery Plan

Sustainability and social value remain central to procurement decision-making at Leeds Teaching Hospitals NHS Trust. Building on the momentum of our 2022–2025 strategy, we are now entering a new phase of delivery aligned with the NHS Net Zero Supplier Roadmap, the 10 YHP, and our own evolving Trust Green Plan.

Procurement teams will continue to lead the way in introducing and embedding environmental and social impact into every stage of the procurement and contract management lifecycle, from product selection and supplier engagement to strategic contract management and KPI performance monitoring.

During this strategy we will:

- Advance our Net Zero goals and continue engaging with the NHS Net Zero Supplier Roadmap and NHS Supply Chain to promote access to sustainable products and clearer environmental impact data.
- Work with suppliers and utilise the expertise and willingness of key stakeholders to reduce reliance on single-use plastics and increase adoption of reusable alternatives, including drapes and gowns.
- Expand in-house carbon literacy training to increase staff awareness and capability across procurement and supply chain functions.
- Partner with other trusts and manufacturers to explore remanufactured devices and shared sustainability frameworks, including regional vehicle procurement.
- Identify and promote lower-impact product alternatives using catalogue data and supplier insights, supporting smarter purchasing decisions. We will promote the approach of Reduce, Reuse, Recycle in that order of priority.
- Highlight the local impact of supplier-led social value initiatives, especially those delivered in partnership with Leeds Hospital Charity, Take Heart, Rob Burrows MND Centre, and other patient-centred organisations.
- Demonstrate measurable progress in increasing social value weightings in tenders, aiming for a standard weighting of up to 20% across relevant contracts.
- Strengthen engagement with local suppliers to reduce carbon emissions through shorter supply routes and increase contracts awarded to Leeds-based businesses.
- Adopt robust carbon measurement tools to assess full supply chain impact, identify carbon hotspots, and develop clear reduction and removal strategies.

- Use our purchasing power to lobby suppliers to address environmental impacts and cease engagement with those who fail to meet minimum sustainability standards.
- From April 2027, we will require all suppliers to submit Carbon Reduction Plans covering Scope 1, 2, and 3 emissions. From April 2028, we will request product-level carbon footprint data to support tracking via our Carbon Footprint Plus framework.

By 2028, we want to be recognised nationally as a leader in sustainable and socially responsible procurement. Through strategic partnerships, data-driven decision-making, and a focus on patient-centred outcomes, we will continue to drive meaningful change across our supply chain and the wider Leeds economy.

Year 1 Objectives

Ongoing

- Continue to engage with the NHS Net-Zero Supplier Roadmap and NHS Supply Chain to promote access to a greater range of sustainable products and clear guidance on the impacts of individual items.

Ongoing

- Work to reduce our reliance on single use products and plastics and identify items which can be easily swapped for items with lower environmental impacts.

Apr 26

- Showcase the local impact of social value initiatives delivered with Leeds Hospital Charity and other patient-centred health charities, to encourage further supplier investment and alignment with our social value goals

By Sept 26

- Collaborate with other Trusts to discuss sustainability with manufacturers and consider use of remanufactured devices.

Year 2 Objectives

Ongoing

- Increase our proportion of re-usable drapes and gowns in collaboration with the Trusts' Reusable Textiles Working Group

By Dec 26

- Support staff existing and new to complete the Carbon Literacy in house Training Sessions to increase the number of trained staff in this area.

By June 27

- Meet the NHS Long Term Plan 2028 target to review existing vehicle contracts and develop a standard framework for regional procurement.

By Sept 27

- Obtain Carbon Reduction Plans for all relevant suppliers, including Scope 1, 2 and 3 emissions from April 2027 in line with the Net Zero Supplier Roadmap.

By Sept 27

- Engagement with more than 50% of suppliers to accelerate sustainable changes across the supply chain and deliver measurable social value across the Leeds based economy.

Year 3 Objectives

By Feb 28

- Strengthen local SME engagement to support the Leeds economy and reduce carbon emissions through shorter supply routes, aiming for a measurable increase in contracts awarded to local suppliers.

By April 28

- Request all contracted suppliers to begin providing product-level carbon footprint data, enabling accurate tracking and reporting through our Carbon Footprint Plus framework

By Sept 28

- Use our purchasing power to lobby suppliers to address their environmental impacts, and cease to use of any suppliers who fail to do so.

By Sept 28

- Demonstrate measurable progress in increasing social value weightings in tenders, aiming for a standard weighting of up to 20%

By Sept 28

- Implement available robust carbon measurement tools to assess the full impact of our supply chain, supporting the Trust in accurately identifying and addressing carbon hotspots with clear reduction and removal strategies

Appendix 1 - Overall plan

Influence & Governance

- Deliver an outstanding service to all the staff who use our services.
- Implement a robust Procurement compliance framework to support improvement in use of Non-pay spend.
- Retain and improve on our Accreditation of Customer Service Excellence and Continuous Commercial Improvement Assessment Framework.
- Lead and direct collaboration of Procurement across West Yorkshire.

People & Skills

- Be the Best Procurement team to work for in the NHS.
- Support and develop our staff, by introducing new standard training plans for all staff.
- Have multiple routes for new entrants into Procurement.
- Strive to continuously improve inclusivity, promoting diversity and ensuring everyone has a voice within Procurement.

Data, Technology & Insight

- To be a high performing Trust in terms of Data and Technology to drive our decision making.
- Increase the use of RPA and AI to reduce manual work or add value in procurement tasks and be recognised as a leader in this area
- Use our data to create comprehensive and easy to understand data insights

Strategic Procurement

- Continue to improve our comprehensive contract and supplier management programme to remain best in class across the NHS.
- Use Value Based Procurement to better link commercial decisions to better patient outcomes.
- Deliver key projects and contracts including Linen & Laundry, Decontamination & Sterilisation and Future Imaging Platform.
- Continue to deliver savings and wider non-pay efficiencies to support the delivery of the financial plan.

Supply Chain Management

- Optimise inventory levels to reduce waste and ensure appropriate stock on hand to deliver patient care.
- Use GS1 and Scan4Safety principles to ensure clinical safety of goods, especially implantable devices.
- Increase visibility of goods through digital tracking from receipt to point of use..

Sustainability & Social Value

- Be recognised as a leading organisation in the delivery of Sustainability and Social Value objectives.
- Support delivery of the Trust Green Plan, working with the national NHS England team in supporting the NHS Green Plan and work towards the target of net zero.
- Adapt our contracts and tenders to ensure sustainability and social value are considered and monitored but are targeted to how they will work for the benefit of Leeds and our patients.
- Develop our ability for staff to make purchasing decision which will include environmental factors such as carbon generated by specific products or services.