



Training - Procurement

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Training | Agenda

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2	What is Procurement?
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Training | Who are Smart Together?

- A shared procurement and supply chain service hosted by Guy's and St Thomas' NHS Foundation Trust (GSTT).
- We provide services to GSTT, Lewisham & Greenwich NHS Trust, Great Ormond Street Hospital for Children NHS Foundation Trust, South London and Maudsley NHS Foundation Trust and Oxleas NHS Foundation Trust.
- Our structure is built on four key operating pillars outlined below:

Procurement

Commercial & Contracts

Performance Excellence

Supply Chain

- The key objectives of SmartTogether are to:

- Support **business-as-usual** activity while strengthening assurance and reducing risk.
- Deliver **complex, large-scale** procurements through dedicated category expertise.
- Drive **continuous improvement** and provide **robust reporting** through **performance excellence**.
- Optimise **supply chain operations** and **enhance resilience**.

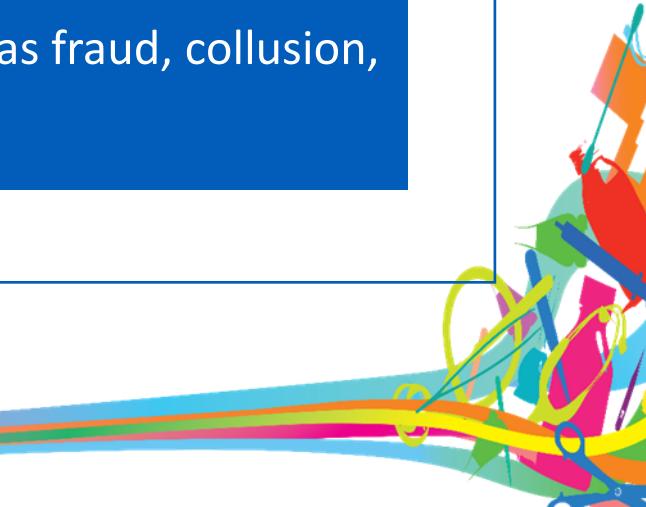


Training | What is Procurement?

Procurement is the process of sourcing, negotiating terms, and acquiring goods, services, or works, typically through a tendering or competitive bidding process.

The process ensures that the Trust secures goods, services, or works at the best possible price, taking into account factors such as quality, quantity, timeliness, and service.

The process underpins fair and open competition while mitigating key risks such as fraud, collusion, and potential reputational damage to the Trust.



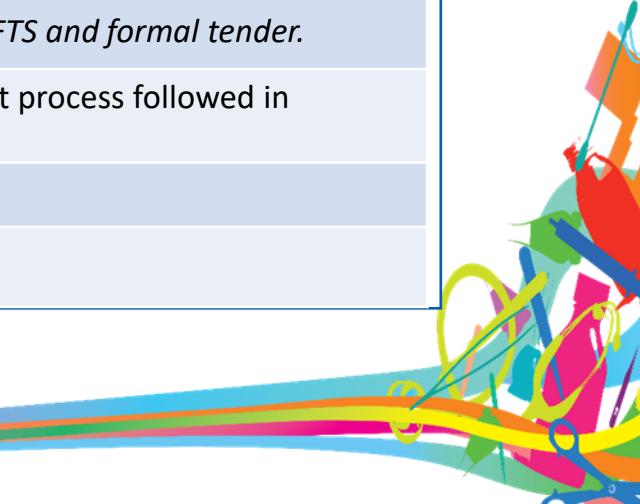
Training | Value for Money & Competition

Trust Standing Financial Instructions / Procurement policy

Tender/Quotation Thresholds (GSTT)

- Values indicate whole life costs.
- Must demonstrate VFM on all expenditure and comply with Trust Standing Financial Instructions:

	Value (Inc. VAT)	Conditions
Works	£5,373k and above	Government procurement requirements adhered to. <i>i.e. published in FTS and formal tender.</i>
	£100k to public procurement threshold	Advertisement of the opportunity in contracts finder and procurement process followed in accordance with the policy.
	£25k to £100k	Minimum of three (3) written quotes
	Less than £25k	Minimum of one (1) written quote
Supplies/ Services	£139,688 and above	Government procurement requirements adhered to. <i>i.e. published in FTS and formal tender.</i>
	£100k to public procurement threshold	Advertisement of the opportunity in contracts finder and procurement process followed in accordance with the policy.
	£15k to £100k	Minimum of three (3) written quotes
	Less than £15k	Minimum of one (1) written quote



Training | Sourcing, Tendering and Contracts

Sourcing

What to do when you need to source products, services, works:

- Contact the category team: helpdesk@smarttogetherlondon.nhs.uk
- The team will review the options and determine the appropriate route to market based on the level of expenditure, then guide you accordingly.

Contracts

- All contracts must be recorded and uploaded into the Trust Contract Register system (ATAMIS).
- All contracts must be governed by the NHS Standard Terms and Conditions for Goods and Services, unless they are purchased through a framework agreement or relate to works.
- Contracts may only be signed by an Authorised Officer as listed in the Trust's Scheme of Delegation:

Value	Delegation Arrangements*
	Goods & Services (Inc. IT, medical equipment)
Up to £500k	Chief Procurement Officer, Managing Director, Essentia, Chief Digital Information Officer,
Up to £1m	Director of Finance
Up to £5m	Chief Financial Officer (CFO)
Up to £10m	Chief Executive (CEO) or CFO (following TEC / FC&I review)
>£10m	Trust board following FC&I review



Training | Catalogue vs Non-Catalogue Orders

Key Message

All purchases should, wherever possible, be made through approved catalogues.

Why this matters

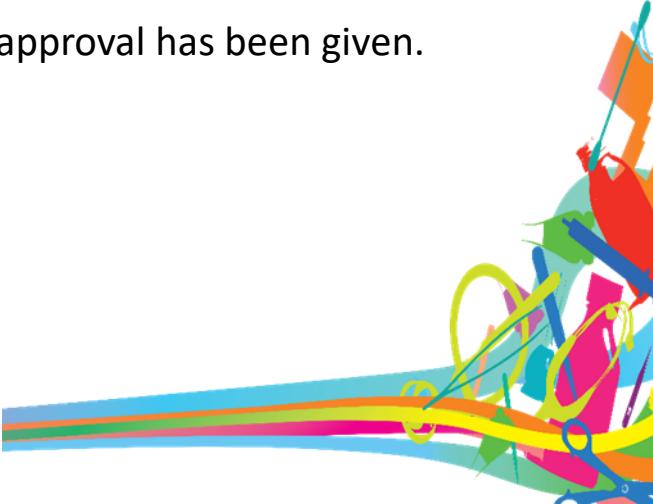
- Ensures compliance with NHS and Trust procurement policy.
- Helps the Trust secure best value through contracted suppliers.
- Reduces manual processing, delays, and invoice mismatches.
- Supports accurate reporting and stock management.

Before raising a non-catalogue order

- Search thoroughly – check for the correct description, supplier, or product code in the catalogue.
- If unsure, contact the Procurement Helpdesk for guidance or to confirm if the item is available under an existing contract.
- Only use non-catalogue requisitions when no suitable contracted or catalogue option exists and approval has been given.

Remember

“Catalogue first – non-catalogue only when absolutely necessary.”



Training | Frameworks – what are they?

- A framework provides a compliant route to market without the need to run a full tender process
- They are pre-tendered agreements with either a single supplier or multiple suppliers
- Frameworks typically run for up to four years, after which they are re-tendered to allow new entrants into the market

Two compliant sourcing options depending on how the framework is structured:

Direct award

- The terms and conditions governing the provision of the works, services and/or products (pricing, specification, quality) are already clearly set out in the framework.
- Has a clear and prescriptive pricing mechanism.

This option is faster and reduces administrative burden but must be justified and documented

Further competition

- Does not include all the terms governing the provision of the works, services and supplies
- Allows refinement of requirements (e.g., delivery timescales, service levels, or pricing) within the framework's scope
- Need to establish price/cost of goods/service
- Frameworks have templates and supporting guidance for running a mini-competition

Key point: The choice between direct award and further competition depends on the framework rules, the nature of the requirement, and the Trust's internal procurement policy/SFIs.

Training | Waivers - Principles

Procurement Leads – you **MUST** contact Kemi (SBP) BEFORE completing the Smart Waiver Form

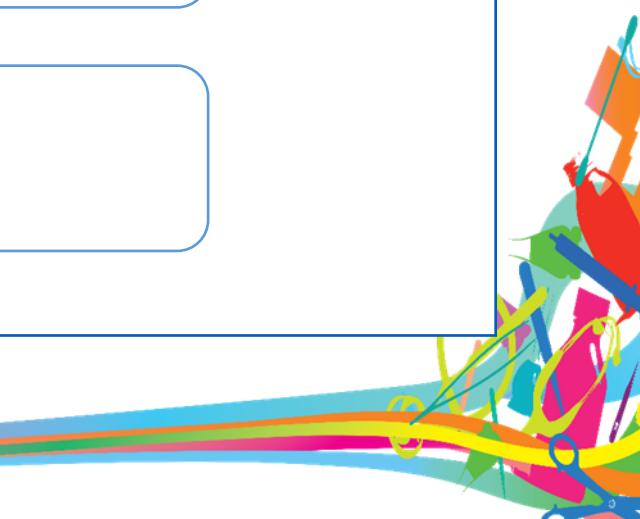
- Waivers are used when there is no possibility of meeting the Trust SFIs (getting quotes/tenders)
- Always put as much supporting information on the waiver to justify your reasons for the waiver. **Waiver is the last resort!**
- All waivers must be submitted using the online Smartsheet form.
- A waiver must **only** be used in the following circumstances (only under procurement threshold value):



- There is a clear benefit from maintaining continuity that outweighs any potential advantage to be gained by competitive tendering.
- The task is essential to complete a project and engaging different consultants for the new task would compromise completion of the project.

- Specialist expertise is required and is only available from one source.

- The timescale genuinely precludes competitive tendering.
- Failure to plan the work properly is not a justification for single tender waiver



Training | Waivers – Procurement Leads

Before making a request to waive the SFIs you **must** first discuss the requirement with the appropriate procurement lead below.

Any requests submitted where the procurement lead has not been consulted will be rejected.

Procurement Leads

DT&I	Ciaran Breen	Infrastructure
DT&I	Ciaran Breen	Hardware
DT&I	Bimbola Igandan	Software
Procurement	Kemi Ore	Corporate Services (All non-clinical spends outside of Essentia and DT&I)
Procurement	Kemi Ore	Estates and Facilities
Procurement	Kemi Ore	Community and Mental Health
Procurement	Kemi Ore	Design and Development / Capital Projects
Procurement	Kemi Ore	Capital Equipment, R&D
Procurement	Kemi Ore	Heart, Lung and Critical Care
Procurement	Kemi Ore	Surgery and Cancer
Procurement	Kemi Ore	Women and Children
Procurement	Kemi Ore	Integrated Specialist Medicine



Training | Waivers – Portal Homepage

<https://app.smartsheet.com/b/publish?EQBCT=45c03095348d4ca084ec5f737e3f39bf>

Welcome to the GSTT Procurement Waiver Portal

NHS
Guy's and St Thomas'
NHS Foundation Trust

In order to submit a waiver you must have discussed it with the Procurement Business Partner and have an approved business case available for upload for capital expenditure.

Please confirm whether the goods / services in question have been received?

Yes
Goods / Services received

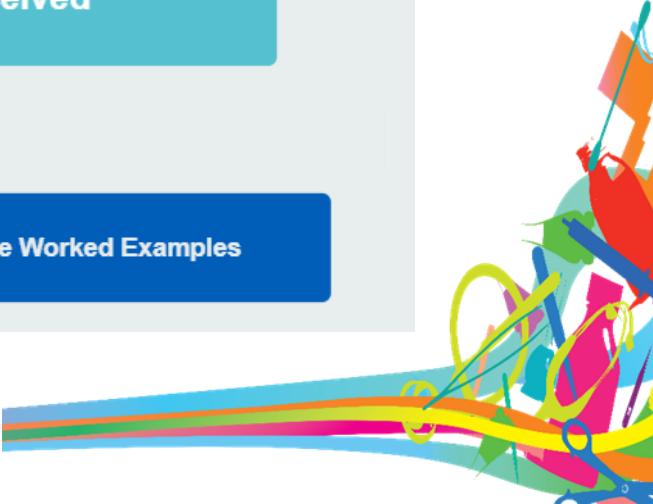
No
Goods / Services not yet received

Links to supporting documents and guidance below

Standing Financial Instructions

GSTT Waiver Guidance

Aggregated Value Worked Examples



Training | Requisitions and Purchase Orders

Internal request for goods and services delivered against an existing contract or contract to be initiated

Commitment from you to spend your departments budget

Once approved by budget owner and procurement, a PO is released

Requisitioners need to know what they are requisitioning for and what info is required

No requisition should be used as a purchase order

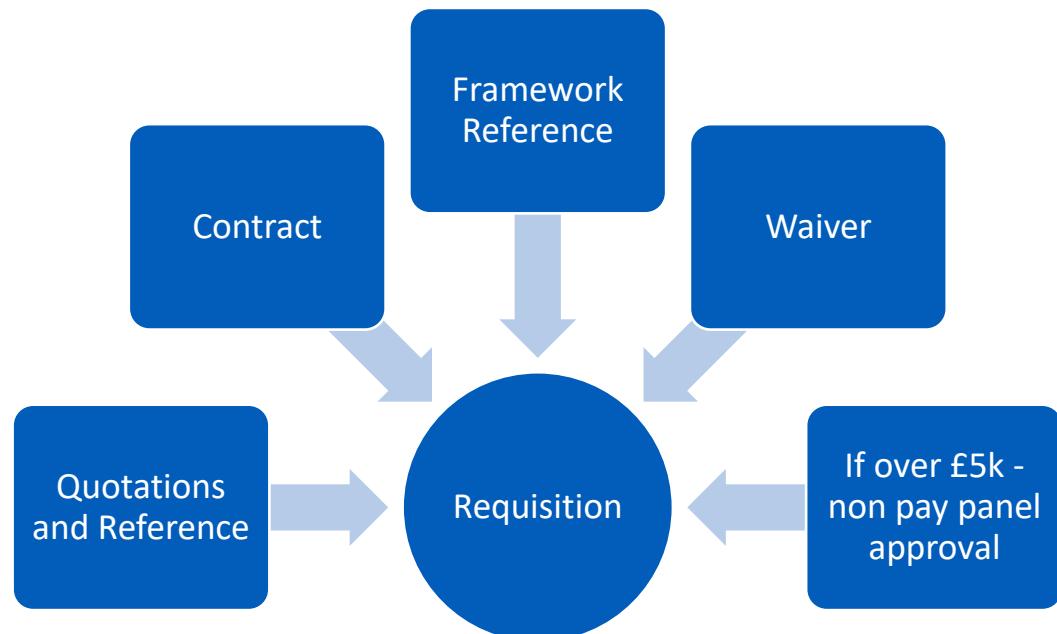
No retrospective purchase orders should be generated



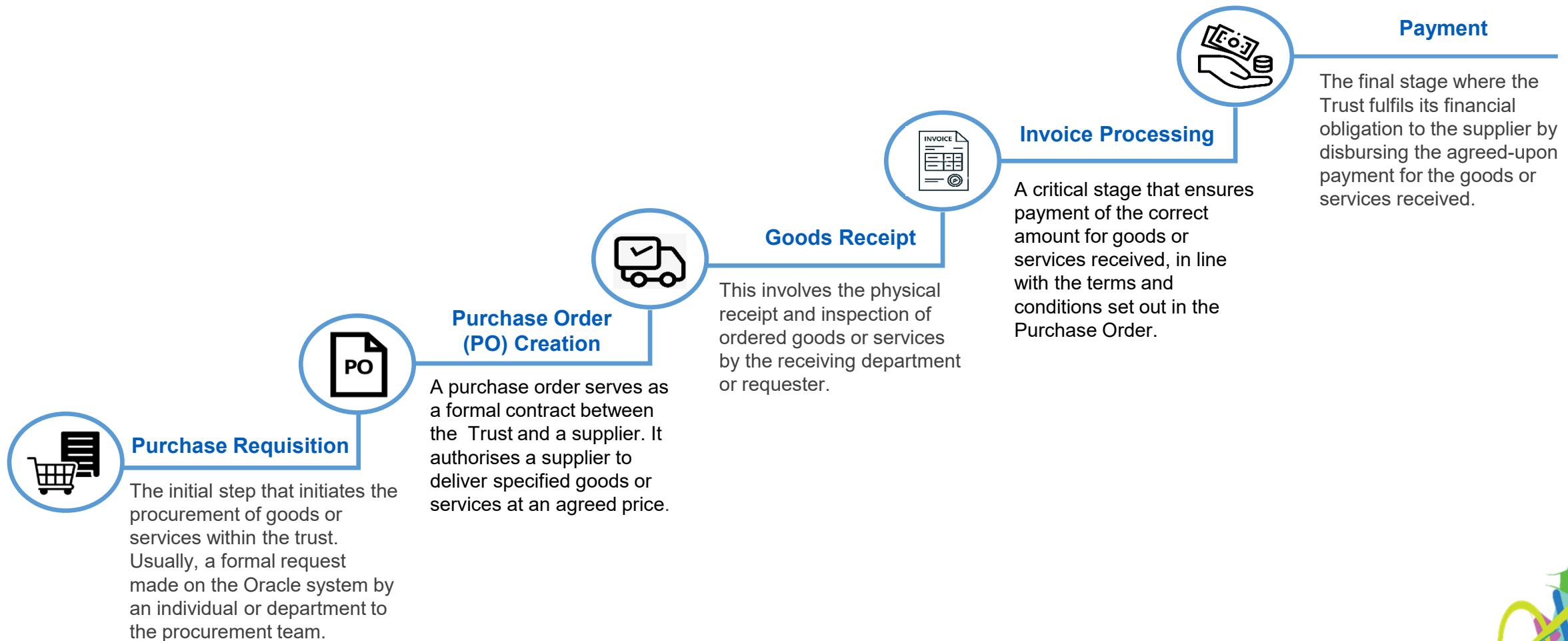
Training | Requisitions and Purchase Orders

What do I need to include with my requisition?

- Follow the Trust's SFIs (quotes/tenders/waiver).
- Attach the evidence to the requisition.
- Not all the following will be applicable to every requisition.
- Products on catalogue will be released automatically as already on an agreed contract. Please check the catalogue first to see if your product is already available.



Training | Key Steps in the Purchase-to-Pay Process



Training | Non-Pay Spend Review Panel

The panel is there to control costs by checking spending requests (excluding salaries and wages) to make sure money is used properly, within budget, and in line with the Trust's rules and financial envelope. Each clinical group has its own panel to review and approve non-pay expenditure before it goes ahead.

Purpose:

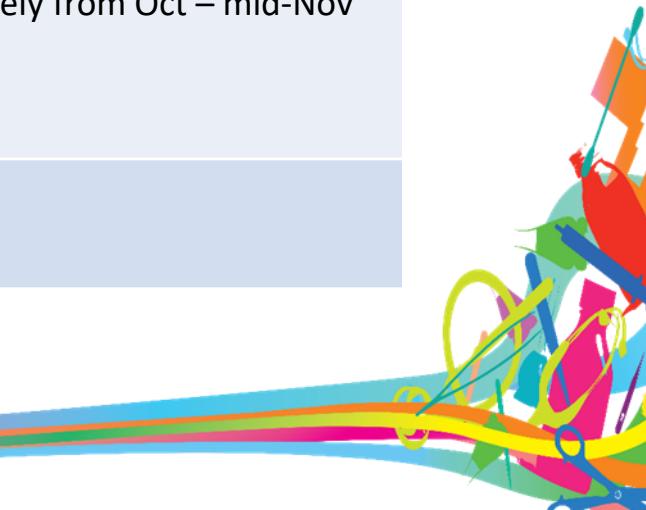
- To check spending requests pending approval i.e. make sure they fit priorities, budgets, and rules
- To ensure compliance i.e. that purchase requisitions follow Trust financial rules & procurement law
- To reduce waste i.e. stop duplicate/unnecessary spend or find better options
- To support savings i.e. identify cost reductions & efficiencies
- To keep decisions transparent i.e. record and track decisions for accountability
- To work together i.e. finance, procurement & the business agree spending



Training | Non-Pay Spend Review Panel – Current Status

Non-Pay Panels currently in place

	Parameters	Frequency
ISM	All non catalogue clinical supplies, premises and establishment orders	2 x panels p/week
Cancer & Surgery	All non catalogue orders over £500	2 x panels p/week
HLCC	All non-catalogue orders over £100	6 x panels p/week
Women's & Children	No official non pay panel Authorisation limits amended	Report sent via email 2 x p/week retrospectively from Oct – mid-Nov 25
Corporate - Essentia	To be set up, planning session in place	TBC



Training | Frequently Asked Questions

Here's a snapshot of our most common Frequently Asked Questions (FAQs). You can view the complete list on the procurement intranet page [DN: insert link to FAQs]

Common questions	Procurement response
I can get my goods online or in a local store much cheaper	Procurement must ensure that all purchases are safe, good quality, and fully compliant with NHS rules. A low price doesn't always represent best value — factors such as warranties, delivery, service support, and long-term safety are equally important. The Trust puts contracts in place to protect against risks and hidden costs, and sometimes higher prices are agreed to ensure longevity and clinical assurance. Where appropriate, the Trust will also use online retailers, but only within the framework of NHS procurement rules and existing contracts, which were awarded as the most advantageous overall at the time.
Do we still have a swap shop / can we reuse items in a more efficient way.	We would encourage the Trust to reuse and recycle as much as possible.
Would a centralised inventory of stock items - stationery, dry goods etc. and swapping/sharing items across the organisation, instead of everyone ordering in silo be beneficial?	This is certainly something Procurement can explore with the Trust to help optimise local stock holding. Given the number of sites across a wide geographical area, a fully centralised stock management model is unlikely to be cost-effective. However, improvements in ordering behaviours, better coordination, and stronger local stock control could deliver efficiencies and reduce waste.



Training | Contact Details

Requisitioner and Approver Training - Smart Together Training

Enquiries relating to Requisitions; Purchase Orders, Delivery, Supplier set-up and other Procurement related issues:

Procurement Contact Details:

Procurement Helpdesk: helpdesk@smarttogether.nhs.uk



Training | Key Contacts

Name	Role
Pia Larsen	Chief Procurement Officer
Lyndsey Flenley	Director of Performance Excellence
Jane Harrison	Director of Procurement
Miranda Gordon	Associate Director of Clinical Procurement
Rebecca McMahon	Associate Director of Non-Clinical Procurement
Tom Lawson	Associate Director of Capital Procurement & Contracts
Sanchia Watts	Clinical Procurement Specialist
Chris Kenny	Buying Manager
Kemi Ore	Senior Procurement Business Partner

