



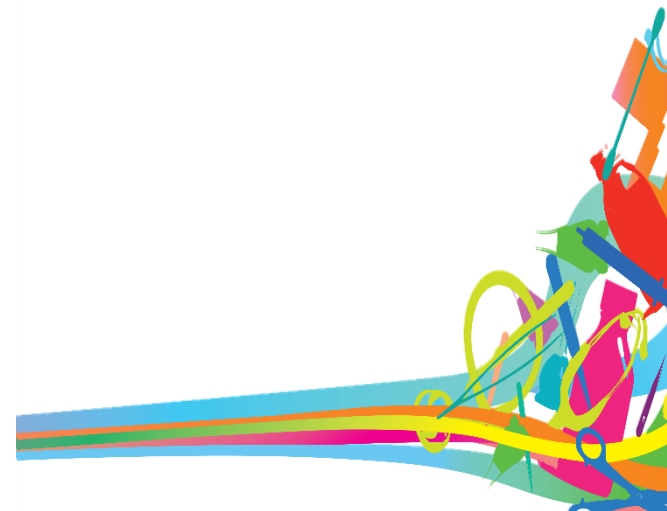
Lewisham and Greenwich
NHS Trust

Training - Procurement

Jason Naidoo

Senior Procurement Business Partner (LGT)

SmartTogether, Serving Guy's & St Thomas' NHS Foundation Trust, Great Ormond Street Hospital for Children NHS Foundation Trust, Lewisham and Greenwich NHS Trust, South London and Maudsley NHS Foundation Trust, Oxleas NHS Foundation Trust



Training | Agenda

No.	
1	Who are SmartTogether
2	What is Procurement?
3	Value for Money and Competition
4	Sourcing, Tendering and Contracts
5	Frameworks
6	Waivers – Principles and Processes
7	Requisitions and Purchase Orders
8	Non-Pay Spend Review Panels
9	Key Contacts



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

- They 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.



Trust Standing Financial Instructions / Procurement policy

Tender/Quotation Thresholds (LGT)

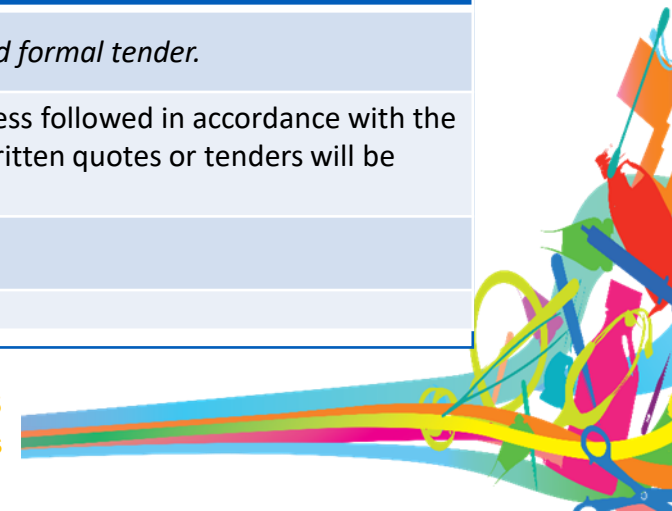
- Values indicate whole life costs.
- Must demonstrate VFM on all expenditure and comply with Trust Standing Financial Instructions:

Works

Value (Inc. VAT)	Conditions
£5,373k and above	Government procurement requirements adhered to. <i>i.e. published in FTS and formal tender.</i>
£25k to public procurement threshold	Advertisement of the opportunity in contracts finder and procurement process followed in accordance with the policy, and were there are sufficient number of providers, at least four (4) written quotes or tenders will be invited.
£10k to Less than £25k	Three (3) written quotes
Less than £10k	One (1) or more written quotes

Supplies/ Services

Value (Inc. VAT)	Conditions
£139,688 and above	Government procurement requirements adhered to. <i>i.e. published in FTS and formal tender.</i>
£25k to public procurement threshold	Advertisement of the opportunity in contracts finder and procurement process followed in accordance with the policy, and were there are sufficient number of providers, at least four (4) written quotes or tenders will be invited.
£10k to less than £25k	Three (3) written quotes
Less than £10k	One (1) written quote



Training | Sourcing, Tendering and Contracts

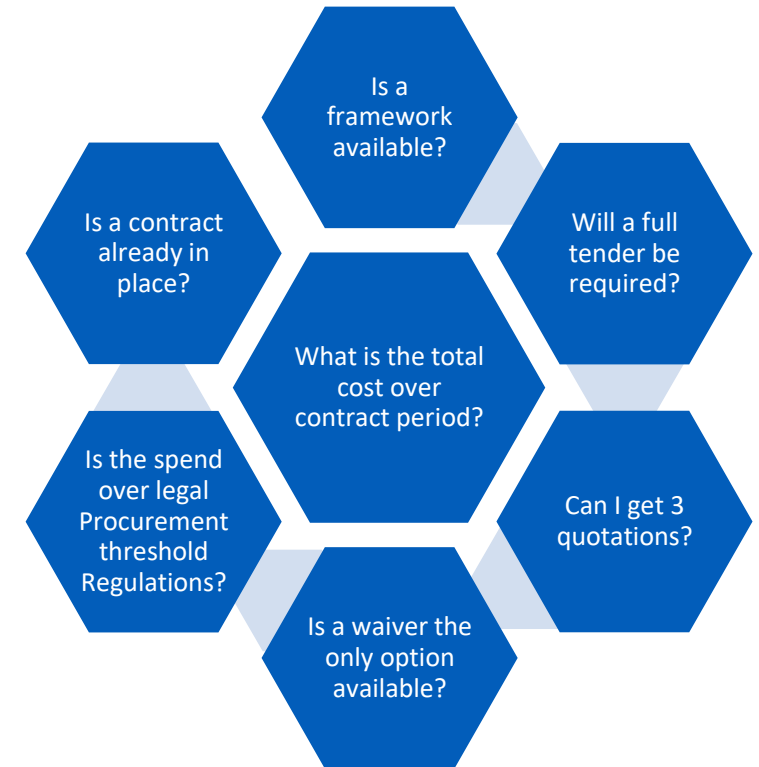
Sourcing - What to do when you need to source products, services, works:

- 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:

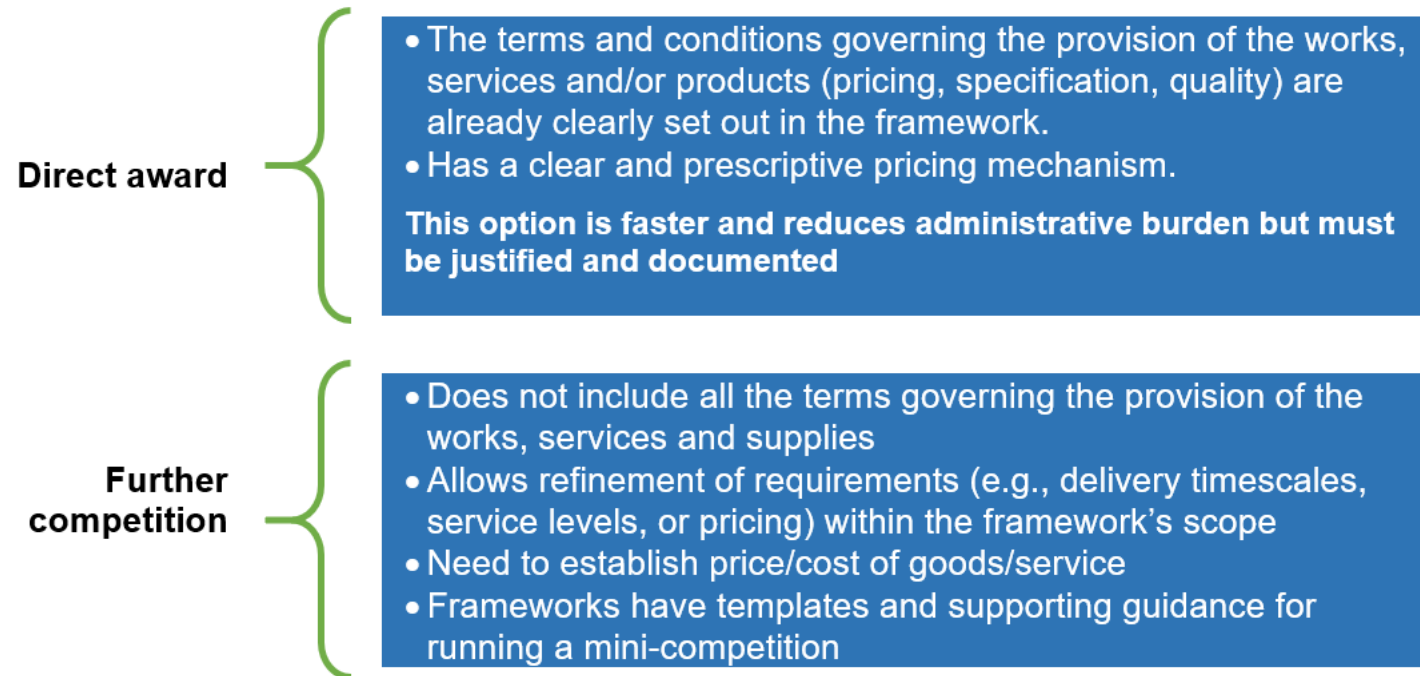
Value	Delegation Arrangements*
	Goods & Services (Inc. IT, medical equipment)
Under £100k	Relevant budget holder(in line with scheme of delegation-provided that this is fully funded through existing budgets)
Over £100k up to £250k	Chief Financial Officer or Chief Executive Officer
Over £250k up to £500k	Tow Executive Directors, including either the Chief Executive or the Chief Financial Officer (This will normally be a decision taken at the Trust Management Executive)
Over £500k	Trust Board (following recommendation from the Finance, infrastructure and Transformation Committee)



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:

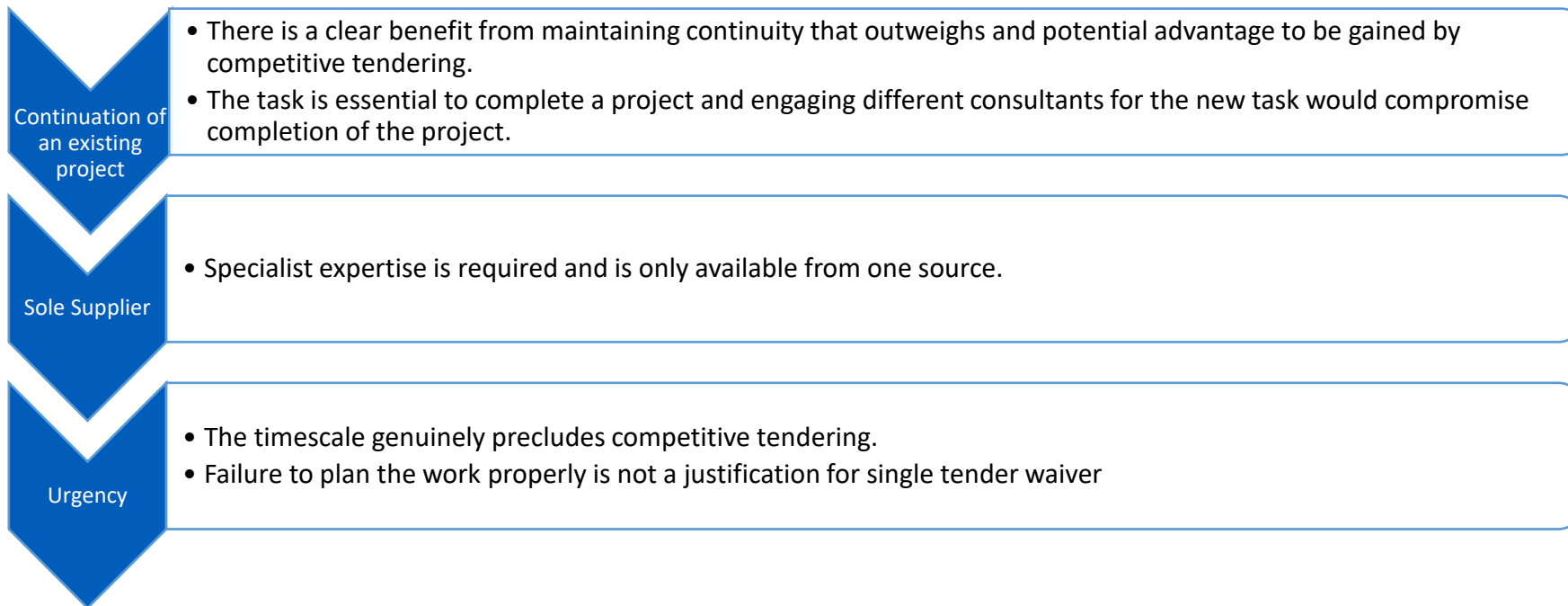


Key point: The choice between direct award and further competition depends on the framework rules, the nature of the requirement, and the Trust's internal procurement policy/SFIs.



Training | Waivers - Principles

- 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):



Procurement Leads – you MUST contact Procurement BEFORE completing the Smart Waiver Form



Training | **Waivers – Procurement Lead**

Before making a request to waive the SFI's 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 Lead for LGT: Jason Naidoo (Senior Business Partner)



Training | Waivers

LGT Procurement Waiver (View Only) :

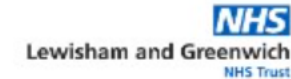
smartsheet

Report Abuse Help

Welcome to the LGT Procurement Waiver Page

Completion of the Procurement Waiver will assume acknowledgement that you have read & understood the Waiver Guidance.

For any queries, please contact: lg.purchasingteam@nhs.net



Procurement Waiver

Title of Waiver *
Please enter the title of the waiver

Requestor *
First & Last Name

Requestor contact details *
(Email address)

Has Procurement Business Partner been Notified? *

Has the Procurement Business Partner been informed about this waiver?

☐ Send me a copy of my responses

Submit

[Privacy Policy](#) | [Report Abuse](#)

Training | **Waivers** - Complete the 'Tender Waiver' form

Procurement Waiver

Title of Waiver *
Please enter the title of the waiver

Requestor *
First & Last Name

Requestor contact details *
(Email address)

Has Director of Procurement been Notified? *
Has the Director of Procurement been informed about this waiver?

☐ Send me a copy of my responses

Submit

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Please make sure your contact details are correct – so you will receive updates about your waivers process

If you have not sought procurement advice in advanced, then you will not be able to proceed with your waiver request.



Division *
Please select division

Budget Holder *
First and Last Name

Budget holder email address *
Work email Address only please

Goods or services received *
Have you already received the Goods/Services

☐ Yes ☐ No

Supplier Name *

If you have already received the goods/services then please select yes.



Training | **Waivers-** Complete the 'Tender Waiver' form

Contract Start Date *

Contract End Date *

Value (£) *

Waiver request only needed for amounts in excess of £10000 - All Values to include any payable VAT.

Waiver type *

- ☐ A) Exceptional circumstances.
- ☐ B) A Contract modification which was not included for in the original contract/ procurement.
- ☐ C) The Trusts rules are waived as a consortium arrangement is in place, and a lead organisation has been appointed to carry out procurement activity on behalf of the consortium members.
- ☐ D) The use of the Negotiated Procedure without Prior publication is permitted under the Regulations (Regulation 32), but the procurement is not covered by the 'Exemptions' under SFI 16.20.

NHS Trust

These are the reasons that a tender waiver can be granted in the Trusts SFIs – please refer to the Corporate Governance Manual for full details



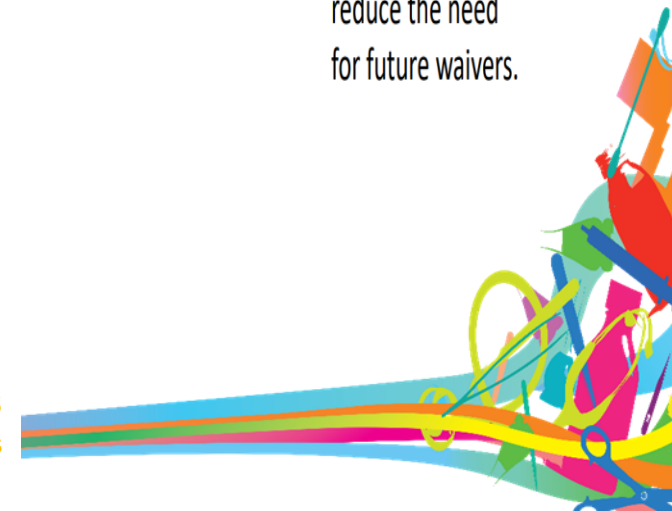
Justification *

Please detail the reason for this waiver being required as well as detailing any corrective action that has been taken to reduce the need for any future waivers.

☐ Send me a copy of my responses

Please include full details that support your request for a waiver, including what it is you are looking to purchase, why you need a waiver and what steps are being taken to reduce the need for future waivers.

If you check this box, you will receive a copy of your answers



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

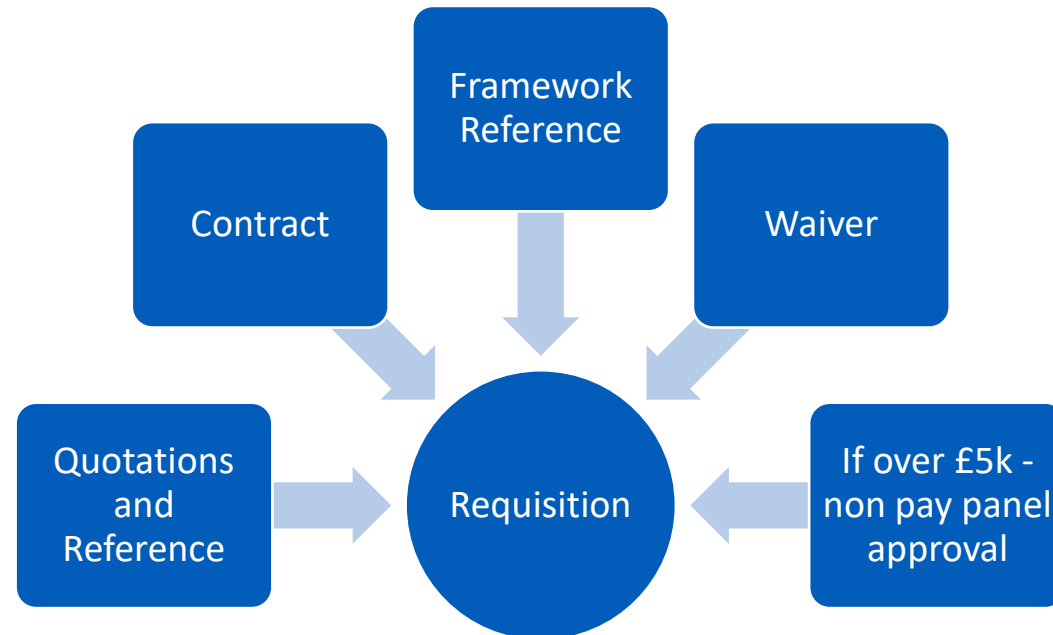
No retrospective purchase orders should be generated



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 | 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 | Getting value – Frequently Asked Questions

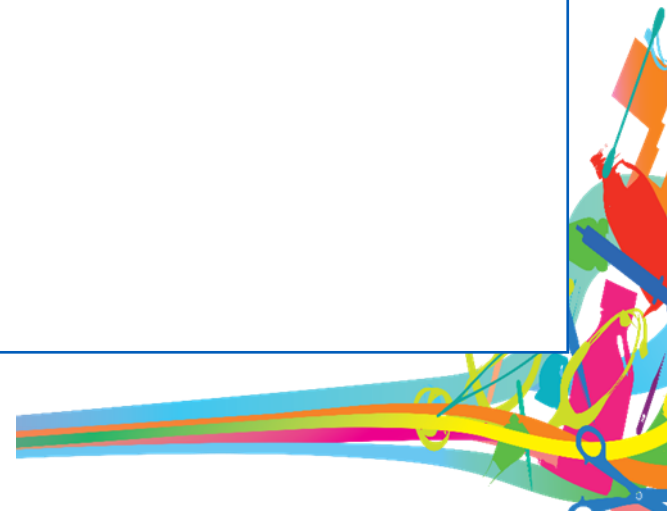
Common questions	Procurement response
I can get my goods online or in a local store much cheaper	Procurement must ensure that all purchases are safe, of good quality, and fully compliant with NHS rules. A low price doesn't always represent best value - factors such as warranties, delivery, service support, 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.



Requisitioner and Approver Training - [Smart Together Training](#)

Procurement Contact Details:

Procurement Helpdesk: helpdesk@smarttogetherlondon.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
Sonisa Anand	Head of Performance Management
Chris Kenny	Buying Team Manager
Sanchia Watts	Clinical Procurement Specialist
Joe Vallint	Senior Category Manager – Surgery & Cancer
Jason Naidoo	Senior Procurement Business Partner

