



North West London  
Procurement Services

# Stronger Together

## 2022-2023

# Annual Report

This report highlights the notable achievements and milestones accomplished by North West London Procurement Services since its establishment in September 2022, through to September 2023.

Version 1



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## Executive Summary

In the whirlwind year since our shared service launched in September 2022, we've made incredible strides. Despite the challenges posed by healthcare reform and a world in recovery, we've been relentless in our pursuit of progress. We've set up our board, put our new operating model into action, brought in new partners, and stayed on plan for our Stronger Together strategy.

The results have been nothing short of remarkable. Our shared service is yielding both financial and non-financial benefits that extend far beyond what we initially aimed for. We didn't just meet our targets; we exceeded them, delivering substantial gains to our valued partners. As a team, we've notched up £12.6 million in savings against our target of £9.6 million for 2022/2023, and we're on track to deliver our stretch target of £13 million for 2023/24. It's a triumph that fills me with immense pride.

Furthermore, as part of our delivery model's implementation, we've welcomed 30 new colleagues into our ranks, strengthening our capabilities and significantly reducing our initial vacancy rate of over 24%. Our partnership with Atamis has brought standard and harmonised procurement digital capabilities to North West London. We've gained invaluable insight into ICS level spending with our collaboration with Adviselnc, and our harmonised dashboards covering our strategy, SLAs, and early warning reporting, powered by PowerBI, are enabling transparent and informed decision-making.

Our transformative journey hasn't gone unnoticed, as we've clinched multiple industry awards this year. As we move into 2024, we carry with us the momentum and wisdom of the past year. With a clear vision and unwavering dedication to our Stronger Together strategy, we're well-prepared to embrace fresh challenges and seize new opportunities. The year ahead promises to be just as challenging with potential for growth, innovation, and positive outcomes for our staff and partner organisations.

None of this would have been achievable without the dedication of our exceptional staff, the trust of our stakeholders, and the unwavering commitment of the Shared Services Board. We eagerly anticipate building upon this foundation as we persist in working together for the betterment of North West London.



**Lee Jackson,**  
Managing Director –  
North West London  
Procurement Services

# Values and Principles

## Team Cultural Values

Earlier this year we introduced our Team Cultural Values which serve as the core of our team's ethos, guiding our actions and interactions within the shared service. Over the past twelve months, our team has embraced these values, leading to a more cohesive and inclusive workplace culture. We also test our performance against these values with our annual performance survey.



**Responsiveness**



**Professionalism**



**Customer Satisfaction**



**Communication**



**Reliability**

## Customer Service Principles

We also introduced our Customer Service Principles as a framework for how to interact with customers in a way that leads to positive experiences and fosters loyalty. Over the past twelve months, our team has consistently demonstrated a strong commitment to these principles, resulting in positive feedback from key stakeholders and strengthened long-term relationships.



# Strategic Vision

Our vision is centered around enhancing the service user experience, improving accessibility, and enhancing overall population health outcomes through effective procurement practices. Our ongoing commitment to this vision is reflected in our daily efforts and achievements. As we continue to implement innovative procurement strategies and collaborate closely with our partners, we are making meaningful strides toward a future where healthcare services are more beneficial to the communities we serve.

*“To improve life expectancy and quality of life, reduce inequalities and achieve health outcomes on a par with the best global cities”.*

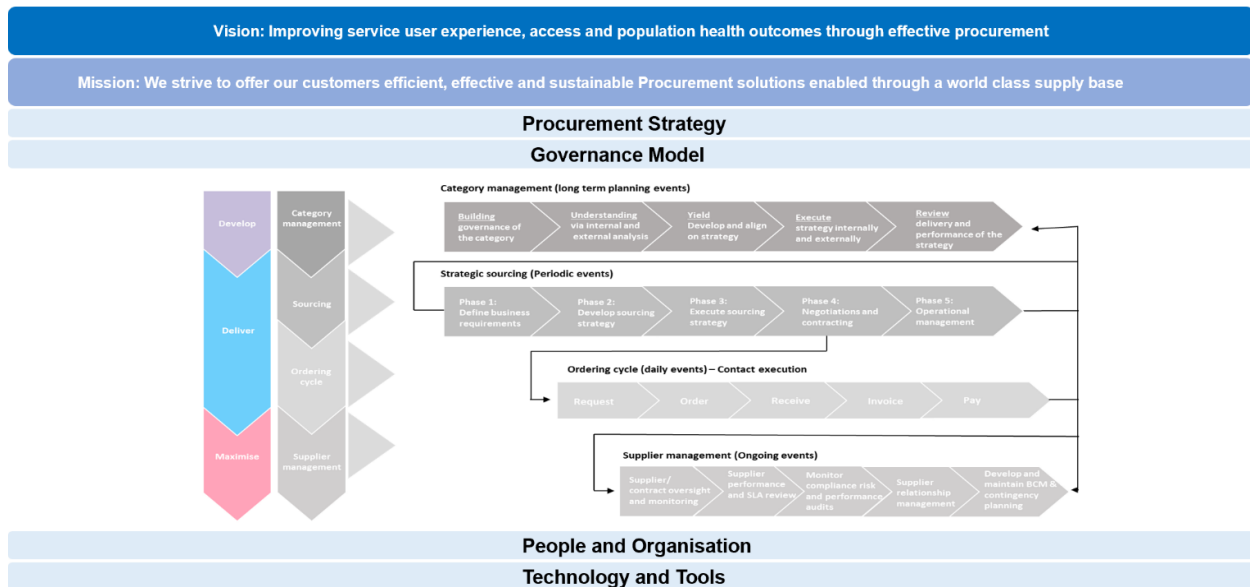
with a vision for Procurement;

*“To improve service user experience, access and population health outcomes through effective procurement”.*

and a mission for Procurement;

*“To offer our customers efficient, effective and sustainable Procurement solutions enabled through a world class supply base”.*

The governance model in North West London has played a pivotal role in translating our strategic vision into tangible outcomes. Through structured collaboration this governance model has facilitated the connection between category management, strategic sourcing, our ordering cycle, and supplier management, allowing for the identification of common challenges and the exchange of best practices.



# A Year of Delivering Value

## Business Case Outline

In the business case that outlined the establishment of North West London Procurement Services, the expected outcomes for the Stronger Together transformation programme included:

- Improved resilience of procurement services and closing capability gaps with the development of effective category and supplier relationship management functions.
- Delivery of efficiency savings by changing sourcing to a sector-first approach with an emphasis on value delivery.
- The reorganisation into a new structure with new roles, with a focus on category management, strategic sourcing and supplier relationship management.
- A new talent management strategy to support the internal development of staff.
- System and data transformation.
- Development of harmonised data and reporting.

## Achievements Delivered

Over the past 12 months, North West London Procurement Services has achieved significant milestones in enhancing healthcare services, optimising procurement processes, and fostering collaborative partnerships. These achievements include:

- Delivery of £12.6m annualised savings whilst at the same time also transitioning to the new shared service. This is the equivalent budget that would be required to fund the salaries of an additional 380 Band 4 Nurses in London.
- Delivery of 30 savings projects to date, increasing ICS collaboration with a focus on cost reduction and standardisation.
- PowerBI is now live with full access for Chief Financial Officers from each partner organisation to see a live feed of data that is linked to our strategy KPIs.
- Successful launch of the new NWLPS operating model, which included the TUPE of all 140 staff into a single organisation and then a restructure with new job roles, workflows and processes.
- Implementation of the NWLPS Shared Service Board, creating a shared view of governance and KPIs to monitor the performance of the function.
- Holding of a successful off-site event with all staff, launching Stronger Together.
- Consolidation of existing six procurement suites by implementing Atamis procurement suite across all nine partners and launched a new helpdesk software.
- Creation of spend transparency and benchmarking capabilities by implementing Adviselnc platform for all NWLPS customers.
- Launch of a social value online portal, and actively engaged food banks, soup kitchens and community groups to deliver tangible benefits to our local communities.
- Implementation of 3D mind mapping techniques when leading procurement projects, encouraging staff to think of solutions without constraints.
- Implemented Lean Six Sigma to improve performance by removing operational waste.
- Enhanced supplier performance and innovation and improved resilience through the implementation of SRM.
- Introduced an innovative robotic process automation to improve process quality and transparency and speed.
- Invested in professional development for all staff, every team member is now actively using CIPS Corporate programme to develop their skillsets and has activated an annual Procurement Leaders membership with learning and networking opportunities.
- Presented an in-depth analysis to measure inflation against suppliers and products, next steps are to engage in workshops with key stakeholders.
- Launched phase one of the Materials Management realignment with the proposal to capture future requirements across all partner organisations.

# Performance and Reporting

## Cost Improvement Programme (CIP)

Our team undertook a commitment to deliver cost-effective solutions to every partner organisation within the shared service. The table below gives an overview of the NWLPS CIP 22/23 and 23/24 summary. These figures not only underscore our dedication to prudent financial management but also highlight the tangible benefits that result from our collaborative efforts.

Financial Year	CIP Target	CIP Performance	Performance
FY22/23	£9.63m	£12.6m	Ahead of Target
FY23/24	£8.3m	£13.02	On target to meet stretch position

## Early Warning Dashboard

This year we have developed a number of dashboards using Power BI which allow us to provide transparency across our nine partner Trusts. We use these dashboards to identify opportunities through transparency, provide consistent reporting through harmonised ways of working and identify opportunities to continuously improve our shared service delivery.

Operational Metrics

North West London  
Procurement Services

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→ Operational Summary Metrics

→ Spend Volumes and Values

→ Invoices on PO

→ Workplan Metrics

→ PO Volumes and Values

→ Workplan Detail

→ Retrospective POs

→ Contract Metrics

→ Catalogue POs

→ Tender Waivers

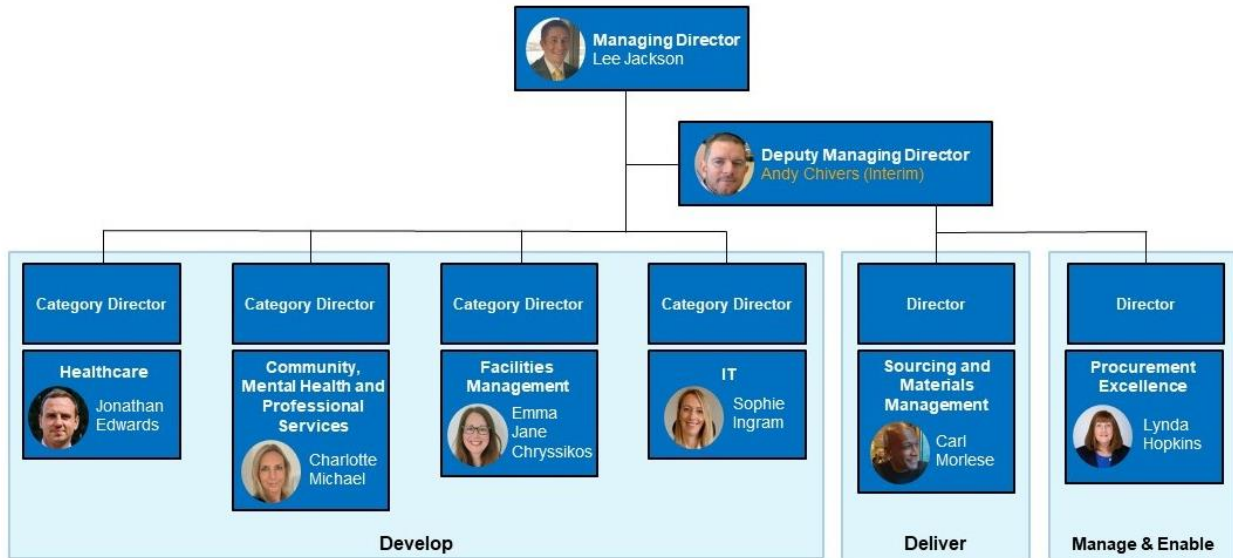
## Spend Intelligence

We have also integrated all data from our nine partner Trusts into one single system. This has provided us with a one-stop-shop capability for our spend intelligence in North West London. We can now see benchmark capabilities for limited categories across 140 NHS trusts, which has helped us to identify around £4m of CIP opportunities. We are working with Adviselnc on new P2P capabilities to identify process opportunities as a next step of our partnership. The platform has 114 registered users, £7.2b on orders, £8.5b on invoice, with new insights every month.



## Our Team

The leadership team at North West London Procurement Services is now fully established, consisting of experts drawn from both within and beyond the NHS, we have recently appointed four permanent Category Directors to lead the Develop division. These appointments signify our commitment to securing top-tier talent to drive innovation and excellence in procurement.



## Employee of the Year

We would like to take this opportunity to recognise the exceptional contributions of Moses Jawino, who has been awarded Employee of the Year at North West London Procurement Services. Moses' dedication, continued performance, and commitment to excellence has set a standard for our team to aspire to. Congratulations Moses for this well-deserved achievement, you have had an exceptional year, and we look forward to what you will continue to achieve as part of the shared service.



**Moses Jawino**  
Buyer

## Workforce

In September 2022, the NWLPS team consisted of 130 procurement professionals from seven different NHS Trusts. Since then, we have recruited more than 30 staff from other NHS organisations and external companies to fill key roles. Our external marketing and brand perception has contributed to high levels of engagement with job advertisements and applications submitted for a variety of roles in our team. Since April we have had 216 applications for open roles, shortlisted 47 candidates and interviewed 33. The majority of these roles have been for Band 7 positions.

## The People Portal

In collaboration with the London Procurement Partnership, we introduced a bespoke, interactive tailored online tool for NWLPS, showing our current and future staff exactly where their career can take them. The People Portal is an effective way of developing talent by providing clear competency definitions, tailored learning journeys and clearer career paths leading to personal success and improved organisational success. NWLPS staff are taking ownership of their career development and realising their growth potential. Line managers are using the People Portal



alongside development discussions, enabling them to identify opportunities, create their personal career roadmaps and become more successful.

NWLPS staff are now using the People Portal in the following way:



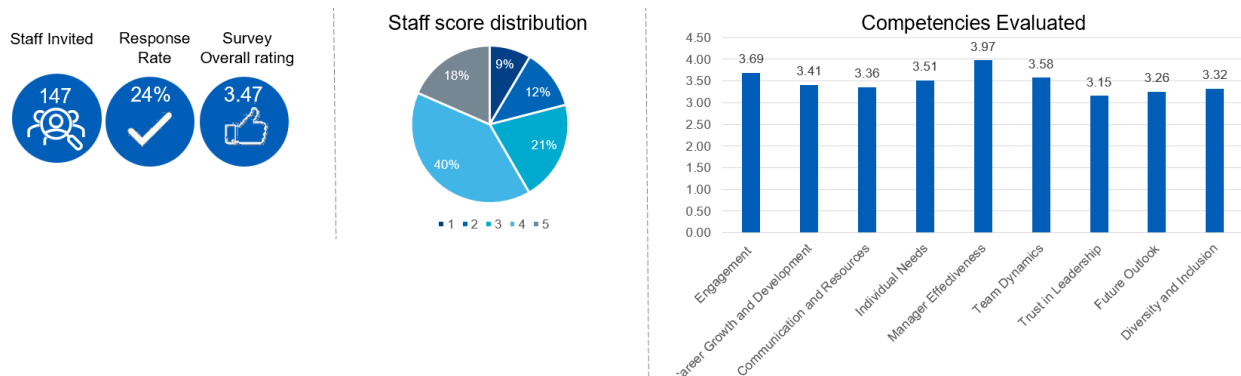
### Certifications



We have sponsored 57 NWLPS staff to enroll on the Chartered Institute of Procurement and Supply certification programme, this is an internationally recognised qualification that is giving our staff the skills and knowledge to equip them for a successful career. Sponsoring our staff helps to bridge the gap in professional development and bring staff competencies in line with best practice. So far this year, we have certified 22 staff at CIPS Level 2 Certificate in Procurement and Supply Operations, 14 staff at CIPS Level 3 Advanced Certificate in Procurement and Supply Operations, and 17 staff at CIPS Level 4 Diploma in Procurement and Supply.

### Employee Engagement

In the annual NWLPS staff survey, we saw a positive 3.47 rating based on the evaluation of nine competencies shown below. Feedback from staff included opportunities for improvement across training, resources and communications, we also received verbatim feedback including: “Great place to work and excellent support from team and managers”. The Procurement Leadership Team is now actioning each area of development transparently on the Microsoft Teams PLT Tasks tracker, available for all NWLPS staff to view.



## Hear From Our Team



### Meghdut (Bobby) Biswas, Contract Manager

“Coming from a corporate background into the NHS and now NWLPS, I really enjoy the opportunities for to me to further develop my career through training opportunities for example CIPS, SRM, Lean Six Sigma and Prince 2. I look forward to continuing my learnings and being part of the future leadership programme. My experience has shown that NWLPS fully supports and encourages inclusion and diversity within our workforce and I am very grateful for all the support I have been provided.”

### Devon Elliott-Smith, Senior Systems Assistant

“Since the Stronger Together event, we’ve come together as one team, and I’ve built friendships with people from all over our shared service. There are lot of big projects happening simultaneously and working alongside a team is important to me.”



## Bespoke Projects

To drive **effectiveness** and **efficiency**, we are actively engaged with industry-leading third parties for specialist procurement-related projects.

### Supplier Relationship Management

On 1 April, the Supplier Relationship Management (SRM) function was launched. Since then, we have been working alongside PricewaterhouseCoopers LLP (PwC) to develop and agree a SRM framework and toolkit. We have successfully managed a pilot with identified strategic suppliers including Cerner, Elis, J&J, Castle Water and Grundon.

The current scope of SRM work involves:

- Development of a NWLPS SRM framework and toolkit
- Segmentation of the 10,000 NWLPS Supplier base
- Contracts Amnesty
- Launch of the SRM Pilot including collaborating with colleagues within all categories to better understand the relationships with our suppliers.
- Developing the lessons learned from the SRM Pilot and a proposal for the FY24/25 programme.



### Supplier Onboarding Process

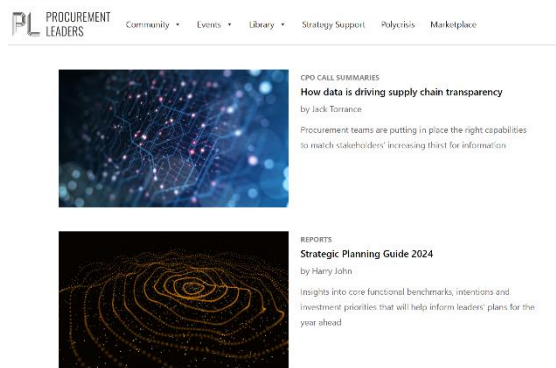


We have also been actively engaged in collaboration with Hudson & Hayes, working towards reshaping the future of our supplier onboarding process. This year we have focused on risk management, sustainability and social value to implement adequate process controls and defined roles and permissions to mitigate supplier risk.

Additionally, we are now moving away from a highly manual, multi-touch process to one that embraces standardisation, simplification, digitalisation and automation to unlock operational efficiency and reduce process lead times.

## Procurement Leaders

In February 2023, we gave every North West London Procurement Services staff member access to a network of 35,000+ senior leaders and 775+ leading global companies through a Procurement Leaders membership. This allocated our team access to ready-made tools and independent advisory for leadership and annual events and activities NWLPS staff to participate in. Since joining Procurement Leaders we have also received three guest speaker appearances at our team All Hands meetings, sharing industry best practice, new procurement-related case studies and demonstrations of the tools available to our staff.



## Lean Six Sigma



As part of our commitment to ongoing professional training and certification, we have been working with explic8 as course facilitators, delivering a Lean Six Sigma Yellow Belt Course from the exam body Sigma Pro. There have been two staff groups participating in this course, a weekly group over a five-week period, and a fortnightly group over a 10-week period. In total, 32 out of 33 participants have now passed the Yellow Belt course, upskilling themselves to meet industry standards.

## Procurement Analytics

To further understand in-depth analytics of our procurement service, Adviselnc provided critical insights that helped our team's understanding of inflation, enabling us to make informed decisions and optimise our future plans for each partner NHS Trust. This year we have worked with Adviselnc on a proposed a standardisation framework across a diverse range of products and services, streamlining our processes and enhancing overall efficiency.



## ERP System Process Review

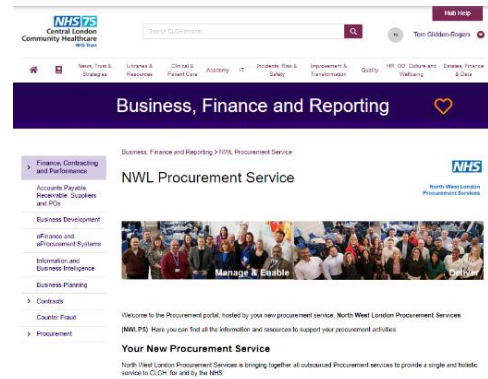


Since the transition into our new operating model, discovering efficiencies in operational tasks for each NWLPS division has been an area of the organisation that we have focused on with Celonis. Together, we conducted a deep dive into 3D mind mapping with our teams, which has led to improved processes in day-to-day tasks across multiple teams. There is currently a pilot being delivered at Imperial College Healthcare NHS Trust, in which we hoping to see benefits that can be applied to all eight other partner Trusts, unlocking major value for efficiencies in ways of working.

## Successful Onboarding of CLCH and ICB

CLCH is now part of North West London Procurement Services, we have brought together all of the outsourced procurement services to provide a single and holistic service to CLCH, for and by the NHS.

The service for CLCH officially launched on 31 October and is now providing improved support for 4,500 staff members, ultimately making a positive difference for more than two million people across London and Hertfordshire.



The Integrated Care Board (ICB) is also now part of North West London Procurement Services, we have integrated various outsourced procurement services to offer a singular, all-encompassing solution tailored to the ICB.

The service for the ICB officially launched on 1 October and supports the eight boroughs of North West London, serving 2.1 million people, across services including mental health, elective services and community care.

Both the CLCH and ICB service provisions are overseen by dedicated Relationship Managers and provides both existing and newly created services, with highlights including:

- Pre-determined purchasing channels
- Sourcing for all projects
- Sustainability and Social Value
- Catalogue establishment and management
- Supplier Relationship Management
- Category Management and long-term planning capabilities
- Contract Management for all agreement
- Dedicated reporting team
- Governance, Compliance Risk and BCP



## Industry Awards and Recognition



### UK National GO Awards

We are proud to have been highly commended for the Collaborative Procurement award at the UK National Go Awards. We were recognised for our team's diligence, commitment and proficiency for collaboration across North West London.



### Excellence in Supply Awards

We won the NHS Procurement Transformation award at the Excellence in Supply Awards. Thank you to everyone in our team for their commitment to our Stronger Together strategy. Making a positive impact on the NHS and the wider community wouldn't be possible without our dedicated procurement professionals.



### CIPS Excellence in Procurement Awards

We were highly commended for the Best Procurement Transformation Programme award at the CIPS Excellence in Procurement Awards 2023.



### HCSA Joint London Council Lead Position

Lee Jackson, Managing Director, was recently appointed as HCSA Joint London Council Lead, dedicated to developing, supporting and celebrating the work of all healthcare procurement and supply chain professionals in the London area.



**James Benson**  
Chief Executive Officer,  
CLCH

“The Stronger Together transformation programme is a key milestone in our commitment to delivering exceptional service user experience and access, while improving population health outcomes through effective procurement. I have already seen increased ICS collaboration, significant cost savings and a new governance structure making a positive impact. I firmly believe that the shared procurement service will continue to drive meaningful changes in healthcare, creating a more sustainable and efficient system that benefits North West London.”



**Matthew Swindells**  
Chair, North West London  
Acute Provider Collaborative

“The benefits of this transformation programme extend beyond just procurement and materials management, as it has allowed organisations across North West London to better collaborate and share knowledge across the sector. This is a testament to the hard work and dedication of our teams and partners, and we look forward to building on this success in the years to come with a strong vision for our future.”

# Stronger Together Strategy

## Next Steps



### Holistic, Dynamic Planning

Transition and align current planning process, systems and governance to single NWL sector aligned supply chain planning approach.



### Supply Chain Transparency

Develop and launch a single source of truth for all NWL supplier information (spend, risk, performance, contracts, etc.)



### Developing People and Partners

Transform our relationships by applying SRM to the NWL Supply Chain to enhance performance.



### Lean Digital Processes

Transition and align digital enablement capabilities across all supporting processes and utilise artificial intelligence.



### Sustainable Procurement

Transition and align enablement capabilities across all supporting processes to drive social, economic and environmental outcomes.



### BCP Planning

Provide common platform standardised processes and procedures where possible. Introduce a fit for purpose tool for single reporting across North West London.



### Supplier Relationship Management

Deliver the pilot programme with four strategic suppliers (Elis, Cerner, Grondon and Castle Water) to support initiatives, benefits and future ways of working in the relationships.



### Catalogue Improvement

With the implementation of Category Strategies, Trust catalogues will naturally benefit and streamline as a result of product rationalisation and supplier standardisation.



### Standardisation of Documents and Policies

Introduce documentation and make recommendations to the Shared Services Board. Automating where possible utilising artificial intelligence technology.



### Continuous Improvement

Lessons learnt, customer surveys and adjustments, reviewing our resources against the future requirements.

## Annual Statistics Against Strategy

The Stronger Together Strategy sets out a challenging framework of objectives to be achieved over the next three years. It reflects the outcomes required from our partner organisations' objectives and priorities, and provides a clear and cohesive set of objectives for consistently improving service delivery. The following tables demonstrate our progress towards these objectives across the last 12 months.

### Objective 1: Develop effective Procurement competencies

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
1.1	Develop new Job Roles supported by new job descriptions	Sep-22	Lee Jackson	Complete	New job descriptions agreed	2022/23 Q1
1.2	Baseline Procurement competencies in line with PTOM competency model	Mar-23	Nana	Complete	Base line competencies assessed	2022/23 Q1
1.3	Develop initial competency development plan	Mar-23	Nana	Complete	Competency Development Plan developed and agreed	2022/23 Q1
1.4	Develop and maintain LEAN skills matrix (e.g. ILOU) to ensure coverage of minimum technical skills	Jun-23	Lynda Hopkins	Complete	Skills matrix developed, populated and deployed	2022/23 Q1
1.5	Develop and seek agreement to structured CPD program to ensure competencies are developed and maintained in line with PTOM and best practice	Feb-24	Nana	Complete	CPD Program developed and agreed	2023/24 Q4

### Objective 2: Develop Procurement Leadership and Knowledge infrastructure

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
2	Seek agreement to new Target operating model which unifies NWL Procurement Professionals and supports delivery of this strategy.	Sep-22	Lee Jackson	Complete	Agreement Reached and staff transfer to CLCH	2022/23 Q1
2.2	Implement new structure	May-23	Lee Jackson	Complete	Appointment of staff to new structure	2022/23 Q1
2.3	Develop and maintain long term resource plan	Jun-23	Lee Jackson	Complete	Resource plan developed and agreed	2022/23 Q1
2.4	Establish Procurement Academy to ensure that NWL Procurement can develop a talent pipeline to meet on going demand.	Oct-23	Nana	In progress	Proposal developed, agreed and implemented	2023/24 Q4
2.5	Government Commercial Function Assessment for all senior leaders in the NWL PS.	Mar-24	Nana	In progress	All Commercial work is assigned to people who are capable, experienced and, where applicable, accredited by the GCF Assessment and Development Centre	2023/24 Q4

### Objective 3: Attract, develop, motivate and retain sustainable talent in core skill areas

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
3.1	Develop method of measuring employee satisfaction	Mar-23	Lynda Hopkins	Complete	KPI and measurement for employee satisfaction, annual staff survey and 360 appraisals	2022/23 Q1
3.2	Performance management system using metrics and targets cascaded from balance scorecard to support individual performance.	Apr-23	Lynda Hopkins	Complete	Balanced Scorecard agreed and integrated within individual performance plans linked to PTOM and CLCH values framework	2022/23 Q1
3.3	Recognise performance excellence	Nov-23	Lynda Hopkins	In progress	Staff recognition program and awards, staff suggestion scheme, HCSA and external awards and skills development network level 2	2023/24 Q4
3.4	Attract talent via Apprenticeship and Graduate scheme promotion	Mar-24	Nana	Complete	Use external funding, link to career grade, cross reference and shared with other ICS	2023/24 Q4
3.6	Develop a campaign to attract new talent.	Jul-23	Lee Jackson	Complete	Be best in class via awards, ICS awards program, news stories, early adopters of new national programs, partner Cabinet and NHSE/I	2023/24 Q2

## Objective 4: Adopt a Category Management Approach

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
4.1	Develop ICS wide spend cube	Jun-22	Lynda Hopkins	Complete	ICS Spend Cube established	2022/23 Q1
4.2	Develop and deploy a category Management framework, toolkit and knowledge transfer	Nov-23	Lee Jackson	Complete	Category Management framework, toolkit	2023/24 Q3
4.3	Team and stakeholder awareness and training to gain support for Category Management approach	Nov-23	Lee Jackson	In progress	Team training and stakeholder awareness sessions	2023/24 Q3
4.4	Category Management Wave program and forecast benefits are established	Mar-23	Lee Jackson	Complete	Workplan produced and forecast benefits for all categories	2022/23 Q4
4.5	Align to or develop category boards for key categories	Apr-23	Lee Jackson	Complete	Established Category Boards	2023/24 Q1
4.6	Category Plans are developed, scoping key areas of spend and optimal supplier coverage	May-23	Lee Jackson	In progress	Category Plans established for identified workplan activities	2023/24 Q1
4.7	Align supply chain planning to corporate ICS planning process	Jan-24	Lee Jackson	In progress	Corporately aligned supply chain planning	2023/24 Q4
4.8	Based on the overarching strategic vision, define the spend categories and their structure	Aug-23	Lynda Hopkins	Complete	Spend categories and their structure defined and approved	2023/24 Q3

## Objective 5: Improve Procurement Process efficiency

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
5.1	Digital roadmap for Procurement should be developed and agreed with IT and relevant stakeholders	Mar-23	Lynda Hopkins	Complete	Digital Roadmap for Procurement	2022/23 Q1
5.2	Review Procurement Policy, processes and documents recommending adjustments to increase flow and reduce waste within acceptable controls	Mar-23	Lynda Hopkins	In progress	Propose changes to NWL Policies, processes and documents	2023/24 Q4

## Objective 6: Adopt a formal and strategic approach to Supplier Management

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
6.1	Propose SRM Program	Mar-23	Lynda Hopkins	Complete	Program proposed and agreed	2022/23 Q1
6.2	Develop SRM Toolkit and pilot program	Apr-23	Lynda Hopkins	Complete	Toolkit developed, and pilot agreed	2022/23 Q3
6.3	NWL Suppliers segmented against criteria and top tier suppliers identified	May-23	Lynda Hopkins	Complete	NWL Supplier segmentation complete	2022/23 Q2
6.4	NWL SRM Pilot implemented	May-23	Lynda Hopkins	In progress	SRM Pilot launched	2023/24 Q4

## Objective 7: Enhance Procurement decision making through improved governance

Ref.	Action	Target Completion Date	Owner	Progress Rag	Success Criteria	Due
7.1	Develop and launch NWL Procurement shared service board	Mar-22	Lee Jackson	Complete	Shared Service Board established	2022/23 Q1



## Key Contacts



**Lee Jackson,  
Managing Director**  
[lee.jackson5@nhs.net](mailto:lee.jackson5@nhs.net)



**Andy Chivers,  
Deputy Managing Director**  
[andy.chivers1@nhs.net](mailto:andy.chivers1@nhs.net)



**Carl Morlese,  
Sourcing and Materials Management Director**  
[carl.morlese@nhs.net](mailto:carl.morlese@nhs.net)



**Charlotte Michael,  
Category Director – Community, Mental Health &  
Professional Services**  
[charlotte.michael@nhs.net](mailto:charlotte.michael@nhs.net)



**Emma-Jane Chryssikos,  
Category Director – Facilities Management**  
[emma.chryssikos@nhs.net](mailto:emma.chryssikos@nhs.net)



**Jonathan Edwards,  
Category Director – Healthcare**  
[jonathan.edwards18@nhs.net](mailto:jonathan.edwards18@nhs.net)



**Lynda Hopkins,  
Procurement Excellence Director**  
[lynda.hopkins1@nhs.net](mailto:lynda.hopkins1@nhs.net)



**Sophie Ingram,  
Category Director – IT**  
[sophie.ingram5@nhs.net](mailto:sophie.ingram5@nhs.net)



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