

## **Key Messages Midlands Regional Advisory Forum – June 2026**

### **Regional Procurement Transformation and Standardisation**

- Regional leadership is prioritising procurement consolidation, aggregation and standardisation.
- NHS Supply Chain's 2030 strategy is intended to modernise commercial and operational models at scale.
- Participants recognised that fragmented local procurement approaches are limiting savings, consistency and leverage.
- Standardisation will require stronger clinical leadership, constrained catalogues and reduced local variation.

Underlying challenge:

- Transformation is not only structural but cultural, requiring sustained behavioural and operational change over several years.

### **Governance, Accountability and Adoption**

- Procurement is not consistently represented in senior decision-making forums.
- Ownership across system, regional and local layers remain unclear.
- Weak local adoption of centrally agreed solutions is undermining value realisation.
- Clear escalation routes, governance structures and board-level visibility are needed.
- Procurement functions are evolving from transactional buying toward implementation oversight, compliance monitoring and delivery orchestration.

Underlying challenge:

- Success depends less on procurement activity itself and more on system-wide implementation discipline and accountability.

### **Data, Reporting and Collaboration**

- Current reporting around savings, market share and contract performance lacks consistency and visibility.
- Work is progressing on dashboards covering savings, OTIF and market share metrics.
- Members want clearer visibility of missed savings opportunities and cost increase mitigation activity.
- Best practice sharing and regional proof-of-concept pilots were seen as essential accelerators for change.
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Underlying challenge:

- Organisations need aligned methodologies, shared data standards and collaborative performance frameworks to support regional transformation.