

Key Messages North Regional Advisory Forum – September 2025

Financial Position and Savings

- Q1 FY25/26 performance: £41m savings delivered across regions (4.1% of revenue). North region contributed £11.5m (3.8%), with a strong pipeline (£23.8m annualised opportunities).
- Significant value still in scoping/pending (£15.9m + £2.6m).
- Supplier payments increasingly delayed, risking additional £3–4m annual costs and supplier dissatisfaction. Borrowing could cost £4m in interest.
- **Action:** Local finance teams to review overdue balances and escalate concerns.

Performance Metrics Dashboard

- Current metrics lacking: Fulfilment data (99.8% reported) excludes demand-managed/suspended products. Disconnect between reported performance and trust-level reality.
- Proposed improvements: Develop new trust-level metrics, including OTIF and proxy measures (e.g., customer service data). Regional Advisory Forums could play a role in oversight.

Governance and Forum Development

- Regional Advisory Forums (RAFs): Discussion on structure, role, and effectiveness. Consensus that RAFs should:
 - Provide space for meaningful debate and regional voice in national discussions.
 - Escalate systemic issues/performance management with NHS Supply Chain.
 - Deliver national messages first, then regional discussions.
- Resilience issues: To remain with the dedicated Resilience Group, with RAFs as escalation route only.

Commercial transformation

- Streamlining 152 processes, embedding new Buying Principles (simplified pricing, reduced supplier base, improved competition).
- Refresh of Commercial Strategy, category strategies, and sourcing tools underway.
- Focus on procurement data quality, compliance with Procurement Act 2023, and sustainability.