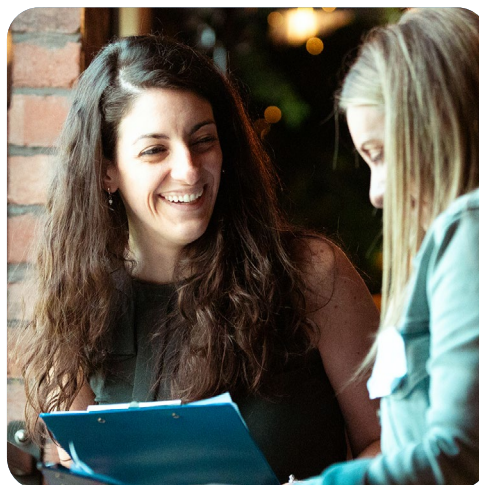
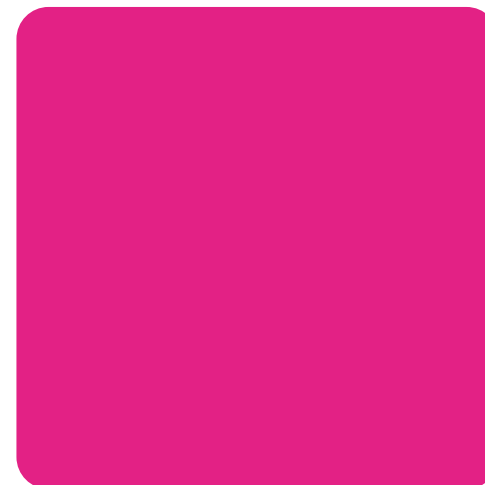


Annual
Review



2025/26

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Welcome



Keith Rowley
Managing Director

Welcome to our Annual Report for 2025/26. This year has been defined by both significant challenge and meaningful progress for NHS procurement. Against a backdrop of Cost Improvement Programme pressures, tightening budgets and increased scrutiny on purchasing decisions, our role in helping members and customers secure value, remain compliant and deliver better outcomes has never been more important.

This year we've delivered £14.7 million of savings directly, alongside a £1.4m rebate to support project delivery at a local level. These results reflect the impact of our collaborative approach with members, customers and suppliers, alongside the expertise of our teams in identifying opportunities, supporting decision-making and delivering practical solutions.

The Procurement Act and Provider Selection Regime have also shaped our work, requiring us to support members in navigating new regulatory requirements with confidence. Through events, training, guidance, and the launch of our AI procurement assistants, CPC Searchlight, we have strengthened the support available and helped ensure procurement activity remains efficient, proportionate and compliant.

We have continued to respond to the evolving national commercial landscape, including engagement with NHS England and the framework optimisation programme. While the programme continues through each category phase, we remain accredited in HR & Workforce and Digital & Technology Solutions and are focused on maintaining these high standards.

A key theme this year has been the growth of shared services and closer working across trusts, community and acute organisations, and Integrated Care Systems. Highlights include analysis work with Joined Up Care Derbyshire, helping four trusts identify spend patterns, supplier opportunities and efficiencies, and supporting the West Yorkshire ICS joint award for Language Services, combining over £1 million of annual spend to strengthen buying power and improve delivery.

Our Facilities and Office Solutions team has achieved £18.8 million of savings as the Contract Management Service Provider for NHS Supply Chain, including £2.18 million through the Healthcare Uniform project, now adopted across 33 trusts delivering over 40% savings.

As we look ahead, our focus remains clear: supporting members through uncertainty, championing collaboration, and delivering procurement solutions that create sustainable value.

[Take me to About Us](#)



Vision and Values



OUR VISION

To be the preferred NHS Procurement Provider, who through its people, processes and systems operate procurement services, delivering unrivalled value as an integral partner.



OUR STRATEGY

Two business models working together as one organisation providing best in class procurement services through our operations locally, regionally and nationally.



OUR VALUES

Honouring our commitments and doing our best for service users and colleagues. Making it easy for the communities we serve and the people who work here to achieve their goals. We always show empathy and support those in need.

[Take me to Supplier Code of Conduct](#)





Helen Pendlebury

Head of Customer Engagement

As Head of Customer Engagement, I focus on strengthening customer relationships, understanding priorities and ensuring our support adds value across the NHS and wider public sector.

This year, the team increased regular customer contact, improved feedback capture and used insight to inform account management, events and training. This has supported stronger collaboration with customer and Integrated Care System (ICS) strategies, while helping to raise awareness and use of NOE CPC frameworks.

Feedback shows this approach is making a positive difference, with customers highlighting the accessibility, professionalism and knowledge of NOE CPC teams.

Looking ahead, the focus will be on raising the team's profile, identifying growth opportunities across category areas and ensuring feedback continues to drive meaningful service improvements.

Working with our customers



Key Highlights:

Regular customer contact strengthened across NHS and wider public sector organisations.

100%

of customers surveyed found NOE CPC membership to be extremely valuable or valuable

Increased awareness and use of NOE CPC frameworks remains a core focus.

Feedback captured after key customer interactions to support continuous improvement.

"The Trust receives good service from all the teams at NOE CPC. If ever we are stuck with anything, we can reach the right person."

NOE CPC Customer Survey 2025/26 respondent

Contact our Support Desk



Key Financial Milestones

Hub Performance:

£ **14.7** _m

Savings Delivered

£ **2.3** _m

Increase since 24/25

£ **442** _m

Spend Under
Management

Excluding NHS Workforce Alliance

Spend-under Management by Category:



£ **123** _m

Estates, FM &
Corporate Services



£ **270** _m

Digital & Technology
Solutions



£ **49** _m

Healthcare & Pharmacy
Services

£ **1.4** _m
rebate distributed
to members

86%
of members received
more than half of
their fees back

74%
of members received
rebates larger than
their membership
fees

View available frameworks



NHS Supply Chain: Category Management Service Provider

9

frameworks successfully launched in the last 12 months in line with planned launch dates



- Catering Consumables and Equipment
- Patient Pulp Products
- Cleaning and Janitorial Solutions
- Curtains, Blinds and Associated Services
- Office and Outdoor Furniture
- Batteries, Lighting, Tools and Facilities Management Consumables
- Environmental Decontamination Solutions and Services
- Textiles, Uniforms and Workwear
- Office Supplies and Associated Products



What we have achieved:

4.1 billion

Products delivered

£18.8m

Savings delivered through our frameworks

25,000

Products available via the NHS Supply Chain catalogue

99.9%

Service level

362

Complaints resolved within five days

Visit NHS Supply Chain





Healthcare Uniforms

33

Trusts now live

419k

Garments delivered

£2.18m

Savings to date

43%

Savings achieved (target 30%)

38

Trusts in scope



Pee-in-Pot

Pee-in-Pot (PIP) is now available in the NHS Supply Chain catalogue

~1,000

fewer repeat tests annually (Somerset NHS FT)

Designed by clinicians at Somerset NHS Foundation Trust

All-in-one design: collection, testing and transfer

~5% reduction in contamination (Musgrove Park Hospital)



EV Charging

EV charging now available via Batteries, Lighting, Tools and Associated FM Consumables framework agreement

Full solution: hardware, install and ongoing support

Covers fleet, staff, and public charging points

Flexible approach with call-off or mini-competition options

Fully compliant route to market, with no additional tenders required and access to trusted nationwide installers

Visit NHS Supply Chain





Jackie Williams
Senior Category Manager

The Estates, FM & Corporate Services category continued to grow its impact this year, increasing spend under management, delivering significant savings, and strengthening access to compliant procurement routes.

Key highlights included the growth of the Minor Works, Trades and Associated Services DPS, expanding NHS access for SMEs, which now represent 68% of awarded suppliers. Collaborative procurement projects were also delivered through the Language Services framework.

Sustainability remains a key focus, with frameworks supporting solar energy, solar PV and decarbonisation, helping NHS organisations progress towards Net Zero. Upcoming activity includes the renewal of Laundry and Linen Total Solutions II and the launch of a new Specialist Security Services & Nurse Call Systems framework.

Estates, FM & Corporate Services

Supporting compliant access, sustainability, and measurable savings across the NHS

£8.9m

Savings delivered
through our
frameworks

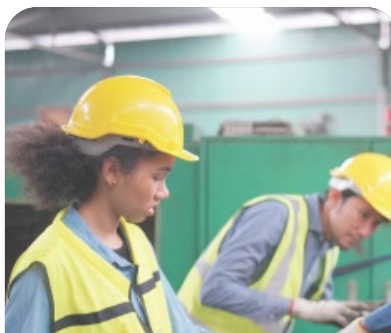
37%

Spend with SMEs

15

Frameworks
available to access

Top Performing Frameworks this year:



Specialist Estates
Engineering &
Maintenance
Services



Total Waste
Management
Services III



Laundry and Linen
Services Total
Solutions

Visit Estates, FM & Corporate Services





Joanne Barton

Associate Director of Procurement

This year, the Healthcare & Pharmacy Services category has strengthened relationships with commissioning teams and providers, improving our understanding of evolving healthcare needs. Through more collaborative working, we've increased our impact, supporting the NHS 10-year plan and improving patient pathways.

We've also progressed the development of new and upcoming frameworks for Public Health, Supplementary Clinical & Healthcare Services, and Pharmaceutical Services.

At the heart of our work is the understanding that we are all patients. We remain focused on delivering best value, supporting prevention, and enabling care closer to home to help make a meaningful difference to patient outcomes.

Healthcare & Pharmacy Services

Supporting effective healthcare delivery and patient pathways

£357k

Savings delivered
through our
frameworks

26%

Spend with SMEs

9

Frameworks
available to access

Top Performing Frameworks this year:



Contrast Media



Radiopharmaceuticals
and Associated
Consumables



Pharmaceutical
Services

Visit Healthcare & Pharmacy Services





Lisa Tearney
Senior Category Manager

Through NOE CPC, organisations can access a wide range of non-clinical digital solutions to support secure and efficient service delivery. In collaboration with NHS London Procurement Partnership, this extends to clinically focused systems such as EPRs and remote monitoring, improving choice and route to market efficiency.

Looking ahead, we are progressing Total Technology Solutions II alongside new frameworks for Virtual Wards and remote diagnostics, supporting the shift towards community-based, digital, and preventative care.

These solutions enable organisational transformation, align with the NHS Long Term Plan, and help improve efficiency, capacity, and productivity in response to growing demand.

Digital & Technology Solutions

Improving access to digital healthcare solutions

£161k

Savings delivered
through our
frameworks

20%

Spend with SMEs

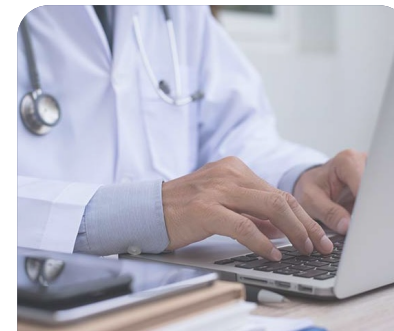
9

Frameworks
available to access

Top Performing Frameworks this year:



Non-Clinical Systems
DPS



Tech Devices –
Link 4



Total Technology
Solutions

Visit Digital & Technology Solutions





Joanne Barton
Associate Director of Procurement

Our HR & Workforce category offers a range of frameworks and services that help you to optimise your workforce through recruitment, retention, clinical and non-clinical agency staff, and overall workforce development.

We have been collaborating with Government Commercial Agency and the three other NHS procurement hubs since 2019 as part of the NHS Workforce Alliance. By sharing our resources and expertise, we are able to provide a range of commercial framework agreements, workforce advice and operational support.

Looking ahead, we are progressing the procurement of an Apprenticeships and Education Services framework in collaboration with Salisbury Managed Procurement Services and NHS London Procurement Partnership.

HR & Workforce

People, skills and workforce solutions

£5.3m

Savings delivered
through our
frameworks

18%

Spend with SMEs

8

Frameworks
available to access

Top Performing Frameworks this year:



Clinical and
Healthcare Staffing



Health Workforce
Solutions



Insourced Services
to support the
Provision of
Healthcare Services

Visit HR & Workforce



£17.9m

Delivered in employer savings helping public sector organisations reinvest back into services

To bring this savings figure to life, it is equivalent to:

557*

Nurses

Or

560*

Teachers

Or

732*

Council Workers

*Worker equivalents are illustrative, based on typical UK public sector salary benchmarks, and do not represent actual recruitment or employment costs.



2025/26 has been a strong year for CPC Drive, with over 3,900 car orders and renewals completed and more than 50,000 eligible employees launched. The scheme continues to deliver a compliant car benefit for the public sector, with a focus on enhancing value through continuous improvement informed by customer feedback.

£1,120

Average employer savings per car per year

£259

Average employee savings

Public sector money, retained in the public sector

84%

of fleet is electric

132

Live participating authorities

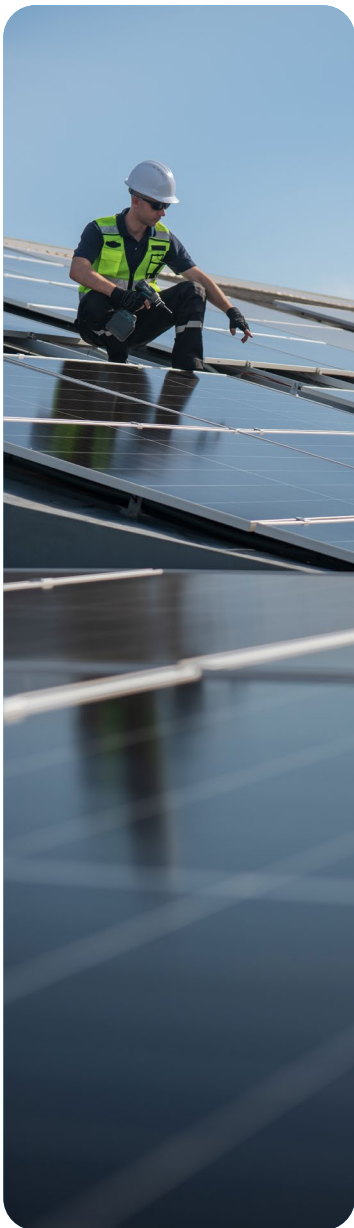
8,284

Total tonnes of CO₂ offset

Take me to CPC Drive



Sustainable Procurement



This year, the Sustainable Procurement Team strengthened its role in helping NOE CPC and partners embed social value, ethical sourcing and environmental responsibility across procurement activity.

Progress was made across several priority areas, from managing modern slavery risk and supporting NHS net zero ambitions to improving supplier engagement and developing sustainable procurement capability across the sector.

The team also continued to connect operational delivery with longer-term organisational priorities, helping to build a more consistent and joined-up approach to sustainability.

Key Highlights:



- Developed a new internal dashboard to track modern slavery self-assessment insights
- Created a new business KPI focused on collecting modern slavery documentation from awarded suppliers
- Began carbon accounting for office and operational activity, with baseline emissions planned for release in 2027
- Supported suppliers through a Cabinet Office Carbon Reduction Plan event and regular supplier webinars
- Delivered sustainable procurement training for the Yorkshire region through the Skills Development Network
- Continued support for the National Procurement Graduate Scheme
- Committed to further sustainable procurement training delivery in 2026/27 with West Yorkshire ICS

Take me to Sustainable Procurement



Social Value



Social value continues to be central to NOE CPC's culture, with colleagues supporting charitable causes, wellbeing initiatives and opportunities to connect. Last year, we raised £2,552 including Gift Aid for the Motor Neurone Disease Association. This year, we are supporting Weston Park Cancer Charity as our Charity of the Year, raising £800+ so far through colleague-led fundraising activities, with more events planned.

Our Health and Wellbeing Network has also continued to develop, welcoming six new trained Health and Wellbeing Champions. The network's regular "Cuppa and a Chat" sessions provide a safe and supportive space for colleagues to discuss topics including grief, men's health, separation and divorce, neurodiversity and menopause. A new walking club has also launched, offering routes across Yorkshire for different abilities and helping colleagues stay active while connecting with one another.

Key Highlights:

£2,552

Raised for Motor Neurone Disease Association in 2025/26

£800+

Raised so far for Weston Park Cancer Charity

6

New trained Health and Wellbeing Champions

Regular "Cuppa and a Chat" sessions covering five key wellbeing topics

New walking club launched with routes for a range of abilities



Take me to Social Value



Working Together

Our work with NHS London Procurement Partnership

This year, we have continued our collaboration with NHS London Procurement Partnership (NHS LPP), which enhances national coverage and makes it easier and more efficient for customers to access a range of solutions.

As part of our joint framework portfolio, the following frameworks were launched in 2025/26:



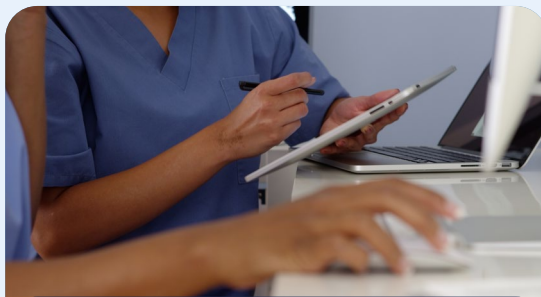
Payroll Services



Contrast Media



Asset Utilisation



Digital Technical Clinical Support

Our work with NHS Workforce Alliance

Through NHS Workforce Alliance, established with NHS London Procurement Partnership, NHS Commercial Solutions, East of England NHS Collaborative Procurement Hub and Government Commercial Agency, we leverage NHS buying power to manage the workforce market nationally, providing easy access to a sustainable workforce through a comprehensive portfolio of health services. To support national policy targets, in 2025-26 we helped the NHS reduce agency staffing spend by £332m and delivered £22m in savings through our joint clinical, non-clinical and staff bank frameworks.

Salisbury Managed Procurement Services – Apprenticeships and Education Services

We are working in collaboration with Salisbury Managed Procurement Services and NHS London Procurement Partnership to establish a new framework covering Apprenticeships and Education Services, targeting a go-live date of April 2027. This partnership will better serve suppliers and members, streamline framework offerings and combine our collective expertise and resources.

Customers can use the current Salisbury framework – Apprenticeships Training & End Point – available on the NOE CPC website.

Apprenticeships Training & End Point

Take me to Partnerships



Events and Training

Events and training continued to grow and evolve during 2025/26, with NOE CPC strengthening its offer to better support members, suppliers and the wider NHS workforce.

The team expanded with the addition of Emily Keeling and Miriam Pedersen-Smith, bringing fresh expertise and capacity to develop high-quality, engaging learning opportunities. Alongside procurement-focused sessions, the programme broadened to include legal webinars on topics such as the Mental Capacity Act, disability and CQC inspection preparation.

The refreshed Members' Forum also provided an important platform for collaboration, insight-sharing and future planning, while new SME-focused training helped suppliers better understand and engage with NHS procurement. Looking ahead, NOE CPC will continue to develop new formats, on-demand content and networks such as the NextGen Procurement Network to help people feel informed, connected and confident.



Expanded events and training: Broadened learning opportunities to support procurement professionals and the wider NHS workforce.



Refreshed Members' Forum: Strengthened collaboration and member engagement through an enhanced forum.



Targeted SME supplier support: Introduced training to help SMEs navigate NHS procurement with greater confidence.

[Take me to Events and Training](#)



670

Total attendees at our events in FY 2025/26

30

Events for our members, customers and suppliers

12

Legal Seminars delivered

108

SMEs supported through training at our Introduction to Procurement session



Supplier Engagement



The SME Supplier Support Series was launched to provide practical guidance and valuable insights, helping suppliers navigate NHS procurement with greater confidence and clarity. Sessions are delivered throughout the year on a range of relevant topics.

108 SMEs engaged in the launch event

Our Supplier Relationship Managers play a vital role in supporting NOE CPC's supplier network. Over the past year, they have supported with delivering training for SMEs on NHS and public sector procurement, provided sustainability guidance, and created opportunities for suppliers to connect with buyers through Meet the Buyer events. This support has helped strengthen engagement across our network of more than 700 awarded suppliers.



Stats from NOE CPC's Supplier Survey 2025/26

89%

of suppliers said they would apply to be an awarded supplier if NOE CPC launched a new framework.

74%

of suppliers rated NOE CPC 8/10 or higher for likelihood to recommend.

92%

of suppliers rated NOE CPC as 'easy' or 'very easy' to work with across procurement processes.

95%

of suppliers rated NOE CPC support, relationship management, and engagement as valuable or extremely valuable.

Take me to Suppliers



Technical and Data Insights

The Technical Programme Management Office team performs a range of functions, from managing our data and building reports, to creating digital tools for our customers and supporting NHS organisations with spend reports.

Joined Up Care Derbyshire

Our Technical Services team helped Joined Up Care Derbyshire (JUCD) ICS gain a better understanding of its supply contracts and workplan. They had previously been storing data on suppliers, contracts and associated workplans in different locations and in inconsistent ways.

We helped bring their data together to give them better visibility of what supply contracts they had, which suppliers they were using for which products and services, and how much they were spending, across all trusts within the group.

We worked with them to develop a workplan using data from supplier contracts and associated workplans that had previously been stored in different locations.

Certifications

We are proud to have achieved four industry standard certifications, giving further confidence to NOE CPC customers of our ability to be a high quality and efficient framework provider.

- **ISO 9001 – Quality Management System**
- **ISO 27001 – Information Security Management System**
- **Continuous Improvement Assessment Framework (CCIAF)**
- **Cyber Essentials Plus**



“As a procurement industry we generate and process vast quantities of data. Our team helps you understand that data and can use it to help drive optimisation and efficiencies across our organisation, the NHS and the wider public sector.

“At its core, the function of my team is to crunch the numbers and help people access data that they can understand so they can make more informed decisions.”

Adam Taylor
Technical Programme Manager

Take me to e-Commerce



Online Services

We have implemented a suite of digital tools on our website to make it even easier for you to access the services and products you require.

As part of our investment in these services, we are pleased to announce that we will be relaunching our website in 2026/27. Our Technical Services and Communications teams will be working closely with our procurement experts to ensure our online services continue to help you optimise your procurement processes.

Stats from NOE CPC's Customer Survey 2025/26

92%

value our website

83%

value the Vendor Discount Matrix

92%

value the Benchmarking tool

86%

value the Quick Quote tool

Search Function

Use the Search Frameworks function on our website to quickly find a particular supplier, framework or specification.

Provider Search

Find qualified suppliers by trade, location, accreditation and contract value.

Quick Quote Tool

Send details of your requirements to suppliers so they can send you tailored quotes on support frameworks.

Supplier Geo-Tool

Easily see which suppliers operate in each ICS area using our Linen and Laundry framework tool.

Benchmarking

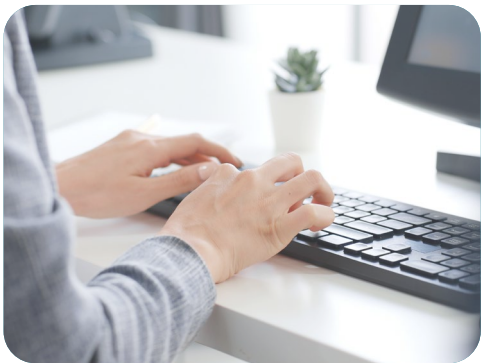
Our Benchmarking tool can identify savings across multiple frameworks through a simple interface.

Vendor Discount Matrix

Identify the best value offering for a given requirement under the Total Technology Solutions framework agreement.

Fileshare access

Access framework documentation quickly by using our fileshare area, available on any of our framework pages.



Take me to frameworks



CPC Searchlight

CPC Searchlight continued to grow during 2025/26, helping NHS procurement teams explore and adopt AI with confidence. Developed specifically for NHS procurement, the service provides practical tools that support drafting, market intelligence, regulatory compliance and procurement processes.

30+

NHS organisations using CPC Searchlight

Some of the agents available:

Procurement Act

Document drafting

Market intelligence reporting

Provider selection regime

Procurement process support

CPC Searchlight helps NHS procurement teams work more efficiently, improve consistency and access relevant guidance faster. By supporting teams from blank page to usable draft, it gives procurement professionals more time to focus on strategy, assurance and stakeholder engagement.

Built around NHS needs, CPC Searchlight offers a secure and responsible way to adopt AI, with private user data kept out of model training, UK data residency, and the latest AI models.

Feedback from current users:

"The best employees display rounded skills, knowledge and behaviours. The searchlight tool can help with all three."

York and Scarborough Teaching Hospitals NHS Foundation Trust

"CPC Searchlight helps me move from a blank page to stakeholder-ready drafts quickly, with clearer logic and fewer gaps."

Leeds Community Healthcare NHS Trust

"Supports with PA documentation with confidence that the information is sourced from the appropriate regulations and guidance, speeds up the drafting and provides templates of information for consistent use."

Sheffield Teaching Hospitals NHS Foundation Trust



Take me to CPC Searchlight



Meet some of our teams featured in TeamTalk this year

12

Teams showcased

36

Staff featured

12

Monthly features

Follow us on LinkedIn



Office Products



Meet the team

Estates, FM & Corporate Services



Get to know

Flora Allan
Category Procurement
Specialist

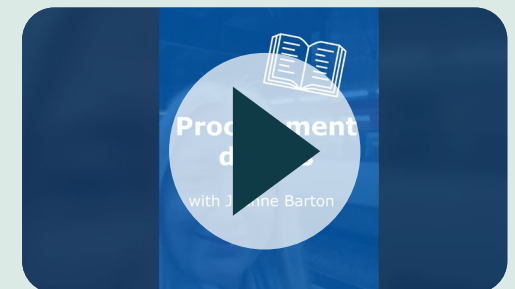
Governance & Performance



Get to know

Simon Pugh
Head of Governance
and Performance

HR & Workforce



Day in the life
with Jo Barton



Furniture, Janitorial and Paper Hygiene



Technical Programme Management Office



Get to know
Mahmoud Elsidaoui
Data Specialist

Sustainability and Social Value



Finance and Business Services



Get to know
Julie Pickering
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