

Witness Name: Gordon Beattie
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UK COVID-19 INQUIRY

WITNESS STATEMENT OF GORDON BEATTIE, DIRECTOR OF NATIONAL PROCUREMENT

I, Gordon Beattie, provide this statement in response to a Rule 9 request issued to NHS National Services Scotland by Module 5 of the UK Covid-19 Public Inquiry and will say as follows: -

BACKGROUND, QUALIFICATIONS AND ROLE

1. I am the current Director of National Procurement ("NP") at NHS National Services Scotland ("NHS NSS"), a position which I have held since 9th December 2019.
2. During the relevant time period National Procurement was part of the Procurement, Commissioning and Facilities ("PCF") Strategic Business Unit ("SBU") at NHS NSS, led by the Director of PCF, Jim Miller who held the post from 2015 to 2021. In April 2023 National Procurement became a separate business unit within NHS NSS, no longer sitting within the PCF SBU. The service provisions of National Procurement were not affected by this organisational re-structuring. My role brought together what were previously the roles of two directors, with Sourcing and Logistics having had a director each. My principal responsibilities include creating a sustainable National Procurement vision for NHS Scotland applying the Scottish Government policy, EU regulations and other legal procedures and guidelines; leading on external procurement service provision; strategic sourcing and contract management. I have worked in NHS Scotland since 2001 in various procurement leadership roles. Several weeks after joining NHS NSS in December 2019, the World Health Organization ("WHO") declared COVID-19 to be a Public Health Emergency of International Concern. Prior to joining NHS NSS, I was the Head of Procurement at NHS Greater Glasgow and Clyde Health Board. I am a Chartered member of the Institute of Procurement and Supply and have a BA degree in Business Studies. I previously provided a copy of my CV to the UK COVID-19 Public Inquiry **GB/001 - INQ000320365**.

OVERVIEW OF NHS NSS AND NHS SCOTLAND

3. Health and social care in Scotland is a devolved matter to the Scottish Parliament and the Scottish Government oversees activities of the NHS in Scotland. The Scottish Government sets national outcomes and priorities for health and social care, approves

plans with each territorial NHS Board and national NHS Board, and manages performance of NHS Boards. NHS Scotland consists of 14 territorial NHS Boards which are responsible for the protection and the improvement of their population's health and for the delivery of frontline healthcare services. The 14 territorial NHS Boards also meet in 3 regions. In addition, there are 8 other organisations (Healthcare Improvement Scotland, National Education Scotland, Scottish Ambulance Service, NHS24, The State Hospital, Golden Jubilee National Hospital, Public Health Scotland (PHS), and NHS National Services Scotland (NHS NSS) who support the territorial NHS Boards by providing a range of specialist and national services. An illustrative diagram of the NHS in Scotland is included as **Appendix A**.

4. NHS NSS is a Non-Departmental Public Body (NDPB), accountable to the Scottish Ministers. NHS NSS was established as the Common Services Agency in 1974 under The National Health Service (Functions of the Common Services Agency) (Scotland) Order 1974, with a mandate to provide national strategic support services and expert advice to Scotland's health sector whilst maximising health impacts and cost savings. Headquartered in Gyle Square, Edinburgh, NHS NSS has approximately 3,650 staff based at locations across Scotland.
5. Prior to 1st April 2020, NHS NSS was organised into 6 strategic business units (SBUs):
 - Procurement, Commissioning and Facilities (PCF)
 - Public Health & Intelligence (PHI)
 - Central Legal Office (CLO)
 - Digital & Security (DaS)
 - Scottish National Blood Transfusion Service (SNBTS)
 - Practitioner and Counter Fraud Services (PCFS).
6. These SBUs were supported by NHS NSS internal departments for Finance; Strategy, Performance and Service Transformation (SPST) and Human Resources (HR). From 1st April 2020, the majority of PHI was absorbed by PHS. All information on the background, agreed structure and development of SBUs is detailed in the QuEST Implementation Formal Consultation Document **GB/002 - INQ000108649**. The development of NHS NSS between 2009 and 2020 is set out in **Appendix C**. Directors for each SBU report directly into the Chief Executive of NHS NSS.

7. For governance, the Scottish Ministers are ultimately accountable to the Scottish Parliament for the activities of NHS NSS and its use of resources. The NHS NSS Board, including the chair, consists of executives and non-executives appointed by the Scottish Ministers in line with the Code of Practice for Ministerial Public Appointments in Scotland. The role of the NHS NSS Board is to provide leadership, direction, support and guidance to ensure NHS NSS delivers its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. Information on how governance and accountability of NHS NSS developed over the time range in scope can be found in the NHS NSS Annual Reports and Accounts **GB/003 - INQ000108618**, **GB/004 – INQ000108740**, **GB/005 - INQ000108620**.
8. The NHS NSS Board is supported by several standing committees:
- Audit and Risk Committee: Assists the Board in delivering its responsibilities by providing assurance that an appropriate system of internal control has been implemented and is operating effectively.
 - Finance Procurement and Performance Committee: Keeps the financial position of NHS NSS under review and ensures arrangements are in place to secure economy, efficiency and effectiveness in the use of all resources, and that they work effectively.
 - Clinical Governance and Quality Improvement Committee: Scrutinises all parts of our operation to ensure clinical governance mechanisms are in place and effective throughout our services.
 - Staff Governance Committee: Supports and maintains an NHS NSS culture where delivery of the highest possible standard of staff management is understood to be the responsibility of every employee. This is built through partnership and collaboration within the direction provided by the NHS Scotland Staff Governance Standard **GB/006 - INQ000149077**.
 - Remuneration and Succession Planning Committee: Ensures the application and implementation of fair and equitable pay systems on behalf of the Board as determined by the Scottish Government.

SERVICES PROVIDED TO NHS SCOTLAND BY NHS NSS

9. Details of services provided by NHS NSS are publicly available. Broadly NHS NSS

provided the following services to the NHS in Scotland between 30th January 2020 and 28th June 2022, within the identified SBUs:

- NHS Scotland Assure (PCF)
- National Specialist Services and Screening Division (PCF)
- National Procurement (PCF)
- Digital and Security (DaS)
- Blood, tissue and cells (SNBTS)
- Primary care support (PCFS)
- Patient exemptions (PCFS)
- Fraud prevention (PCFS)
- Legal (CLO)
- _____ Programme management (SPST)
- _____ National Contact Centre (NCC) (SPST)

CHANGES TO THESE SERVICES DURING THE RELEVANT PERIOD

10. At the initial stage of the pandemic, NHS NSS responded to a request from the Scottish Government to identify which of its services could potentially be ramped up or stood down to support the pandemic response. On 11th March 2020, John Connaghan CBE, Chief Performance Officer NHS Scotland and Director of Delivery and Resilience requested a list of prioritised services from all Health Boards, and on 15th March 2020, NHS NSS Chief Executive Colin Sinclair responded, detailing services which were deemed essential and those services which could be scaled down to provide a reduced business as usual (BAU) service.
11. Six NHS NSS services were determined to be essential at that stage, and would be the focus of our effort in response to the COVID-19 position:
 - National Procurement: Ensuring critical supplies were available and distributed into NHS Scotland.
 - Scottish National Blood Transfusion Service (SNBTS): Ensuring Scotland

continued to have a safe supply of blood, tissues and cells.

- Digital and Security: Ensuring key information technology systems were available and operational.
- Health Protection Scotland (HPS) and Information Services Division (ISD): Ensuring their successful transfer into PHS and continued to provide support so they remain effective in dealing with the crisis. Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland remained with NHS NSS as explained in **Appendix C** and were essential in the response to the Pandemic.
- National Specialist Services and Screening Directorate (NSD): Managing and maintaining national screening services and the commissioning of new national clinical services.
- Corporate: Ensuring HR, financial, resilience and communications support were available to NHS NSS and others.

12. The following seven services were identified as having the potential for scale down (reduce or stop), however some elements of these were deemed as essential:

- Practitioner Services: Activities such as patient registration, medical record transfers, payment verification and scanning could be put on hold.
- Counter Fraud Services: We could suspend all counter fraud support, such as deterrence and investigation, until further notice.
- Scottish Health Service Centre: We expected a significant reduction in demand for events management support and use of the venue, situated at Western General Hospital, Edinburgh, for training and meetings.
- Programme Management Services (PgMS): All non-essential programmes were put on hold and were asked to divert programme and project management staff into Scottish Government to support COVID-19 programmes.
- Customer Experience: Research, insight and service development activity could be stopped.
- Central Legal Office (CLO): Reduced activity in areas such as debt recovery and commercial property.

- Clinical Directorate: Specialist clinical expertise had already been refocused in support of COVID-19 or was being redeployed within Scottish Government.

These services did continue to operate but were focused to support pandemic efforts.

NHS NSS ORGANISATION STRUCTURE AND GOVERNANCE

13. The key decision-making roles within NHS NSS are those of the Chief Executive and the Directors. NHS NSS is responsible for day-to-day operational matters and the Executive Management Team (EMT), made up of the Chief Executive (Accountable Officer) and Directors, meet formally each month to discuss operational matters.
14. The Chief Executive has overall responsibility for the discharge of responsibilities and is chair of the NHS NSS Resilience Management Team (RMT), which is stood up as a strategic oversight group in the event of a major or catastrophic incident impacting on NHS NSS services or where NHS NSS has a role in the wider health and social care remit. This group is made up of members of our EMT.
15. In responding to the pandemic, NHS NSS mobilised its RMT initially, which is the NHS NSS strategic response to assess and deal with a major incident **GB/007 - INQ000108643**.
16. An update of post-holders in key decision-making roles within NHS NSS during the relevant time period is provided as **Appendix B**.
17. Significant changes in structure from 2009-2021 is provided as **Appendix C**.

RESOURCES AND LEVELS OF FUNDING FOR NHS NSS

18. The Scottish Government sets three financial requirements for NHS NSS on an annual basis. These are:
 - Revenue Resource Limit (RRL): a resource for ongoing operations;
 - Capital Resource Limit (CRL): a resource budget for new capital investment; and
 - Cash Requirement: a financing requirement to fund the cash consequences of the ongoing operations and new capital investment.
19. Principal sources of information for resources and levels of funding of NHS NSS are included in the NHS National Service Scotland Annual Report and Accounts **GB/008 - INQ000108618, GB/004 – INQ000108740 - GB/005 - INQ000108620**. Annual Report

and Accounts provide information on the financial performance of NHS NSS; the limits set by Scottish Government; actual outturn and total revenue expenditure. The reports also provide information on the purpose of NHS NSS, the key risks to achieving our objectives and how we have performed during the year. An overview and description of the changes to levels of funding of NHS NSS during the proposed date range is detailed in the NHS NSS Annual Report & Accounts 2019/20 – 2022/23 **GB/009 - INQ000466557**.

20. NHS NSS is audited each year by Audit Scotland and all audit reports and audit plans for the timeframe Module 5 covers are publicly available **GB/010 - INQ000149089**, **GB/003 - INQ000108618**, **GB/011 - INQ000108701**, **GB/012 - INQ000108704**, **GB/013 - INQ000108705**. The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland to provide independent assurance to the people of Scotland that public money is spent properly and provides value. The audit examines:

- NHS NSS Annual Report & Accounts
- Financial management
- Financial sustainability
- Performance against resource limits
- Governance and transparency
- Value for money

and provide judgements and recommendations for NHS NSS to take forward.

NHS NSS ROLE IN PROCUREMENT IN SCOTLAND

21. NHS NSS' functions and responsibilities, in relation to procurement of key healthcare equipment and supplies (including PPE, ventilators and oxygen, lateral flow tests and PCR tests) in Scotland, is supported by the National Procurement Directorate.
22. National Procurement's key service provision is to provide a Once for Scotland Procurement Service, offering National Frameworks and a National Distribution Centre ("NDC") service for non-medicine consumables to all NHS Scotland Health Boards and National Boards. National Procurement also provides expert advice and support to Health Boards on procurement matters, working closely with colleagues in Health Board

procurement teams, creating a community of expertise.

23. There are four core functions which National Procurement undertakes, and which supported the COVID-19 response in relation to the scope of Module 5:

Strategic Sourcing

- 23.1. National Procurement is responsible for identifying and evaluating potential suppliers, negotiating contracts, and establishing relationships with suppliers to provide high-quality products and services at competitive prices, and ensuring full compliance with public procurement regulations.
- 23.2. A key element of the strategic sourcing approach is category management. National Procurement organises procurement activities into specific categories, such as medical products, pharmaceuticals, and non-medical consumables. This approach allows for more focused and specialised expertise in each category, resulting in more effective procurement strategies and better overall value for money.

Supply Chain Management and Operational Logistics

- 23.3. National Procurement is responsible for the procurement, inventory management and demand planning of all products provided via the NDC. This involves working with suppliers and end users to ensure that service level fulfilment is provided to the required levels. Activity is carried out in collaboration with the other key functions of National Procurement to ensure that the overall service provision meets all necessary governance and compliance requirements.
- 23.4. The NDC is the biggest public sector logistics operation in Scotland. Three warehouses stock over 9000 product lines and over 80,000 items are delivered to hospital wards, departments and community centres each week. This accounts for approximately 80% of the products used every day in NHS Scotland's hospitals. The NDC hosts Scotland's national pandemic stockpile.

Contract Management

- 23.5. National Procurement manages contracts with suppliers, ensuring that contractual terms are met, performance is monitored, and that any issues are addressed promptly. This includes maintaining strong relationships, working collaboratively with NHS Scotland key clinical commercial and stakeholder groups to identify opportunities for improvement and cost savings.

Quality Assurance

- 23.6. National Procurement is responsible for ensuring that the products and services procured meet the required quality standards as defined by established regulators and the established Commodity Advisory Panels (CAPs), in terms of safety, efficacy, and compliance with relevant regulations. This involves working closely with suppliers and healthcare organisations to address any quality-related concerns, ensuring that purchases are compliant and meet specifications.
24. In undertaking these functions National Procurement's services engage in continuous improvement, collaboration and knowledge sharing. Working closely with other procurement organisations within Scotland, including the Scottish Government, and where appropriate, stakeholders across the UK in regard to 'four nations' areas such as medicines. This includes sharing best practices, market intelligence, and supplier information to enhance the overall procurement process and achieve better value for money. This is undertaken whilst leveraging technology, data analytics, and industry best practices to drive efficiency, cost savings, and value for the NHS in Scotland.

LIAISON AND COMMUNICATION WITH GOVERNMENT AND OTHER STAKEHOLDERS

25. Scottish Government enforced powers to place the NHS in Scotland into emergency measures in March 2020. This meant that Scottish Government and Ministers were responsible for all key decision making in relation to the pandemic in Scotland and worked with other organisations, including NHS NSS, to establish national programmes of work to deliver Scotland's response to the pandemic. NHS NSS' specific role was as a delivery partner.
26. By March 2020, the pandemic response became the top priority for NHS Scotland and emergency arrangements were put in place for the NHS in Scotland. The pandemic response required expertise from multiple entities across Scotland and the wider UK. Multi cross-sectoral collaboration was formed quickly through large scale national programmes of work to deliver products and services to protect capacity in NHS Scotland and save as many lives as possible. The key focus was for all entities to unite as one and do what was necessary to deliver quickly. A summary of key bodies and individuals both governmental and non-governmental with whom NHS NSS co-operated or worked in relation to matters within the Provisional Outline for Scope of Module 5 has been provided to the Inquiry **GB/014 - INQ000502455**.
27. Microsoft (MS) Teams was a key enabler which allowed organisations to collaborate and

share information within the remit of large-scale national programmes established to deliver the pandemic response.

28. In March 2020, the Scottish Government and NHS in Scotland instructed NHS NSS to bring forward the planned roll out of MS Teams. MS Teams was seen as a key enabler to collaborative working as it provided the functionality to engage with stakeholders, save, share and collaborate on documentation across different organisations. On 19th March 2020 MS Teams was rolled out to NHS Scotland.
29. NHS NSS and PHS collaborated on multiple programmes established to respond to the pandemic. In relation to testing, NHS NSS and PHS participated in a number of groups:
 - National Laboratories Programme
 - Joint COVID Diagnostics Group
 - Testing Oversight Delivery Group
 - Serology Strategy Group
30. National Procurement procured and supplied PCR sample tests kits directly to PHS to enable them to conduct PHS surveillance testing programmes locally **GB/015 - INQ000483155**.

PPE

31. A dedicated PPE team was established by Scottish Government. This team provided the funding required to support the purchase, storage and distribution of PPE to health and social care.
32. NHS NSS also worked with the Scottish Government through a number of groups, such as:
 - PPE Strategy and Governance Board (Scottish Government) **GB/016 – INQ000320368, GB/017 - INQ000320369, GB/018 - INQ000320370, GB/019 - INQ000320371, GB/020 - INQ000320372 and GB/021 - INQ000320374, GB/022 - INQ000320375, GB/023 - INQ000320376, GB/024 - INQ000320377, GB/025 - INQ000320378, GB/026 - INQ000320379, GB/027 - INQ000320380, GB/028 - INQ000320381, GB/029 - INQ000320382, GB/030 - INQ000320383, GB/031 - INQ000320384, GB/032 - INQ000320385, GB/033 - INQ000320386.**
 - PPE Supply Resilience Group (Scottish Government) **GB/034 – INQ000320387**

- Single Point of Contact (SPOC) PPE Oversight Group (chaired by myself on behalf of NHS NSS with attendance from Scottish Government policy and Scottish Government Ministers) **GB/035 – INQ000320388**
 - COVID-19 National PPE Clinical Short Life Working Group (NCPG) chaired by Alex McMahon, Director of Nursing NHS Lothian and sponsored by Scottish Association of Medical Directors (SAMD) and Scottish Executive Nurse Director Group (SEND). This group reported into the PPE Expert Clinical Oversight Group (ECOG) **GB/036 – INQ000320389 and GB/037 - INQ000320390**
 - COVID-19 National PPE Clinical Advisory Panel (CAP). This group reported into the NCPG **GB/038 – INQ000320391**
 - National PPE Expert Clinical Oversight Group (ECOG) (chaired by Anna Lamont, Medical Director National Services Division, NHS NSS). This group reported into the PPE Strategy and Governance Board. **GB/039 – INQ000320392, GB/040 - INQ000320393, GB/041 - INQ000320394 and GB/042 – INQ000320395.**
 - Daily PPE Supply Chain Oversight Group (chaired by Scottish Government Minister Ivan McKee)
 - COVID-19 National PPE Primary Care Contractors Short Life Working Group chaired by PHS (formerly HPS) Charlotte Leggatt, Practice Manager Lead and NHS NSS Paul Cushley, Director of Dentistry **GB/043 – INQ000320396**
 - Social Care PPE Steering Group (Scottish Government)
33. At the start of April 2020 National Procurement introduced a strategic group Single Point Of Contact (SPOC) **GB/044 - INQ000137436**, to manage the supply, distribution, and use of PPE. This group had representation from NHS Scotland Health Boards, the Scottish Government and Ministers, Scottish Enterprise and the Scottish Government Army Resilience **GB/045 - INQ000137438.**

Testing

34. National Procurement supported NHS Scotland diagnostic laboratory testing capacity through the purchase of equipment and testing consumables which was led by the National Laboratories Programme Group (NLP) and the Scottish Microbiology and

Virology Network (SMVN), coordinated by the Scottish Government led Testing Oversight Delivery Group (TODG).

Medical Equipment

35. The Scottish Government ICU Resilience Group led on decision making for medical equipment
36. In respect of UK wide groups, I attended a UK PPE Four Nations Strategic Meeting (chaired by Department Health and Social Care [DHSC]) **GB/046 – INQ000320472**. My role at these meetings was to provide information when requested on the situation within Scotland and to assist the Scottish Government in answering questions they were asked or may be asked in relation to procurement for NHS Scotland. I also attended a 6.00 pm daily call on stock deliveries (chaired by NHS England [NHSE]) for a short period early in the pandemic response. This meeting was primarily established to allocate PPE stocks across NHSE and where availability allowed to support any requests for urgent mutual aid requested by Devolved Authorities (DAs).
37. The DHSC led a 4 Nations Group WN-COV Supply Chain Cell which ran from 31st January 2020 to 26th March 2020, I did not attend these however colleagues from PCF and the Scottish Government attended. There was also a UK led National PPE Oversight Group (chaired by DHSC) which I did not attend. As well as the above UK committees I also participated in more informal joint working between the procurement service leadership group of NHS Wales and NHS Northern Ireland on aspects related to PPE supply.
38. Although there were some requests for cross border mutual aid, **GB/047 – INQ000335850** the majority of PPE products supplied into health and social care in Scotland from the end of March 2020 onwards were via National Procurement. These arrangements were ultimately formalised in a four nation's protocol covering PPE procurement between the Scottish Government, UK and the other devolved authorities in February 2021 to confirm devolved authority responsibilities and maintain collaborative working **GB/048 – INQ000320484, GB/049 – INQ000320485 and GB/046 – INQ000320472**.
39. Early in April 2020 a meeting was convened by an NHS Wales procurement service lead with myself and a counterpart in NHS Northern Ireland procurement service. This group met to share PPE sourcing information and provide mutual aid where needed. NHS Scotland was able to help NHS Northern Ireland and NHS Wales on a number of occasions **GB/050 – INQ000320493**. This included a share for NHS Wales of Type IIR

masks National Procurement had secured via the joint working with Scottish Enterprise **GB/051 - INQ000502544, GB/052 - INQ000502541, GB/053 - INQ000502552, GB/054 - INQ000502551.**

TIMELINE OF NHS NSS ACTIVITY

40. A chronology of key dates concerning the work of the NHS NSS in respect of the issues set out in the Provisional Outline for Scope of Module 5 can be found in **Appendix D**

PRIOR TO THE COVID-19 PANDEMIC

41. Prior to the pandemic National Procurement provided stock services predominantly to acute settings across the NHS in Scotland. Each Health Board had their own arrangements in place to support their local Primary Care settings.
42. Local Authorities (LA), including LA care homes, had their own arrangements in place, this would be through their own framework arrangements or through Scotland Excel Frameworks. Private care homes / providers had their own commercial arrangements in place directly with distributors.

THE PIPP STOCKPILE

43. National Procurement provided resilience services for medicines and stock management for the UK Pandemic Influenza Preparedness (PIPP) stockpile and in supplying goods to hospitals in Scotland through a Service Level Agreement (SLA) 2009 between the Scottish Government and NHS NSS **GB/055 - INQ000108647** which has been submitted to the Inquiry in relation to Mary Morgan's statement to a Rule 9 request for Module 1.
44. The SLA set out the relationship where Scottish Government was / is the purchaser and National Procurement, NHS NSS was / is the provider. National Procurement worked with the Scottish Government Emergency Preparedness Resilience Response (EPRR) Division to plan for pandemic stock and held the Scottish Government share of the UK stock in its warehouse.
45. One of the services the Scottish Government commissioned National Procurement to provide was a Pandemic Stock Management Service. This was established via the SLA in 2009. National Procurement provided services to manage the Scottish share of the UK pandemic resilience stockpile as outlined in the SLA (2009).
46. The scope of services, section 1.7 of the SLA, states:
- "[The] Department of Health have contracted for a range of consumables to be issued to the NHS in the event of a Pandemic Flu outbreak. Scotland is party to this purchase and has agreed to take delivery of the share of product, based in Barnett Formula to a single*

point in Scotland. The Provider shall undertake the management, storage and distribution of these consumables on behalf of the Purchaser.” (Service Level Agreement between Scottish Government Pandemic Flu Team and NHS National Service Scotland 2009)

47. Under the Service Level Agreement with the Scottish Government, NSS National Procurement had the following responsibilities in relation to the pandemic flu pharmaceutical countermeasures stockpile:

- Leading the management and governance of the Scottish Government pandemic flu pharmaceutical stockpile held in Scotland and England, and report on the position to the Scottish Government Pandemic Flu Lead as required.
- Managing ad hoc enquiries in relation to the Scottish Government pandemic flu stockpile.
- Providing pharmaceutical support in the review and assessment of NHSScotland emergency planning strategies for dealing with pandemic flu.
- Liaising with NHS Scotland Boards on the management of and access to pandemic flu pharmaceutical countermeasures stockpile, including winter arrangements for emergency access to antivirals if necessary for the management of seasonal flu.
- Providing advice and support to the Scottish Government Pandemic Flu Lead regarding policy options for pharmaceuticals within pandemic flu pharmaceutical stockpile.
- Providing necessary pharmaceutical advice or roles as directed to support the response of the Scottish Government Pandemic Flu Lead in the event of a pandemic, ensuring availability as required.
- Providing quarterly stock report of the Scottish Government pandemic flu pharmaceutical stockpile held within England and Scotland to the Scottish Government Pandemic Flu Lead.
- Developing orders for replenishment of pandemic flu pharmaceutical stockpile, as required by the Scottish Government Pandemic Flu Lead.
- Leading the procurement and performance management of the supplier of

storage and distribution of the Scottish Government pandemic flu pharmaceutical stockpile.

- Developing standard operating procedures and / or SLA with the relevant parties responsible for the cycling of medicines with NHS Scotland stock.
 - Actively pursue and manage efficiencies related to the management of stock including cycling of medicines with NHS Scotland stock.
 - Monitoring requirements for stock destruction, and report at least quarterly to the Scottish Government Pandemic Flu Lead on expiry profiles.
 - Liaising with stockholders in Scotland and England to get quotes for stock destruction and seek clearance from Scottish Government Pandemic Flu Lead, as required.
 - Provide annual assurance to Scottish Government Pandemic Flu Lead and Finance on the contents of the pandemic flu pharmaceutical countermeasures stockpile at end of financial year, through physical stocktake.
48. Scotland's share of the pandemic flu pharmaceutical countermeasures stockpile was held at an outsourced pharmaceutical distributor TPS or held under UK Health Security Agency (UKHSA) control at a pharmaceutical distributor commissioned by UKHSA (Distributor: Movianto).
49. Monitoring arrangements include NHS NSS staff undertaking annual audits of all warehouses holding stock to ensure compliance with Good Distribution Practice (GDP) requirements and an annual stock take. The distributor was required to report Key Performance Indicators (KPIs) as part of the contractual arrangements and there were regular performance review meetings to review performance and discuss any issues arising.
50. Medicines that were held with the intention that they will be distributed to community pharmacies in a pandemic were typically retained centrally by UKHSA; this is for ease of distribution to wholesalers that routinely supply the UK community pharmacy network.
51. Generally, UKHSA led the procurement of medicines for the PIPP stockpile. There were a small number of exceptions where "top-up" stock is sourced by NHS NSS to maintain target volumes where products from the stockpile have been sold to hospital pharmacies to reduce waste.

52. To reduce the risk of stock being wasted, National Procurement worked closely with Health Boards, where feasible, to recycle products through the normal NHS hospital pharmacy supply chain. As medicines in the stockpile near their expiry date, hospital pharmacies are asked to purchase them. The funds from the sale are used to purchase replacement stock with longer expiry dates. Note, the target volumes on some lines are so large relative to business-as-usual NHS hospital use, that only a small proportion of stock can feasibly be recycled through the business-as-usual supply chain. This is a particular issue with influenza antivirals held such as oseltamivir and to a lesser extent antibiotics held to treat a surge in secondary bacterial infections in the event of an influenza pandemic.
53. The PIPP stockpile was stored with a contract awarded supplier, Stanford Logistics Ltd. Stanford Logistics was performance managed by the National Procurement Operations Management Team. The supplier performed within their contracted SLA. **GB/056 - INQ000502546.**
54. Stanford Logistics had the contract to store and manage the PIPP stockpile. Prior to the pandemic, National Procurement were provided assurance by the contracted supplier that stock checks were completed on an annual basis. Evidence of stock check sheets are supplied. Internal quality audits were completed to provide further compliance with the contracted service levels **GB/057 - INQ000502549, GB/058 - INQ000502548, GB/059 - INQ000502550.**
55. During the pandemic period external audits continued but focussed on areas not being greatly impacted by COVID-19 activity. Lloyds Register Quality Assurance (LRQA) were understanding of the hold position in the Quality Management System (QMS). Internal audits were slowly reintroduced around the end of 2021, again avoiding areas where teams were still providing ongoing support **GB/060 - INQ000502559, GB/061 - INQ000502560, GB/062 - INQ000502561.**
56. Prior to the pandemic, information on PIPP stock expiry dates was available on the National Procurement stock management system and stock status reports were provided to the Scottish Government on a quarterly basis, including levels of expired stock **GB/063 – INQ000320476 and GB/064 – INQ000320477.** Decisions relating to which products were stocked, the quantities held and stock write-off / replenishment / revalidation were the responsibility of Scottish Government and Department of Health and Social Care. National Procurement's role at this time, prior to March 2020, was to provide storage and distribution services. National Procurement did not have a role in purchasing, revalidation or disposal decisions.

EU EXIT STOCKPILE

57. National Procurement established post-Brexit national stock resilience strategies that were approved by the Scottish Government **GB/065 - INQ000481191, GB/066 -INQ000481179, GB/067 -INQ000481169, GB/068 -INQ000481181, GB/069 -INQ000481182**. The strategies took account of risks of long-term disruption, this included increasing national stock levels to maintain four weeks minimum stock levels across the majority of NDC stock lines during the highest risk period of international supply chain failure over 2021 / 2022. These levels were reduced progressively and are now managed on a case-by-case basis as outlined below depending on prevailing risks.

Risk Identification and Mitigation

- NDC collaborates with their suppliers to continuously identify potential risks, including emerging threats. A heatmap approach is used to prioritise these risks based on severity and likelihood.
- Supply provision is constantly monitored to ensure potential disruptions are minimised.

Inventory Management

- NDC maintains stock levels that consider identified risks and allow for disruptions within a certain timeframe (contingent timescales). This helps to buffer against short-term supply chain issues.
- The product portfolio is tracked by country of origin, allowing for quick identification of potential problems based on geographical factors.

Alternative Sourcing

- NDC has a system to identify alternative products if a primary supplier experiences disruption. This ensures supply can be maintained even if a source falls through.

Critical Imports

- NDC has agreements with key providers for critical imported products. These agreements involve placing contingency stocks within the UK to mitigate potential supply chain disruptions.

Collaboration and Response

- NDC works collaboratively with various UK authorities, including devolved administrations and DHSC via the National Supply Disruption Response forum. This ensures a coordinated national response to supply chain disruptions.
- NDC has an established Incident Management Team (IMT) process. This team brings together key stakeholders, including procurement leads, healthcare organisations (Health Boards), government and suppliers. The IMT facilitates rapid and real-time management of critical supply chain issues.

The critical supply market for healthcare has significantly improved since the pandemic restrictions. Stock management strategies have been adjusted to meet current demands. National Procurement has developed and applied several risk identification & mitigation measures, along with effective management of stock levels to ensure supply continuity. Strong supplier partnership and collaboration are essential for successful supply chain management. Transparent information sharing is crucial but can be challenging due to commercial considerations. We have encountered instances where these resilience measures have been deployed and been successful in avoiding disruption to service. Process improvement is a key principle of our operational activity, and we are continuing to identify opportunities for enhancement, particularly around data intelligence gathering, along with improvements to information exchange, this is particularly relevant as whilst the market has stabilised, future disruptions (e.g. natural disasters, geopolitical events) could impact supply chains.

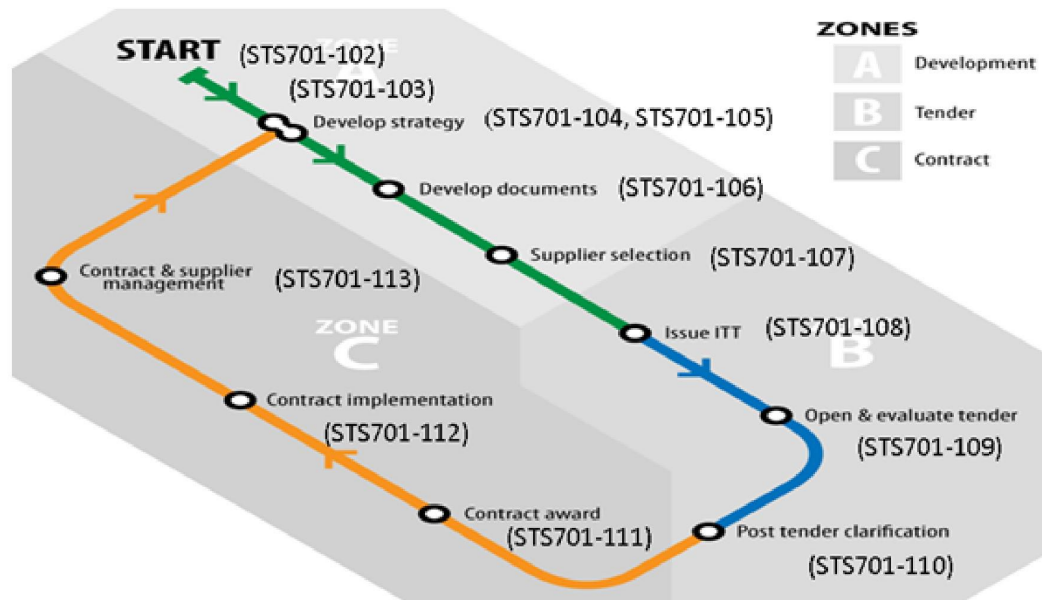
58. NHS NSS was not involved in any medicines stockpiling activity relating to the UK's exit from the EU. For medicines, the DHSC led at UK level on medicines contingency planning for EU Exit; steps taken included DHSC asking suppliers who supplied medicines from or through the EU to stockpile six weeks' total stock in the UK where possible.
59. NDC's EU Exit Contingency Plan:
 - Duplicate Product Catalogue: Created a complete copy of our product range (8,500 items) to prepare for potential EU Exit disruptions.
 - Emergency Stock Profile: Established a significant inventory (valued at £8m) funded by the Scottish Government to mitigate supply chain risks.
 - Product Mapping: Assessed each product for potential EU Exit impacts and adjusted stock levels accordingly.

- Contingency Planning: Developed strategies to handle supply disruptions in case of EU Exit.
 - Risk Mitigation: The actions taken helped to ensure service continuity during both EU Exit and COVID-19.
60. Stock initially intended for post-EU Exit was used during the pandemic to maintain service continuity.

PROCUREMENT PROCESSES PRIOR TO THE PANDEMIC

61. Prior to the pandemic there were three routes for products to be obtained by Health Boards, facilitated through National Procurement:
- Frameworks run and managed centrally via the NDC service
 - The Scotland Excel Framework, this framework was far wider in scope
 - Direct purchase by local Health Board procurement arrangements
62. Health Boards were responsible for choosing and ordering which items they wished to use locally. All of Scotland's Health Boards participated in National Frameworks for goods and services. All Health Boards provided historical and forecasted usages and new product requirements to National Procurement through the Commodity / Clinical Advisory Panel (CAP) process.
63. CAPs are advisory groups who have clinical, technical or commercial expertise in the goods or services under consideration. CAPs are formed for each major area of expenditure to help to ensure that the goods or services meet the needs of those who use them and offer best value for money. These groups are an extremely important part of the consultation between National Procurement and our customers. Members are appointed in their own right to bring their knowledge, skills and expertise to the panel for the benefit of NHS Scotland. Members are normally appointed for a minimum of 3 years to allow a balance between the need for continuity against the need to spread the workload and provide access to as broad a range of views as possible **GB/070 - INQ000478244, GB/071 - INQ000478245, GB/072 - INQ000478246, GB/073 - INQ000478247, GB/074 - INQ000478248, GB/075 - INQ000478249, GB/076 - INQ000478250, GB/077 - INQ000478251, GB/078 - INQ000478252, GB/079 - INQ000478253, GB/080 - INQ000478254.**
64. The Procurement Journey Process shown below **GB/081 - INQ000478241** outlines the

key documents and considerations taken when identifying suppliers prior to the pandemic **GB/082 - INQ000478242**, **GB/071 - INQ000478245**, **GB/073 - INQ000478246**, **GB/073 - INQ000478247**, **GB/074 - INQ000478248**, **GB/075 - INQ000478249**, **GB/076 - INQ000478250**, **GB/077 - INQ000478251**, **GB/078 - INQ000478252**, **GB/079 - INQ000478253**, **GB/080 - INQ000478254**, **GB/083 - INQ000478262**, **GB/084 - INQ000478263**. This process takes precedence over the Scottish Public Sector Procurement Journey, which is referenced for additional guidance.



65. Direct awards were not common practice prior to the pandemic. During the year April 2019 – March 2020, 84% of NSS National Procurement contract awards (excluding medicines) were awarded by way of a framework (32 frameworks, of which 5 were direct awards). Details are provided in the Contract Register for 2019-20 **GB/085 - INQ000502563**.
66. Framework agreements in preparation for large-scale emergencies or global disruption to supply chain is within the remit of the Scottish Government. NHS NSS National Procurement provided a stock management service to the Scottish Government for the Scottish share of the UK pandemic preparedness stock strategy. Supply chain planning and associated commercial arrangements were managed by the DHSC on a UK wide level, prior to the pandemic. Scottish Government retained the responsibility for deployment of those arrangements within Scotland.

DURING THE COVID-19 PANDEMIC (JANUARY 2020 TO 28 JUNE 2022)

67. In relation to the scope of Module 5, whilst the National Procurement Directorate was the primary responder, the following 2 directorates worked with or provided a limited level of support to the pandemic response:
- Health Facilities Scotland (HFS)
 - Programme Management Services (PgMS)
68. HFS provides technical advice and support to NHS Scotland on a range of healthcare facility topics including decontamination, equipping, engineering, facilities management and property and capital planning. HFS worked closely with National Procurement colleagues in the establishment and equipping of the NHS Louisa Jordan. As of the 1 April 2020, Health Facilities Scotland moved as part of planned organisational restructuring to sit within the NHS Scotland Assure Directorate of NHS NSS.
69. PgMS provided project and programme management staff to support the Testing Implementation Programme, Test and Protect Project Management Office (PMO) and COVID-19 Vaccine PMO. These groups were owned by Scottish Government and may have discussed matters relating to validation of new tests, testing platforms and vaccine distribution. All records produced by PgMS have been transferred or made available to the host organisation of the group once PgMS' engagement ended.
70. During the relevant period, NHS NSS supported procurement and distribution relating to:
- Inventory Management
 - COVID-19 Testing
 - Intensive Care Unit (ICU) and Medical Equipment
 - Medicines
 - National Distribution Centre service (NDC)
 - NHS Louisa Jordan
 - Oxygen
 - Personal Protective Equipment

Inventory Management

71. National Procurement led on implementing a new National Inventory Management

System across all Health Boards to support pandemic stock availability and management.

COVID-19 Testing

72. The National Laboratories Programme and the Scottish Microbiology and Virology Network (SMVN) joined forces to build mass community testing capacity in Scotland.
73. Since the start of 2020, both the SMVN and its constituent Health Board laboratories played a critical role in Scotland's response to the pandemic, delivering on the challenge of rapidly providing an NHS Scotland laboratory diagnostic testing service and working closely with National Procurement, Specialist Virology Centres, PHS, Scottish Government, UK Government and companies providing equipment and tests.
74. National Procurement supported the establishment of diagnostic laboratory testing capacity in Scotland through the purchase of equipment and testing consumables, as well as with the supply and distribution of Lateral Flow Device (LFD) self-testing kits and Polymerase Chain Reaction (PCR) testing kits.
75. PCR tests kits, specific to Scotland's requirements, were established for use in the regional laboratories as a working group under the governance of the Scottish Government Testing Oversight Delivery Group (TODG). Test kits were assembled through an approved supplier with the new medical device registered under Medicines and Healthcare products Regulatory Agency (MHRA) as a Class I medical device sample collection kit.

Intensive Care Unit (ICU) and Medical Equipment

76. The National Procurement Medical Equipment Team, as part of the Scottish Government led ICU Resilience Team, were responsible for the procurement and distribution of all medical and ICU equipment required to increase NHS Scotland's level 3 ICU bed capacity from 173 to 714 beds. This included, but was not limited to, ventilators, infusion pumps, patient monitors, Continuous Positive Airway Pressure (CPAP) machines and all the necessary consumables to effectively supply the ICU bed spaces. The team, in collaboration with NDC colleagues, procured and managed a further consumables stockpile for use during the pandemic that would guarantee stock to cover 520 ICU beds for a target 8 week period based on clinical demand forecasts.

Medicines

77. The National Procurement Medicines Team's primary responsibility during the COVID-19 pandemic, was to ensure the uninterrupted supply of essential medicines to healthcare

providers and patients across the NHS in Scotland.

78. Since Autumn 2020, the Medicines Team has helped co-ordinate the supply of COVID-19 vaccines in Scotland. The vaccines were procured by the UK Government on behalf of the 4 devolved nations and supplied predominantly through a pharmaceutical wholesaler commissioned by the UKHSA. National Procurement acted as a liaison between Health Boards and the Vaccine Taskforce / UKHSA on the operational supply arrangements including the allocation of stock to Health Boards.

National Distribution Centre (NDC)

79. The NDC provided logistics and distribution services for PPE and medical equipment to Health Boards and Social Care Hubs during the pandemic.
80. National Procurement in conjunction with the Scottish Government and Local Authorities set up Social Care Hubs across Scotland to manage PPE distribution and stock replenishment which was available to all social care settings; public, private and unpaid carers in Scotland. The Hubs received PPE from National Procurement and the Scottish Government, which was then distributed to care homes and other social care providers by Local Authorities.

NHS Louisa Jordan

81. Within the PCF Directorate, National Procurement's Equipping and Sourcing Team procured all new medical equipment required for the NHS Louisa Jordan, whereas HFS Equipping Team led on the specification of medical equipment and sourcing of some items from existing NHS Scotland stock, for example, defibrillators from the Scottish Ambulance Service (SAS) stock. The repurposing of equipment as part of the decommissioning of the NHS Louisa Jordan also fell within the remit of HFS.

Oxygen

82. HFS supported the delivery of the Scotland-wide Home Oxygen Service which supplies oxygen to patients in their homes. The service was provided by Dolby Vivisol. During the relevant period, the Home Oxygen Service provided oxygen to care homes, COVID-19 assessment centres, vaccination centres, hospital at home teams, Rapid Elderly Assessment Care Teams (REACT) and acute hospitals in Scotland.

Personal Protective Equipment

83. National Procurement provided a national service for the purchase, storage and distribution of PPE to health and social care services. The Scottish Government, NHS NSS, Scottish Enterprise and other bodies worked together to establish existing stock

- levels, demand forecast and identify new PPE supply routes internationally as well as establishing domestic routes to market within Scotland's manufacturing sector.
84. Details of the full list of services provided by NHS NSS are publicly available **GB/086 - INQ000224357**.
 85. As outlined early in the statement, prior to the pandemic National Procurement provided stock services predominantly to acute settings across the NHS in Scotland. It did not provide any stocks to social care. Prior to the pandemic social care purchased stock from commercial distributors. Local Authority facilities and services procured goods using Local Authority procurement services, including Scotland Excel.
 86. Among its functions, National Procurement undertakes the majority of non-pandemic PPE procurement for the NHS in Scotland. Pre-pandemic and now, Health Boards place orders for standard medical PPE (mainly gloves, surgical masks, sterile gowns and aprons) with National Procurement, who then supply such PPE to the Health Boards.
 87. PPE supplied to NHS Scotland Boards pre-pandemic was limited to standard medical requirements (e.g. gloves, aprons, surgical masks and similar ensemble) and demand was stable with little fluctuation year on year. The average was 5.6m items of PPE distributed each week worth £162K per week, by April 2020 this demand had increased by 400%+ to 24.5m items of PPE distributed per week from April 2020 onwards **GB/087 - INQ000108737**.
 88. At the start of the pandemic, the global PPE market was fast moving and volatile. In this environment decisions had to be made quickly to secure factory time or freight space as countries across the world competed against each other for PPE. National Procurement implemented the Supplier Office Portal to manage the large volume of unsolicited offers from suppliers.
 89. NHS NSS worked with the Scottish Government, Scottish Enterprise and the National Manufacturing Institute Scotland through the health supply chain programme, to overcome supply shortages and develop a more resilient supply chain. Staff from all organisations worked together to secure PPE and other products including ventilators, intensive care unit (ICU) equipment and testing kits. There were daily calls, daily action reporting and weekly activity reports as part of this work. This meant that the implications of decisions across organisations could be better understood and taken quicker.
 90. The lessons learned and resulting activity set out later in the statement outline challenges faced during the pandemic and what has been done to address them.
 91. There was an initial push for Fluid Resistant Surgical masks to GP practices from the

PIPP stockpile over the week commencing 20th January 2020 and week commencing 26th January 2020 as requested by the Scottish Government Resilience Unit, **GB/088 - INQ000291607**, **GB/089 - INQ000320474**, **GB/090 - INQ000502542**, **GB/091 - INQ000502553**, **GB/092 - INQ000320473**. During the initial few weeks of February, the focus quickly turned to the status of the UK stock held on behalf of the Scottish Government by National Procurement **GB/093 - INQ000335844** and **GB/094 - INQ000291635**. Although there were good volumes of some items many had reached the end of their manufacturers' validated shelf-life period or were close to exceeding that **GB/063 - INQ000320476** and **GB/064 - INQ000320477**.

92. Guidance from the UK was that stocks were being revalidated by the manufacturers' and additional supply would be delivered based on the UK Pandemic Stock strategy of 'Just in Time'. Just in Time allowed for an 8-week stock pandemic holding across the UK based on demand modelling by DHSC with replenishment orders triggered in the event of a pandemic. The nature of the world-wide pandemic, the collapse of international supply chains and the restrictions on cross border international trade meant the UK strategy ultimately failed.
93. As the pandemic developed, the market availability of stock was becoming more and more constrained and buying decisions had to be made quickly to secure available good quality stock. As National Procurement moved from an initial reactive push of stock into a large-scale logistics operation, the responsibility for the regular buying for stock replenishment and daily issuing of stock had to move to the logistics management service (NHS NSS).
94. National Procurement's incumbent role to support NHS Scotland Boards with PPE supplies was expanded to incorporate Scotland's Social Care Sector following initial discussion with Scottish Government on 13 March 2020. Scottish Government confirmed that the national pandemic stocks should now be made available to social care organisations as a 'stock of last resort' **GB/095 - INQ000320478** and **GB/096 - INQ000320480**. The 'stock of last resort' emergency back-up service was put in place on the week commencing 17th March 2020 followed by the establishment of a social care stock supply service in April 2020.
95. On the 19th April 2020, the Cabinet Secretary for Health and Sport confirmed that Scotland's adult care homes would each receive a direct delivery of the main PPE items, these included masks, gloves and aprons. The deliveries started Sunday 19th April 2020, and were intended to provide at least one week's PPE supply. National Procurement worked closely with our contracted distribution supplier, Menzies Distribution Limited, to

put in place the stock delivery service.

Availability

96. PPE was the largest demand and expenditure during the pandemic. Paragraphs 148 – 150 of this statement outline the distribution and spend of PPE pre-pandemic and during March 2020, demonstrating the significant increase in demand and expenditure on PPE.
97. Information on spend and demand was available over the course of the pandemic. NHS NSS tracked PPE demand on a daily basis with a report being sent daily to the Scottish Government and health and social care partner bodies **GB/097 - INQ000320491, GB/098 - INQ000320492, GB/099 - INQ000249905, GB/100 - INQ000490828, GB/101 - INQ000480260, GB/102 - INQ000490443.**
98. Expenditure on testing equipment and consumables is available on the Contract Award COVID-19 register **GB/103 - INQ000508474**. It should be noted that all LFTs were allocated to Scotland from DHSC and therefore none of these items were purchased and no value is available. There was some increase in oxygen usage but this was minimal. There was an increase in equipment purchases for ICUs, all those items purchased by NHS NSS on behalf of NHS Scotland are available on the Contract Award COVID-19 register.
99. National Procurement's work with trusted suppliers meant that NHS Scotland never ran out of national stock of PPE or other key healthcare equipment or supplies, as confirmed in the Audit Scotland Covid-19 Personal Protective Equipment Report document **GB/087 - INQ000108737**. NHS NSS had clear oversight of national stock levels but not local department / ward levels which were managed by Health Boards. National Procurement established the Single Point Of Contact (SPOC) group at the start of the pandemic as a forum to address PPE issues at NHS Health Board level (see paragraphs 139-140). Health Boards provided regular stock counts on PPE to National Procurement and had access to National Procurement's customer service helpdesk which allowed National Procurement to respond to any urgent needs for additional stock. Since the pandemic an IMS system has now been implemented across all health boards and allows local and national visibility of hospital held stocks for critical stocks. This national once for Scotland system implementation was led by National Procurement and broadly completed by 31 March 2023. This is detailed further at paragraph 286.
100. A number of the ICU related consumables were low on some occasions and a national co-ordination and review of demand, alternatives and re-allocation were carried out by the Scottish Government appointed ICU group of which National Procurement

contributed to.

101. At the outset of the pandemic, Scotland's allocated share of PCR testing kits from DHSC was insufficient to match PCR testing forecasting requirements from the TODG. Through the work of The Testing Supply Chain Oversight Group, chaired by Mr Kee (Scottish Minister for Trade) a Chinese manufacturer was identified - Hutchison Technologies based in Dundee and had offices in China, with direct links into a volume PCR manufacturer, that could meet UK specifications and Scotland's capacity requirements. PCR Samples were validated for use by the National Laboratories Programme and Scottish Microbiology and Virology Network group with volume shipments commencing into Scotland from early May 2020 through to September 2020, matching testing demand forecasts.
102. From April 2020 to September 2020 National Procurement attended regular meetings (generally Monday, Tuesday and Friday) with the Minister for Trade Industry and Innovations at the Testing Supply Chain Oversight Group where details of daily testing requirements and demand forecasts were discussed.
103. The NHS Scotland policy was to utilise the regional hubs for PCR testing and this produced a requirement for a bespoke PCR test kit to be produced that would inactivate the virus before return to the lab for testing. The UK supplied products did not cater for this requirement and therefore Scotland was required to produce its own for care home staff use, this expanded to prison staff too. As home and community-based testing developed, a critical supply risk emerged around January 2021 relating to PCR test kits. National Procurement worked closely with Scottish Enterprise to develop a new PCR test kit assembly and distribution supply solution with a company based in the Scottish Borders who responded to the challenge of building the required testing 'kits'. Kit components were sourced from another company based in Scotland and a kitting service created the complete kits to be used by care home and prison staff.
104. A key challenge to developing the PCR test kits was establishing the manufacturers licencing under the Medical Devices Regulations (MDR) which the kitting supplier was not able to achieve. To overcome this NHS NSS became the manufacturer under the MDR regulations to ensure this supply capacity was enabled.

Supply and Demand Modelling

105. The approach to modelling demand for PPE developed over the course of the pandemic. From March to June 2020, a Scottish Government team modelled demand to help predict the volumes of PPE needed over the course of the pandemic. Initially, the

approach focused on the acute sector and was based on information about COVID-19 patient numbers. The model then shifted to a staff-based one, using national workforce data. NHS Health Boards provided information on staff working in different settings and estimates of PPE use. Based on the modelling Scottish Government set a target for National Procurement to hold a minimum inventory level of PPE equal to 12 weeks of peak demand.

106. In May 2020, based on modelled demand, National Procurement began to develop 12-week oversight dashboards to help inform procurement and distribution decisions and improve reporting. It used this data to provide daily PPE stock bulletins to a range of stakeholders during the pandemic **GB/104 - INQ000495185**.
107. After the initial period of the pandemic, National Procurement was able to maintain strong stock levels and build a substantial buffer stock. The ability to size orders against forward demand profiles reduced the risk of over ordering in the event that circumstances changed that reduced the need for the significant quantities of PPE required. For example, prior to the pandemic the National Procurement logistics service provided circa 3 million Type IIR surgical masks each year to the NHS in Scotland, shortly into the pandemic National Procurement issued over 4 million per week across health and social care.
108. The Scottish Government ICU Resilience Group led the demand requirements for high value medical equipment as well as the specific ICU consumables as bed capacity was quadrupled for ICU specific beds. For ICU consumables the target was to be able to treat a minimum of 520 patients for 8 weeks. Usage was monitored daily through the bed bureau. Estimates for ICU consumables were accurate as they were reviewed daily based on usage needs.
109. The DHSC Ventilator Distribution Briefings ran at varying frequencies from early March 2020 to Sept 2021. These meetings were chaired by DHSC with representation from across the four nations. These meeting were to discuss the demand and supply of key medical equipment and consumables where DHSC had taken the lead on procurement on behalf of the four nations. During these meetings allocations would be agreed across the 4 Nations. National Procurement category and commodity managers attending this meeting. **GB/105 - INQ000502539, GB/106 - INQ000502540, GB/107 - INQ000502531, GB/108 - INQ000502529, GB/109 - INQ000502530, GB/110 - INQ000483337, GB/111 - INQ000502532, GB/112 - INQ000502537, GB/113 - INQ000495258, GB/114 - INQ000502536**.
110. The Scottish Government led modelling of the swab test kit demand based on different

scenarios. Testing demand planning requirements came via TODG **GB/115 - INQ000481530** who provided forecasting based on maximum testing laboratory capacity and projected volume of daily PCR testing **GB/116 - INQ000481380, GB/117 - INQ000481628, GB/118 - INQ000481651, GB/119 - INQ000483109, GB/120 - INQ000481493, GB/121 - INQ000481705, GB/122 - INQ000261376, GB/123 - INQ000481391, GB/124 - INQ000481386, GB/125 - INQ000481669, GB/126 - INQ000481691, GB/127 - INQ000482960, GB/128 - INQ000482963, GB/129 - INQ000482992, GB/130 - INQ000481377, GB/131 - INQ000481510**. National Procurement created a material requirement plan modelling available stock, in-bound supply and demand forecasts. Daily testing numbers and projections were discussed on the daily testing supply chain call, which was hosted by the Minister for Business, Trade, Tourism and Enterprise **GB/132 - INQ000481600, GB/133 - INQ000483105, GB/134 - INQ000483105, GB/135 - INQ000483124, GB/136 - INQ000483125, GB/137 - INQ000483126, GB/138 - INQ000483127**.

111. LFT requirements were advised by the DHSC on a national basis and reviewed by the Scottish Government and the Testing Programme, based on products issued by NHS Scotland through the Testing Programme's allocation **GB/139 - INQ000481480, GB/140 - INQ000481511**.
112. National Procurement released pandemic stock to social care and community care settings on an essential risk-based need basis. The essential needs were managed via the social care triage service provided by National Procurement up to a maximum weekly release of 10% of total allocated pandemic stock.

Excess Stock

113. The table below contains a high-level summary of excess and written off stock during the pandemic period. The year 2023/24 has been included as there were significant adjustments in this year.

Testing - covid test kits					
Year	Description	Stk Write off Value (£)	TOTAL (£)	Reason for Write off (e.g. expired etc)	Authorisation
2019/2020		£ -	£ -		
2020/2021		£ -	£ -		
2021/2022		£ -	£ -		
2022/2023	Covid test kits	£ 2,550,393	£ 2,550,393	Expiry	Scottish Government / Director-General Health & Social Care
2023/2024		£ -	£ -		

PPE - All					
Year	PPE Type (masks, aprons etc)	Stk Write off Value (£)	TOTAL (£)	Reason for Write off (e.g. expired etc)	Authorisation
2019/2020			£ -		
2020/2021	PPE kit including hand sanitizers	£ 1,963,737	£ 1,963,737	Obsolete	Scottish Government / Director-General Health & Social Care
2021/2022	PPE kit including hand sanitizers	£ 640,047	£ 640,047	Expiry	Scottish Government / Director-General Health & Social Care
2022/2023	PPE kit including hand sanitizers	£ 5,575,925	£ 5,575,925	Expiry	Scottish Government / Director-General Health & Social Care
2023/2024	PPE kit including hand sanitizers	£ 5,751,045	£ 5,751,045	Expiry	Scottish Government / Director-General Health & Social Care

Med Equipment & Consumables					
Year	Equip Type	Stk Write off Value (£)	TOTAL (£)	Reason for Write off (e.g. expired etc)	Authorisation
2019/2020		£ -	£ -		
2020/2021		£ -	£ -		
2021/2022	ICU consumables and Louisa Jordan hospital related kit	£ 1,038,365	£ 1,038,365	write off & Louisa Jordan equipment	Scottish Government / Director-General Health & Social Care
2022/2023		£ -	£ -		
2023/2024	ICU consumables and Louisa Jordan hospital related kit	£ 528,879	£ 528,879	damage / expiry	Scottish Government / Director-General Health & Social Care

Pharma - Anti virals					
Year	Description	Stk Write off Value (£)	TOTAL (£)	Reason for Write off (e.g. expired etc)	Authorisation
2019/2020		£ -	£ -		
2020/2021		£ -	£ -		
2021/2022		£ -	£ -		
2022/2023		£ -	£ -		
2023/2024	Note 1	£ 220,430	£ 220,430	Expiry of stock	Scottish Government / Director-General Health & Social Care

Note 1: Stocks of COVID-19 anti virals are managed on behalf of Scottish Government however the value of stock has not been made known to NHS NSS. NHS NSS was not involved in the procurement of the stock. An estimate of value has been included

Note 2: the above includes donations made of excess stock held

114. At the start of the pandemic NHS NSS were instructed by the Scottish Government to lease two additional warehouses to store pandemic stock, NHS Louisa Jordan equipment, medical ICU equipment and to house externally stored BAU stock. The estimated storage cost of excess stock within these facilities is £720,000.

Distribution

115. In March 2020, a revised SLA was established with the Scottish Government Health Resilience Unit (SGHRU) to update the authority delegated to National Procurement to purchase and issue stock supplies **GB/141 – INQ000320482**. It was agreed that National Procurement would now manage the overall stock in accordance with the following detailed actions:

- **Healthcare Sector:** A notional split of the stockpile between Acute / Independent Contractor GPs/ Scottish Ambulance Service (SAS) / and social care has been agreed by SGHRU on a Pandemic Stock line by line basis. National Procurement will manage the overall release of pandemic stocks within these sector allocations and in accordance with the paragraphs below.
- **Acute Hospital Sector:** National Procurement will have delegated authority to release up to 10% of pandemic stock allocated to the acute sector per week prior to reference back to SGHRU.
- **Independent Sector GPs:** National Procurement will maintain a stock issue quantity list based on the 1st GP stock release. SGHRU will instruct NP on subsequent releases to GPs.
- **SAS:** National Procurement will have delegated authority to issue up to 2000 PPE kits per day comprising 90% non-aerosoling procedure kit (Type IIR mask) and 10% aerosoling procedure kit (FFP3 mask) together with gloves and goggles in-line with HPS guidance.
- **Social Care Sector:** National Procurement will release the identified items of Pandemic Stock on an essential risk-based need basis. The essential needs will be managed via the Social Care triage service provided by National Procurement up to a maximum weekly release of 10% of total allocated stock.

- **National Distribution Centre (NDC) Business As Usual (BAU) Stock:** NDC core BAU stock is maintained primarily for the use of the acute hospital sector. Access to this stock by other sectors will be managed by National Procurement and only if the demand can be accommodated within the overall stock profile for Acute hospitals. Variation to this general rule will be required to be instructed by the Cabinet Secretary for Health.
116. Stock was delivered using a contracted transport supplier (Menzies Distribution Ltd) parcel and pallet network.
117. In mid-March 2020, the Scottish Government confirmed that the national pandemic stocks should now be made available to social care organisations as a stock of last resort. The 'stock of last resort' emergency back-up service was put in place week commencing 17th March 2020 followed by the establishment of a social care stock supply service in April 2020. Following those initial discussions with the Scottish Government in March 2020, working with colleagues from across PCF, in one-week National Procurement set-up a triage call centre solution and distribution capacity to deliver essential products to social care. This was followed by the creation of the Social Care Distribution Hub Network which remained in place until 31st March 2023 **GB/142 - INQ000320367**.
118. National Procurement working with Local Authorities set up 48 regional hubs across Scotland to manage PPE distribution and stock replenishment to all Scotland's Local Authorities Social Care settings **GB/143 - INQ000320479**. The hubs received PPE from National Procurement and the Scottish Government, which was then distributed to care homes and other social care providers by the Local Authorities. National Procurement supplied PPE to the hubs, and we are aware that the Scottish Government supplied PPE to funeral homes and nurseries through an arrangement with Lyreco, however, National Procurement supplied the PPE stock directly to Lyreco to facilitate this.
119. The social care hubs in Scotland were set up to address geographical and logistical challenges related to the distribution of PPE to care homes during the pandemic. These hubs were strategically located to ensure that PPE could be easily and quickly distributed to care homes in remote or hard-to-reach areas. The hubs also allowed for more efficient and effective management of PPE supplies, with a centralised approach to procurement and distribution. The social care hubs in Scotland helped to address inequalities during the COVID-19 pandemic by addressing geographical and logistical

challenges and providing greater access to PPE for a variety of care providers. National Procurement did make some direct deliveries to Social Care homes as and when required **GB/144 - INQ000502606, GB/145 - INQ000502604.**

120. National Procurement supported the TODG to implement testing in social care settings in February 2021. National Procurement supported the introduction of a care home testing pack and distribution service which enabled a care home kit to be developed for each residential care home to request, receive and send samples directly to the Regional Testing Hubs for analysis.
121. National Procurement initially used the storage capacity of its existing contracted external storage provider, Stanford Logistics. As forecasted inbound stock level exceeded the incumbent supplier's storage the decision was taken by the Scottish Government to secure additional storage capacity.
122. National Procurement significantly increased warehouse capacity from one site of around 150,000 Square Foot operating out of South Lanarkshire to three sites within the central belt providing 437,000 Square Foot storage space **GB/146 - INQ000502630.**
123. Additionally, a smaller local storage facility within the Glasgow area was opened at Dava Street in April 2020 to support the incoming and outgoing supply of critical ICU equipment. This 10,000 square feet store was leased by NHS Greater Glasgow & Clyde but utilised by NSS National Procurement prior to returning it back to NHS Greater Glasgow & Clyde for its core purpose as a local distribution hub.
124. The two large scale additional sites within the central belt stored PPE working stock, resilience stock, ICU additional capacity products and equipment, test and vaccine support materials, and the decommissioned NHS Louisa Jordan equipment.
125. Known as Titan and Coddington, these pick and despatch operations issued stock direct to all Health Boards across NHS Scotland and to over 4000 Primary Care locations i.e. GP surgeries, dentists, opticians and community pharmacies and to 55 social care hubs
126. National Procurement made direct awards to three external warehouse providers, Bullet Express, XPO and JG Russell to provide additional storage while the Coddington and Titan Warehouses were being configured. Details of these can be found in the following contract award packs: **GB/147 - INQ000475891, GB/148 - INQ000475818, GB/149 - INQ000475891, GB/150 - INQ000475818, GB/151 - INQ000476290, GB/152 -**

127. NHS NSS put in place framework agreement NSS212216 Off Site Storage **GB/154 - INQ000502607** in September 2021 which brought all contractual arrangements in place during the initial COVID-19 response under an agreement which followed standard open procurement procedures. The agreement was designed to enable us to flex up and down, depending on varying demands during the pandemic response.
128. The facilities were used for the national PPE stock pile. They issued weekly stock reports but were not managed in the same way as the contracted external storage provider with KPIs as they were used only for bulk PPE stock storage.
129. While the capacity held in reserve for the Brexit risk was quickly utilised, thereafter, National Procurement were always able to source capacity to meet future forecast demand. Given the additional PPE stocks procured had a lead time to delivery we were always able to use this time window to source capacity. So, although capacity needs increased considerably National Procurement had sufficient capacity available from our own or outsourced providers to meet our storage requirements.
130. To enable the effective daily distribution of PPE to Health Boards, supply chain teams had to adapt their operations by rounding up health board demands into full box quantities with specific delivery dates based on the high-quality data provided by the Material Requirements Planning (MRP) approach.
131. Information on how much of each stock type was received from the supply chain, the operations team then raised the orders to allocate the stock for each health board. Stock availability was checked on the warehouse management system (WMS) prior to allocation. These lines were then picked, packed and delivered to Health Boards.
132. The Scottish Government ICU Resilience group met daily to allocate the purchased larger value items of medical equipment based on greatest need. All requests for larger value ICU equipment from Health Boards was through the ICU Resilience group. ICU consumables were allocated based on normal demand requests for stock items and if there were shortages, the standard NDC process was put in place.
133. There were challenges with increasing and uncertain demand, changing priorities, lack of experience of receiving and storing large quantities of high value and complex medical equipment (that would normally be bought in smaller numbers and delivered

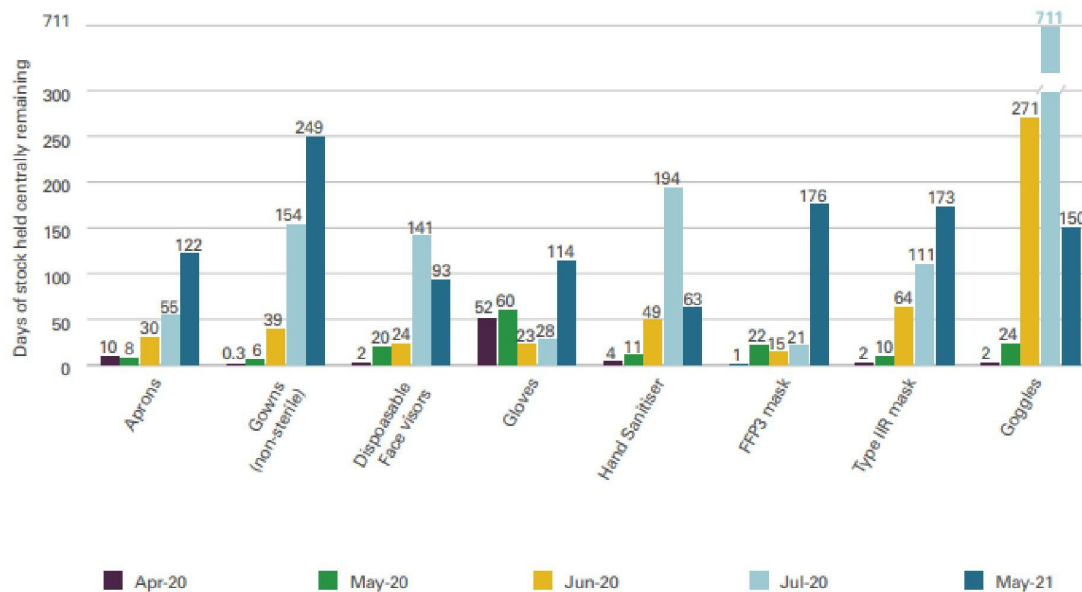
direct to point of need in the health board). National Review Groups were set up covering all the required areas affected by the pandemic. National distribution chains had to be set up for the new requirements and responsibilities National Procurement were asked to deliver. Allocations from DHSC were received with minimal paperwork and in different conditions of build status which caused confusion when trying to co-ordinate deployment of equipment to Health Boards within Scotland **GB/155 - INQ000502600**, **GB/156 - INQ000502601**, **GB/157 - INQ000502602**, **GB/158 - INQ000502603**, **GB/159 - INQ000502605**.

134. The first wave of COVID-19 led to a spike in demand for certain intensive care and palliative care medicines. Where products were in short supply, National Procurement supported suppliers in allocating stock to Scottish hospitals to ensure equitable distribution and avoid stock-outs. National Procurement was in close contact with the DHSC and NHS England who coordinated efforts at UK level to arrange increased supplies of affected medicines into the UK.
135. National Procurement's approach was to build buffer stock levels against the forecast and targets provided by Scottish Government colleagues. This meant that each PPE 'category' had target inventory levels of 12 weeks at peak demand, and deliveries were scheduled against all categories agreed with our suppliers. If there were some delays in scheduled deliveries, this would have had an impact on inventory levels only, not on the end users. The practical impact of almost all delays was that inventory levels were not as high as targeted for a period of time for example, some inventory levels may have reduced to 10 weeks at peak demand instead of 12 for a period of time.
136. Most of the time delays were a few days to two weeks, with the exception of masks provided by Bunzl, which is outlined in later in the statement. National Procurement are unaware of any supply delays that had any material effect on end users.
137. Although at points in April 2020 centrally held stock was very low for some items, at no point did NHS Scotland run out of national stock of PPE items as shown in The Covid-19 Personal Protective Equipment (Audit Scotland: June 2021) **GB/087 - INQ000108737**. NHS NSS had clear oversight of national stock levels but not local department / ward levels which were managed by Health Boards. National Procurement established the Single Point Of Contact (SPOC) group at the start of the pandemic, Health Boards provided regular stock counts on PPE to National Procurement and had access to National Procurement's customer service helpdesk which allowed National Procurement

to respond to any urgent needs for additional stock. Since the pandemic an IMS system has now been implemented across all health boards and allows local and national visibility of hospital held stocks for critical stocks. This national once for Scotland system implementation was led by National Procurement and broadly completed by 31 March 2023. This is detailed further at paragraph 286.

Exhibit 4

Number of days of stock held centrally by NHS NSS, April 2020 – May 2021



Note: This does not include stock held by NHS boards. Some NHS boards reported to NHS NSS in April 2020 that they held an additional 7.6 days' of gowns, 40 days' of FFP3 masks and 3.3 days' of IIR masks. Other PPE items were not reported at this time. In the early phase of the pandemic, goggles and visors were used as eye protection, latterly there was a preference for visors.

Source: Audit Scotland analysis of NHS NSS monitoring data

138. The SPOC group was established by National Procurement at the start of the pandemic as a forum to address PPE issues at NHS board-level **GB/045 - INQ000137438**.

139. The remit of the SPOC Leads were as follows:

- act as a senior point of contact within their NHS Board in matters related to PPE.
- to resolve issues locally, escalating as required.

- to communicate internally to their NHS Board, including the introduction of the newly formed NHS NSS COVID-19 help desk for urgent PPE demands.
- to work collaboratively on practical solutions to emerging issues

140. The establishment of the three regional testing hubs impacted NHS NSS in procuring the equipment and the associated consumables. The programme was run under the Testing Programme Board. To support the testing programme a small group of procurement staff were assigned to this work with other non-procurement staff making up the majority of the team. Increased logistics were required to supply and collect product from care homes and prisons to support the testing programme. Frameworks were tendered or called off from nationally available frameworks to support this activity.
141. To support all the focused pandemic activity many staff were re-deployed from other areas to support the increased work and due diligence. Existing non-COVID-19 activity was slowed down or extended while key staff were re-deployed.

Spend

142. Prior to the pandemic, in 2019/20 a total revenue resource of £797.7m was provided by Scottish Government HSCD. Principal sources of information for resources and levels of funding of NHS NSS are included in the NHS National Service Scotland Annual Report and Accounts **GB/003 - INQ000108618, GB/160 - INQ000108629, GB/161 - INQ000108640, GB/162 - INQ000108651, GB/163 - INQ000108716, GB/164 - INQ000108734, GB/165 - INQ000108742, GB/166 - INQ000137027, GB/167 - INQ000108619, GB/005 - INQ000108620, GB/168 - INQ000108621.**
143. During the pandemic, NHS NSS incurred costs on behalf of NHS Scotland across various services and projects, as commissioned by the Scottish Government. This included the supply of PPE, Test, Protect & Vaccination services and the construction of the NHS Louisa Jordan.
144. The following table shows all COVID-19 related expenditure (revenue and capital) for the period in question.

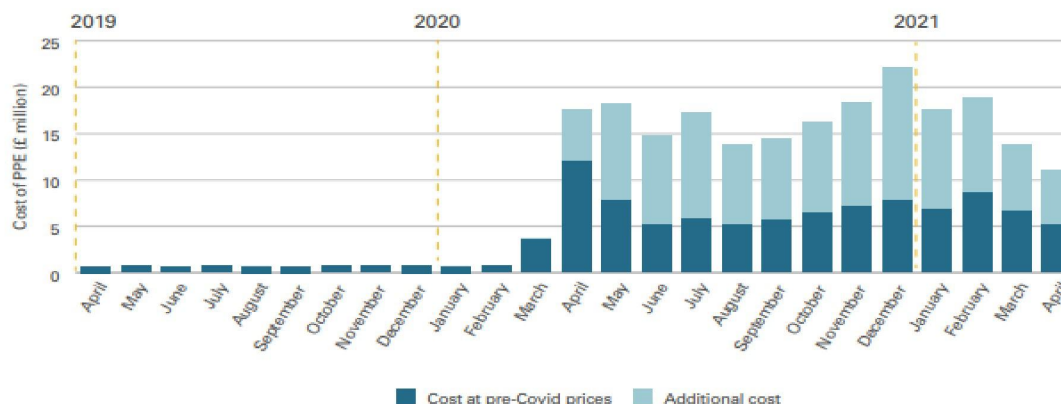
Year	Revenue (£m)	Capital (£m)	TOTAL (£m)
FY20-21	£418.5	£19.2	£437.7
FY21-22	£317.1	£10.6	£327.7

FY22/23 (Q1)	£43.7	£1.1	£44.8
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145. National Procurement commissioned Supply Chain Scotland to undertake benchmarking activity on the PPE supply to Social Care Sector the - final report was produced in November 2020 **GB/169 - INQ000221643**. The report included an assessment of the stability of the PPE supply market to help inform decisions on the supply model of PPE for the social care sector in Scotland.
146. The assessment took the form of detailed analysis of price volatility; review of the supply market; full assessment of cost of supply via NHS NSS to the care sector; and consideration of the market conditions necessary to allow the care sector to revert to supply from alternative sources, with no risk or impact to service provision. Full details of the findings and conclusion of the analysis can be found within the report.
147. The assessment also incorporated price benchmarking. This report would have been part of the evidence gathering for the Scottish Government PPE Directorate as they considered what to do about direct supply for the remainder of the pandemic and for future pandemic planning, which included development of a Target Operating Model for Future State Resilience including PPE and PIPP national stockpiles in line with agreed timescale during 2023/24.
148. The cost of PPE increased dramatically during the pandemic. In 2019/20, NHS NSS distributed on average 5.6 million items of PPE, worth £162,000 a week across Scotland. In March 2020, this increased to an average of 17.4 million items a week worth £3.6 million, a 212 percent increase in volume and over 2100 percent increase in the cost of shipments.
149. On average, the unit price of PPE during the pandemic doubled compared to the previous year. Had NHS NSS been able to buy PPE at the same prices as 2019, it would have spent £37.4million less on PPE stock in the first five months of the pandemic **GB/087 - INQ000108737**.

Exhibit 6

Cost of PPE shipped by NHS NSS, April 2019 to April 2021

















Source: NHS NSS

150. The prices paid for PPE were volatile as demand spiked for certain items and supply of others became more challenging **GB/087 - INQ000108737**. This meant that NHS NSS had to manage a complex and uncertain market when purchasing PPE, with prices fluctuating over the course of the pandemic. This volatility meant that NHS NSS had to pay high prices for PPE items at certain points but managed this by keeping the volume of orders lower when prices were at their peak.

Exhibit 7

Volume of PPE distributed and unit cost, before and during the pandemic

PPE	Weekly Distribution		Average unit price paid by NHS Scotland		
	Pre Covid-19	During the pandemic	Pre Covid-19	Unit prices Jan 20 and Mar 21	During the pandemic
 Type IIR mask	19,000	3,028,000	£0.24	 £0.75 Apr 20	£0.31
 FFP3 mask	100	119,000	£2.71	 £5.27 Mar 20	£2.08
 Gloves	5,000,000	10,874,000	£0.03	 £0.17 Mar 20	£0.09
 Eye protections	Not routinely supplied	219,000	Not routinely supplied	 £12.35 Mar 20	£1.60
 Aprons	786,000	3,059,000	£0.02	 £0.45 Apr 20	£0.03
 Gowns (non-sterile)	1,000	39,000	£1.71	 £8.17 Apr 20	£4.18
 Hand sanitiser	2,100 litres	13,100 litres	£5.82	 £29.00 Mar 20	£4.72

Source: Audit Scotland

151. At the start of the pandemic National Procurement were inundated with offers of supply from non-NSS suppliers (see paragraphs 158 to 164). A total of 2,047 offers were received and only one was progressed to contract reflecting the level of scrutiny applied to offers. As the pandemic progressed, focus turned to working with known and trusted suppliers which resulted in prices moderating **GB/170 - INQ000502570**.
152. Where it was possible to do so, NHS NSS Contract Award Packs, summarised in **Appendix E**, included detail of pricing comparisons and benchmarking activities undertaken. The information can be found in the respective documents under Section 1 - Executive Summary commercial details and route to market, Section 2 – Risk Analysis undertaken and Section 3 - Final Award Approval.

153. During the pandemic a total of 209 contracts were awarded by National Procurement for the supply of PPE, medical equipment (including ventilators) and items relating to Polymerase Chain Reaction (PCR) and testing at a total combined contract value of £588,950,344.
154. Of the 209 contracts, 54 were secured through existing frameworks or with modifications to an existing framework. The remaining 155 contracts were secured through Direct Awards.
- 96 contracts relating to PPE covering aprons, cleaning consumables, eye protection, gloves, gowns, hand sanitiser, medical masks with a total contracts value of £377,614,684
 - 41 contracts relating to medical equipment covering ventilators, Continuous Positive Airway Pressure (CPAP) machines, oxygen concentrators, hospital beds and mattresses, x-ray, analysers and consumables with a total contracts value of £35,207,328
 - 72 contracts relating to PCR covering PCR test kits, analysers and consumables with a total contracts value of £176,128,331
 - NHS NSS did not directly procure any LFT's, all procurement and distribution were undertaken and allocated proportionately into NHS Scotland by the UK Government / DHSC.
155. Details of the contracts awarded including the supplying organisation, value of the contracts, contract award date, status of the supplier and Public Contracts Scotland (PCS) Notice ID where applicable are included in the NHS NSS Contracts Award – Module 5 Spreadsheet **GB/103 - INQ000508474**.
156. All contracts awarded were managed through the NHS NSS Governance and Approval process as detailed in **GB/081 - INQ000478241** and **GB/171 - INQ000478261** with the required sign offs and approval from directors with the accompanying justification and endorsement.
157. From 11th March 2020 offers from suppliers, mainly of PPE, began to be received by various individuals across National Procurement. These were unsolicited offers being emailed to individuals email addresses, often with the consequence of mailboxes

reaching their limit and being unable to be used for urgent work. Teams reviewed these emails and those offers deemed unsuitable or not required were not progressed.

158. As the pandemic progressed, the risk of being overwhelmed with suppliers offering PPE in particular became apparent. To manage this issue, an online portal using ServiceNow was created to automate and streamline the process of identifying suppliers' capabilities, such as the products they could supply, the quantities available, the compliance standards met and the prices offered.
159. The supplier offer portal went live on 17th April 2020 and became the single point of entry for any prospective unsolicited suppliers to make offers to National Procurement for consideration. National Procurement also encouraged Health Boards who were receiving offers directly from suppliers to signpost these to the portal, to reduce duplication and concentrate efforts in the pandemic response.
160. A small team was established within National Procurement to triage the submissions, review the supporting evidence and decide where to progress further. A total of 2,047 offers were received through the portal, 436 were blank, 820 failed the checklist questions and 790 passed the checklist questions but were not required by NHS NSS and so were passed to the Scottish Government for non-health and social care requirements. NSS made one contract offer to ICL Tech Ltd for 100,000 full face visors. Further details can be found in the Contract Award Pack **GB/172 - INQ000476320**.
161. Given the efforts already in place with our trusted supply base, the majority of approved unsolicited offers were passed to Scottish Government colleagues to be forwarded to other public bodies in greater need. The Supply Offers Flowchart **GB/173 - INQ000508475** and 1st line guidance **GB/174 - INQ000508476** documents provide further details of how this process was managed. The supplier offers portal was decommissioned on 19th June 2020.
162. Reasons offers did not proceed to contracts (17th April 2020 to 19th June 2020) are outlined in the table below.

Reason offer did not proceed to contract	Reason offer did not proceed to contract
d. Products failing technical assurance testing;	770

f. Price too high;	101
i. any other category not mentioned above (please specify)	949
Reason offer did not proceed to contract - Unspecified	226
Total	2046

163. The Pandemic Supply Offers Portal spreadsheet **GB/175 - INQ000508477** provides details of all of the offers made through the portal.
164. At the outset existing contracted suppliers to NHS NSS were contacted to establish product availability within core categories of required PPE. This was used to establish availability profile against identified demand signals and provide a position statement around capacity with any potential shortfall that would require additional vendor support. Pre-portal offers (prior to the 17 April 2020) were considered on this basis in areas of potential product supply shortfall following the same contractual methodology applied with existing suppliers. Offers made through the supplier offers portal continued that activity using the same selection criteria.
165. The criteria applied reflected a number of factors, including compliance to existing specification(s), compliance to BSEN standards in line with legislative requirements along with ability to support the identified volume and delivery requirements. Commercial value for money in line with comparative products and sources was also considered prior to selection along with checking certificates of conformity and the supporting documentation was genuine. Suppliers without demonstrated ability and / or market presence in the commodity area were discounted.
166. National Procurement staff were allocated to manage separate areas within the PPE category. Prior to establishment of the suppliers offer portal, offers were almost exclusively received in email format, directly from suppliers or from Scottish Government officials. They were assessed against relevant criteria for the product to determine if they met NHS Scotland requirements. The main criteria used for assessment was price, product specification, lead times, incoterms (business-to-business practice in contracts for the sale and purchase of goods) and certification details.
167. For any offers that were considered our approach was in line with the Scottish Governments procurement journey **GB/176 - INQ000508478** where supplier validation was completed prior to any offer being approved for purchase. To support these

- assessments a much wider team of staff were involved including staff from Scottish Enterprise who were able to engage and assess potential suppliers for PPE products.
168. Where possible orders were placed with approved NHS National Services Scotland suppliers.
169. After the Portal came into operation all offers which came in other than from known suppliers who were on an existing framework or who had been dealt with previously were passed to the portal for the team there to do the first pass and checks. The Covid-19 Personal Protective Equipment (Audit Scotland: June 2021) **GB/087 - INQ000108737** provides further information on the procurement of PPE during the pandemic.
170. The supply of LFTs and PCR test was managed by National Procurement's Testing team who did not receive any unsolicited offers of help. The Testing team sourced all consumables and equipment directly to meet the needs that were identified through work with Health Protection Scotland (HPS), who became Public Health Scotland (PHS) from April 2020, and the Joint Covid 19 Diagnostic Group (later called the Testing Operational Delivery Group).
171. Offers were received from the UK government for PCR testing equipment and consumables. These offers were reviewed based on NHS Scotland's testing capability and capacity needs at the time and requirements identified by The Joint Diagnostics Group, which included lead scientific and clinical colleagues from across NHS Scotland Virology and Microbiology Networks and HPS / PHS colleagues.
172. NHS NSS did not directly procure any LFT's, all procurement and distribution were undertaken and allocated proportionately into NHS Scotland by the UK Government / DHSC.
173. Intensive Care Unit (ICU) level 3 bed capacity was planned to be quadrupled. The team within National Procurement were responsible for procuring the ventilators to support this. Much of the demand was covered by supplier product already available via our existing Framework Agreements, so although there was a need for a small number of extra ventilators, we were not overly reliant on the offers of non-contract suppliers to provide ventilators. The process was: offer received, technical documents were then reviewed by senior ICU clinicians / Medical Physics leads to ensure they meet the

minimum specification, and the National Procurement team then reviewed if there was a support network available from the supplying party for spare parts / repair and maintenance etc.

174. Most offers never made it to approved purchase order, however a small portion did with either a small sample quantity being ordered for further testing or a small batch of e.g. 10. Most offers were received in advance of the Suppliers Offers Portal being available on 17 April 2020. After that date any parties making offers were advised to put their offer on the pandemic supply offer portal, however the number of offers being received had reduced by this date. Between April and August 2020 NHS Scotland received 215 ventilators from DHSC as part of the 4 nations allocation, 110 of which were ICU ventilators. Once we had established our own Scottish ventilator supply, reflecting those familiar and in use in Scotland pre pandemic, we returned 86 ventilators to DHSC (36 of which were ICU ventilators).
175. All governance and decision making relating to PCR tests and LFTs was carried out by the Test Programme Board chaired by Christine McLaughlin in the Scottish Government.

SCOTTISH ENTERPRISE SUPPLIERS

176. The Scottish Government, NHS NSS, Scottish Enterprise and other bodies worked together to establish existing stock levels, demand forecast and to identify new PPE supply routes internationally and also to establish domestic routes to market within Scotland's manufacturing sector **GB/177 - INQ000502485, GB/178 - INQ000502486, GB/179 - INQ000502487, GB/180 - INQ000502488, GB/181 - INQ000502489, GB/182 - INQ000479617, GB/183 - INQ000502492.**
177. The Minister for Business, Trade, Tourism and Enterprise established daily Supply Chain Meetings for critical commodity groups, such as testing and PPE. A sub-group within Scottish Enterprise, Scottish Manufacturing Advisory Service (SMAS) were involved in these daily meetings. SMAS identified new supply opportunities, both domestically and internationally across critical commodity groups and also undertook factory/site visits, QA Audits and performed due diligence checks on behalf of Scottish Government and NHS NSS, **GB/184 - INQ000502484, GB/185 - INQ000502493, GB/186 - INQ000502494, GB/187 - INQ000502495, GB/188 - INQ000502496, GB/189 - INQ000502497, GB/190 - INQ000502498, GB/191 - INQ000502501, GB/192 - INQ000502505, GB/193 - INQ000502508, GB/194 - INQ000502511, GB/195 -**

INQ000502512, GB/196 - INQ000502528, GB/197 - INQ000502615, GB/198 -
 INQ000483197, GB/199 - INQ000483210, GB/200 - INQ000483230, GB/201 -
 INQ000481335. GB/202 - INQ000502610, GB/203 - INQ000502611, GB/204 -
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 INQ000502626, GB/214 - INQ000502627, GB/215 - INQ000502628, GB/216 -
 INQ000502615, GB/217 - INQ000502477, GB/218 - INQ000502478.

178. The Scottish Government led on the establishment and funding for the scheme and would be able to provide further information.
179. In the initial phase of the pandemic, due to the adverse publicity being generated by rogue suppliers, the Chinese government introduced new export licensing requirements. This effectively stopped the flow of PPE from China until local licenses had been issued. Scottish Enterprise worked closely with in-country officials to ensure that the essential supplies purchased by National Procurement could be released for export. This was successful and 10 jumbo jet freight flights were booked to bring these essential supplies directly into Prestwick Airport, the first arriving on 19th April 2020. The receipt of these goods ensured Scotland's pandemic stock levels began to stabilise and grow. Products delivered on these flights were also provided to NHS Wales in line with a mutual aid agreement.
180. In parallel with these import activities, National Procurement, working with Scottish Government and Scottish Enterprise, established a number of locally based suppliers who had the capability to manufacture products in Scotland. This was considered essential to overcome the ongoing international supply-chain failure and to reduce the risk of export restrictions in the unclear future situation that COVID-19 may create. Key products included face visors, Type IIR surgical masks, FFP3 respirator masks, non-sterile gowns, poly aprons and hand hygiene products. These accounted for 88% of the requirements for PPE in Scotland (excluding non-sterile examination gloves which could not be manufactured in Scotland) **GB/219 - INQ000481401, GB/201 - INQ000481335.**
181. For example, National Procurement, Scottish Enterprise and the Scottish Government collaborated with Scottish headquartered mask manufacturer, Alpha Solway. This successful collaboration and investment by the Scottish Government, re-shored from

Taiwan local mask manufacturing in Scotland from June 2020; bringing an additional 1 million respirator masks per week into the UK supply chain. Further details can be found in the Audit Scotland PPE Report Case Study **GB/087 - INQ000108737**.

182. The total number of contracts awarded for PPE by NHS NSS during the pandemic was 96. As a result of joint working with Scottish Enterprise, three of these were to new suppliers with limited or no previous experience of manufacturing PPE, which accounted for just over 15% of total contracts awarded. No contracts awarded through the scheme with Scottish enterprise failed as a result of non-performance, fraud etc.

Contract	Supplier
NSSCOVID-19 -163 Non Sterile AGP Disposable Gowns Total £4.75m	REDWOOD TTM LTD/KEELA
NSSCOVID-19 – 003 & NSSCOVID-19 – 011 TYPE IIR Face Masks Total £47.3m	CONTINUUM (SCOTLAND) LTD
NSSCOVID-19 -281 Non Sterile AGP Disposable Gowns Total £4m	KEELA/ILASCO LTD

183. NHS NSS and Scottish Enterprise took on an expanded role during the pandemic to support suppliers in product development and regulatory compliance. Normally, these responsibilities would solely rest with the supplier.

184. Key activities included:

- Product Design and Setup: We directly supported suppliers in adapting products (e.g. AGP gowns) to align with existing production capabilities.
- Regulatory Compliance: NHS NSS and Scottish Enterprise managed the complex process of product approval and testing, ensuring adherence to necessary standards.
- Third-Party Involvement: Collaboration with a BSI-approved body was crucial

for maintaining product integrity.

185. In April 2021, Scottish Enterprise estimated that the £102.7m spent on Scottish based suppliers to produce PPE for the pandemic response, resulted in £66.7 million of additional Gross Value Added (GVA) as well as supporting circa 1,400 jobs in the Scottish economy. These figures estimate the gross additional impact of NHS NSS spend, rather than the net impact **GB/220 - INQ000481269**.
186. The prolonged nature of the pandemic allowed for new companies to enter the PPE market, whilst many others diversified, helping to combat their fall in business as usual. Working in partnership with Scottish Enterprise, firms in Scotland that were suitably competitive and able to meet demand, significant business was awarded, and which had a clear benefit to Scotland's economy with employers and employees contributing rather than requiring support.
187. This economic activity contributed to major social and health benefit for Scotland as a whole, studies have estimated that there is an 8 to 1 multiplier effect when spending money in the local economy i.e. 8 times the benefit observed locally against spending money with overseas suppliers **GB/170 - INQ000502570**.
188. In January 2021:

Company	Contracts Awarded	Related employment
ARCO	£77m	10
Alpha Solway	£8m	60 (200 once new factory built)
BPI (Greenock)	£2m	50
Keela (Glenrothes)	£2m	30
ProtoShape	£24k	2

189. All employees were paid at least the Real Living Wage and examples included:
- Ear-Savers: The large increase in the use of Type IIR masks by staff who were not used to wearing this type of PPE resulted in complaints of sore ears and some users with smaller heads did not feel the standard Type IIR mask was

fitting tight enough. National Procurement sourced a plastic strip which would take the strain off the ears, with the added benefit of providing a level of adjustment to the masks. These were manufactured by ProtoShape in Falkirk, who almost doubled their previous year's turnover as a result, creating 2 additional jobs.

- Full Face Visors: Alpha Solway developed a visor back in March 2020, leading to the creation of 20 new jobs in Dumfries and Annan.
 - FFP3 and Type IIR Masks: Alpha Solway also supported the NHS across the UK with the production of masks. Both FFP3 Respirators and Type IIR Masks for more general use. These were manufactured in Dumfries, creating 40 new jobs. The masks are manufactured in part with a material made in Scotland by Don & Low, who are based in Forfar. Alpha Solway committed to a significant new build of a factory for the manufacture of PPE in Dumfries and once fully operational created 200 new jobs.
 - ARCO Fit Testers: ARCO are the framework supplier for PPE to NHS Scotland. They supported NHS Scotland throughout the pandemic and in the last quarter of 2020 they took over providing Face Fit Testing to Health Boards, resulting in 10 new jobs. These 10 staff passed a training program within ARCO, bringing them to a recognised industry standard and giving them a transferable skill.
190. National Procurements work with the Scottish Government and Scottish Enterprise ensured that due diligence could be undertaken on new suppliers based in East Asia.
191. Key associated documents such as chronologies of key decisions/actions, policy and guidance documents have been provided to the Inquiry in the document disclosure process. A summary of types of information which NHS NSS is either an owner of or holds a record of within the scope of Module 5 was provided with the Key Summary submitted to the Inquiry.
192. The Scottish Government granted special dispensation for advance approval of purchases, allowing for a more efficient procurement process, details can be found within the Scottish Government Pandemic Stock Management Protocol document **GB/221 - INQ000221635**. Despite the immense challenges, National Procurement ensured that governance standards were maintained throughout this period as

evidenced in the Audit Scotland report **GB/087 - INQ000108737**.

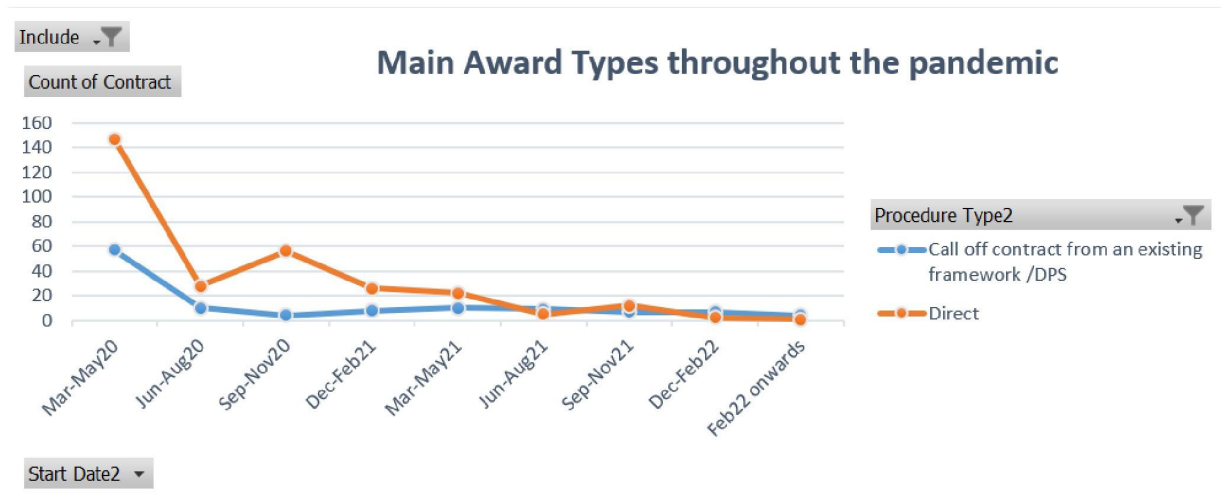
193. To achieve this, a specific COVID-19 approval document and process were created, ensuring transparency over contract awards. Public Contracts Scotland listed over 500 contracts with a unique 'COV' coding, showcasing the extensive measures taken during the crisis.
194. A greater use of direct awards was required across testing, PPE and medical equipment in order to obtain the large volumes of items required during the pandemic to meet demand.
195. Scottish Government issued SPPN2020-4 **GB/222 - INQ000485746** Procurement Policy Note in March 2020, providing information on options available to public bodies in Scotland needing to procure goods, services and works with extreme urgency as a result of the pandemic.
196. The procurement 'journey' implemented during the pandemic is outlined earlier in the statement.
197. Details of the procurement Quality Management System process can be found in the following procedures:
 - STS701-101 NP Proc Journey.docx **GB/081 - INQ000478241**
 - STS701-128 NSS Procurement Tendering Procedures.docx **GB/223 - INQ000478275**
 - STS701-138 Nat Proc Contract Approval Process.docx **GB/224 - INQ000478279**
 - STS701-111 Contract Award.docx **GB/171 - INQ000478261**
 - STS701-111.09 Contract Award example.doc **GB/225 - INQ000502481**
 - STS701-122.02 (sole supplier).pdf 14017 **GB/226 - INQ000502482**
 - STS701-103.04 CAP Terms of Reference.docx **GB/073 - INQ000478247**
198. A shortened reward pack was developed to cover the increased use of direct awards during the pandemic.

- COVID Doc Review QPulse.xlsx **GB/227 - INQ000502581**
 - COVID-19 - Authorisation Levels for Award.msg **GB/228 - INQ000502583**
 - FW COVID-19 - Authorisation Levels for Award.msg **GB/229 - INQ000502585**
 - RE COVID-19 - Authorisation Levels for Award.msg **GB/230 - INQ000502586**
 - STS701-111.13 Contract Award COVID-19 v5.docx **GB/231 - INQ000502588**
 - STS701-113.12 Extension Recommendation (Covid).docx **GB/232 - INQ000502591**
199. NHS NSS applied the emergency procurement regulations to directly award contracts without competition. Provision for 'extreme urgency' existed in legislation, and Scottish Government published Scottish Procurement Policy Note (SPPN 4/2020) **GB/222 - INQ000485746** in March 2020 for public bodies procuring goods and services during the pandemic. This set out provisions in the procurement regulations which allows bodies to procure goods and services in extreme urgency. This guidance played a key role in guiding emergency NHS NSS' procurement actions.
200. The COVID-19 Contract Register **GB/103 - INQ000508474** and Contract Award packs record the reasons a direct award was made, however in some cases this may be implicit based on what was known at the time and policy guidance (SPPN 4/2020).
201. Due to the enormity of activity around direct awards during the pandemic and the associated impact on NHS NSS staff there were a number of COVID-19 related award notices not placed within the 30-day time period specified in the procurement regulations. Notice publication was managed by a central team initially, who started to work through the backlog in June 2020. Formal tracking of late notices was implemented in early 2021 and all notices were published providing full transparency of NHS NSS contract award activities. Spend was reviewed against contract awards to highlight any discrepancies and ensure all contract award notice requirements were captured. This was reviewed monthly at National Procurement Governance meetings with senior managers. **GB/233 - INQ000502578, GB/234 - INQ000502580, GB/235 - INQ000502582, GB/236 - INQ000502584, GB/237 - INQ000502587, GB/238 - INQ000502590, GB/239 - INQ000502595, GB/240 - INQ000502599.**

202. The global market for PPE was complex and volatile early in the pandemic, as worldwide demand grew rapidly, international supply chains collapsed, and prices increased (Audit Scotland: June 2021) **GB/087 - INQ000108737** as such securing immediate, high-volume supply was the number one priority. National Procurement were competing with other countries to secure supply and pricing increased rapidly. National Procurement through close collaboration with the 4 Nations PPE working groups, along with both new and pre-existing supplier network established a fair share allocation approach to ensure that there was no detrimental effect to supplies impacting on the other UK Nations. It was a race against time to secure supply, resulting in the need for direct awards. As multiple potential supply sources were being engaged with, it gave an element of price benchmarking.
203. As the pandemic progressed, to ensure value for money National Procurement mainly switched to trusted and proven suppliers with whom strong relationships had been built. The COVID-19 Award packs demonstrate the strategies employed at contract level to secure value for money.
204. Where National Procurement was required to issue a direct award contract for PCR tests, it was normally due to a patent protection issue connected with bespoke or already installed equipment. To ensure value for money a statement was made in each approved award documentation that was submitted for approval to provide assurance. In many cases this was through formal quotes, and where further reduced costs were possible through negotiation or consolidation of orders, this was highlighted, and the benefits reported. Prior to any direct award, the appropriate technical specialists were involved to assure there was little choice to use alternative purchasing and also confirmation that the required products that were purchased were proven to fulfil the clinical and technical requirement of the service.
205. There was not a significant change in the use of direct awards over time. As can be seen in the chart 'Main Award Types throughout the pandemic' **GB/241 - INQ000502562** there was a major flurry of activity to contract for the vast majority of requirements over the early months of the pandemic. If possible, National Procurement would source from already available frameworks. Where this was not possible, and for reasons of urgency, direct awards would be made. Awards early in the pandemic were for a large volume of product and there were scheduled deliveries to ensure there was enough volume to meet projected demand. As the warehousing footprint increased from one warehouse to

three, it gave National Procurement the ability to store additional products for onward distribution.

206. Direct awards would sometimes be extended by means of a modification procedure, for ease of understanding they have been consolidated under the direct award categorisation.



207. 36% of contracts for key healthcare equipment and supplies were awarded by framework agreement **GB/241 - INQ000502562**.
208. National Procurement Standard Terms and Conditions (T&Cs) **GB/242 - INQ000502579** were referenced on Purchase Orders, however the majority of direct awards were based on negotiated arrangements between NHS NSS procurement leads and the suppliers. As explained earlier in the statement, it was an unprecedented emergency supply scenario, the critical need was to source the supplies to support our healthcare system.
209. Standard T&Cs for non-framework goods are extensive and National Procurement were operating in a “sellers’ market”. Where suppliers were negotiated with directly and did not agree to meet NP standard terms and conditions, a decision was made on whether or not to secure the supply based on commercial judgement of experienced procurement leads.
210. The critical criteria for decisions were that every item of PPE met its associated international or locally agreed clinical standard. A cash on delivery approach was operated, with Continuum being one major exception due the requirement for masks at the most critical period of supply at the start of the pandemic **GB/243 - INQ000471459**,

GB/244 - INQ000471465, GB/245 - INQ000471467, GB/246 - INQ000471460, GB/247 - INQ000471475, GB/248 - INQ000471478.

211. Where possible National Procurement T&C were agreed to by suppliers where (i) National Procurement entered into a longer term arrangement, (ii) the initial surge period subsided and we could work with trusted suppliers as the pandemic progressed and (iii) work with suppliers to set up local supply chains, for example Keela Redmond Gowns **GB/249 - INQ000476010.**
212. Due to the unprecedented situation, it was necessary to negotiate and compromise with suppliers in order to secure the large volumes of products within the required timeframes and therefore not all provisions within NP Standard T&Cs would have been in place for each contract. National Procurement's strategy as described was to develop local UK based supply chains with trusted suppliers, which we eventually did with 88% of PPE being manufactured in Scotland (excluding gloves) **GB/250 - INQ000502609, GB/087 - INQ000108737, GB/146 - INQ000502630.**
213. Standard T&Cs include default provisions, how payments would be refunded in the event of default/underperformance and mechanisms for the increase or decrease of the volumes of goods ordered.
214. Standard T&Cs do not make specific reference to late delivery. Some orders were cancelled as the supplier was unable to provide them. For these occasions the T&Cs were appropriate as the contract could not be performed rather than being late.
215. Suppliers were responsible for demonstrating that their products were compliant to the required standards. They provided the relevant quality and specification compliance documents as part of review, before the placement of an order. Checking of documentation was undertaken throughout the procurement process including upon dispatch and receipt. Procurement of medical equipment followed the same process. For highly complex medical equipment an additional check was undertaken by experienced staff to ensure compliance.
216. In regard to consequences of misrepresentation regarding the contractor, manufacturer or type or quality of the goods themselves, items bought were to a required specification, normally internationally approved standard or independently check standard such as CE certified product and process.

217. An ability to end a contract for default, convenience, underperformance or late performance was covered by Standard T&Cs through performance management but only if significant and providing the contractor has been provided with sufficient opportunity to introduce remedies.
218. Standard T&Cs permit changes to contracts providing notice is given and agreed between the two parties.
219. A copy of the following standard contract documents for direct awards have been provided with this statement:
- **GB/231 - INQ000502588**
 - **GB/232 INQ000502591**
 - **GB/234 - INQ000502580**
220. Peak contracting activity was undertaken in the early stages of the pandemic. To stock the forecasted requirements, large volumes were ordered to meet both the current and predicted demand and to fill available warehouse space. After this initial period additional top-up purchases were made to ensure commitment to Scottish Government inventory levels (12 weeks peak demand availability of stock) were met. Where possible bulk orders were issued with predetermined shipping patterns to secure manufacturing capacity and maintain a pipeline of supply, rather than one single delivery ordering.

TECHNICAL SPECIFICATIONS AND QUALITY CHECKING

221. National Procurement was responsible for ensuring that the products and services procured met the required quality standards, in terms of safety, efficacy, and compliance with relevant regulations. This involved working closely with suppliers and healthcare organisations to address any quality-related concerns and ensure that everything purchased was compliant and met specification.
222. Quality of product was essential, so we engaged with the British Safety Industry Federation and consulted with the Health and Safety Executive to ensure all our products met the stringent standards required for use across our hospital settings. Our sourcing teams utilised a conformance checklist to ensure any products from new sources of supply were fully validated before proceeding. We also worked with colleagues in Scottish Enterprise who visited factories in China to perform the necessary

due diligence on process and documentation which provided assurance that international quality standards would be met **GB/184 - INQ000502484, GB/185 - INQ000502493, GB/186 - INQ000502494, GB/187 - INQ000502495, GB/188 - INQ000502496, GB/189 - INQ000502497, GB/190 - INQ000502498, GB/191 - INQ000502501, GB/192 - INQ000502505, GB/193 - INQ000502508, GB/194 - INQ000502511, GB/195 - INQ000502512, GB/196 - INQ000502528.** All of the PPE we sourced met regulatory standards, was manufactured in accordance with international standards and held the necessary certification including CE marking and certificate of conformance. Where any quality issues were raised these were managed through our quality assurance process to resolution.

- 223. The Supplier Offers Portal established at the beginning of the pandemic required potential new suppliers to demonstrate their compliance with relevant standards.
- 224. Technical specifications were reviewed prior to purchase by clinical and technical staff to ensure goods are compliant with the necessary industry standards and associated regulatory requirements. Batch number recording and associated product records are obtained from suppliers as required. Where available pre-order samples were requested. On arrival these were assessed using our comprehensive quality assurance process allowing any quality concerns to be quickly raised and addressed.
- 225. The specification and standard for masks were consistent from the start, FFP3 masks were required for all aerosol generating procedures (AGP) and Type IIR masks for all other use. There was at the start of the pandemic, the option to use Type II masks for some low-risk situations, but as there were only a very small price difference between II and IIR masks, IIR masks were purchased across the board.
- 226. A new requirement for Type IIR equivalent transparent masks was developed during the pandemic. NHS Scotland worked in conjunction with the DHSC, British Standards and other nations to develop a published standard of acceptability. Only once this was published and agreed, did NHS Scotland procure any of these masks through an existing and compliant framework.
- 227. The only product specification change which happened at short notice that impacted supply was the removal of approval for half face eye visors. This required the order placed for these to be migrated to full face visors.

228. The 202/21 annual audit did not find any issues with the quality of goods procured or the companies contracted **GB/251 - INQ000198845**.
229. All products bought for both BAU and during the pandemic have a standard and specification they are required to meet. During the pandemic suppliers were required to provide certification before orders were placed to ensure all new products were to the required standard. In the case of the FFP3 masks, if the purchase was through a third-party dealer or distributor, the batch numbers were checked with the manufacture to ensure they were known and genuine. The majority of the FFP3 masks were sourced via direct manufacturer supply, known distributors or from DHSC.
230. The use of PPE is detailed in the National Infection Prevention Control Manual. In terms of understanding what PPE should be used and when, organisations (NHS Boards and private users of the NIPCM) hold responsibility for distributing guidance and operationalising it within healthcare settings.
231. Prior to the pandemic, Health Boards were responsible for choosing and ordering which PPE they wished to use locally. This led to a variety of FFP3 masks being used across NHS Scotland, with individuals face fit tested to the FFP3 masks in use within their Health Board. The use of Respiratory Protective Equipment (RPE), such as FFP3 masks, requires individuals to be fit tested as detailed by the Health and Safety Executive.
232. As the pandemic began to impact global supply chains in March 2020 NHS Scotland moved to a centrally managed model of supply via NHS NSS National Procurement National Distribution Service (NDS). Sourcing the wide variety of FFP3 masks used within NHS Health Boards prior to the pandemic was no longer practical and National Procurement sought to secure supply of the most commonly used masks. The PIPP stockpile held a range of FFP3 masks from various manufacturers, the majority of which was 3M model 1863. However, the 3M 1863 model of FFP3 had been superseded by 3M 1863+ model in 2011. This meant that where the PIPP stockpile was revalidated and distributed to NHS Boards, staff would be required to be face fit tested to the 3M 1863 model.
233. National Procurement made every effort to secure FFP3 facemasks which would accommodate various face types. Prior to the pandemic a range of mask models from two known and respected manufactures (3M and Alpha Solway) were used by Health Boards. National Procurement used these as a starting point to build the Covid 19 FFP3

range. A number of additional masks were tried and tested from 3M, Alpha Solway and other manufacturers but were discounted on poor face fit reports. As we were operating in a live pandemic, we relied upon direct feedback from the teams fitting the masks, which was used to measure fit rate and therefore inform which models were purchased to meet demand. Going forward the Scottish Government PPE Cell has introduced an annual reporting tool where each Health Board completes their fit rate to staff across the range of FFP3 masks now held within the stockpile. This helps to ensure staff are fitted to masks supported by the stockpile and also provides user profiles on mask types used. The table in **Appendix F** shows the annual % usage of each FFP3 mask model across Health Boards as at December 2022.

234. As detailed above our respirator standard is the FFP3, which due to its seal and construction filters out 98% of airborne contaminants which is best in class protection for NHS Scotland front line staff operating in environments which Aerosol Generating Procedures (AGPs) are performed. In order to achieve this protection level, it is necessary that each respirator product is fitted to each individual staff member, due to the introduction of new products this meant that face fit testing had the potential to become a significant bottleneck in ensuring staff safety. We worked with the testing industry to commission the necessary and additional test equipment, consumables and additional test resource to support our Health Board colleagues to work through our entire in-scope clinical population ensuring they had the proper protection. RPE2Fit Ltd delivered on the ground training and support and National Procurement supported NHS Boards to increase their capacity to carry out face fit testing through increasing their testing estate by almost 300% by the end of May 2020.
235. Additionally, we partnered with other organisations to develop a compliant, clear mask that catered to the needs of those with hearing difficulties. The Royal College of Speech and Language Therapy raised the need for transparent masks nationally as vital to the care pathways of their patients and staff groups who would wish to use the products if available. The Department of Health and Social Care (DHSC) developed new standards that permitted transparent masks to be used in a limited clinical environment where fluid resistant surgical face masks (Type 11R) were used.
236. National Procurement in partnership with Alpha Solway designed and developed a transparent face mask meeting DHSC standards, this was introduced into the social care sector from December 2021 onwards. Clinically it is the equivalent of a fluid resistant

surgical face mask. It has been given approval by the Commodities and Advisory Panel (CAP) for NHS Scotland. The Alpha Solway manufactured mask has also been marketed and sold in the other 4 nations countries and we understand within Europe.

237. The Scottish Government approved the use of transparent fluid resistant masks to aid communication in Health and Care settings and National Procurement commenced distribution in early December 2021.

FINANCIAL RISK ASSESSMENT

238. Credit checks were performed through working with NHS NSS finance colleagues using a credit safe account. In the initial phase of the pandemic, and at the height of the PPE supply crisis, National Procurement had to take significant risks to secure supply. For example, partial upfront payments to new suppliers. Credit checks did not offer full assurances of the unprecedented volume and values of these deals. As the pandemic progressed, National Procurement were able to use trusted suppliers and worked with UK based suppliers to develop their capabilities.
239. Scottish Enterprise undertook due diligence on behalf of the Scottish Government and National Procurement. Scottish Enterprise had a team on the ground in China who undertook vetting and factory visits prior to a Purchase Order being released.
240. The Inquiry has asked about the role of 'SnapDragon' in performance of due diligence checks. This was not used in procurement in Scotland.
241. National Procurement has no specific document to classify a supplier 'high risk'. If a supplier had not been used previously, or was not known to National Procurement, they were seen as high risk until further research had been undertaken by the COVID-19 Resource Team, that included representation from Scottish Enterprise.
242. There were occasions where National procurement were engaging with newly formed companies meaning we were unable to perform a credit check, however other means were used for example, known and trusted track records of company owners as in the case of purchase of face masks from GIUK Medical Ltd **GB/252 - INQ000471461**.
243. The 2020/21 NHS NSS Audit noted that National Procurement **GB/251 - INQ000198845** adequately managed the risks of advance payments to suppliers. To secure contracts at the start of the Covid-19 pandemic, when supplies were in greatest demand, advance

payments were made to 20 suppliers. These advance payments were required to secure manufacturing slots or airfreight to ensure the supply of PPE. They were also used to help companies, such as Alpha Solway, move their manufacturing to the UK.

244. Up to March 2021, NHS NSS had paid £135 million in advance payments and by July 2021 only £6.6 million of orders remained outstanding. All stock relating to orders where advance payments were made to suppliers have now been received. NHS NSS managed this risk through normal procurement processes and reported to the national procurement governance and programme board.
245. Three orders were placed with 'high risk' non-framework / unknown suppliers where payment was made upfront, that were subsequently terminated by NHS NSS because the items were no longer required.
- Beijing Aeonmed for I&S ventilators worth £2,000,000, I&S ventilators were cancelled with a full refund of £1,900,000 received
 - Hague Global for I&S ventilators worth £53,882, full refund received
 - Tec Offshore for I&S ventilators worth £36,795, full refund received

FRAUD DETECTION AND PREVENTION

246. No fraudulent contracts were placed, appropriate and standard due diligence was conducted by either the Scottish Government, Scottish Enterprise or NHS NSS, details of which can be found in each COVID-19 Contract Award Pack (Appendix E).
247. No referrals were made to the police or other authorities regarding suspected fraud arising from contracts awarded (or sought) during the pandemic.

CONTRACTUAL MONITORING, COMPLIANCE AND ENFORCEMENT

248. National Procurement worked closely with contracted distribution supplier, Menzies Distribution Limited, to put in place the stock delivery service for NHS Scotland. This arrangement was then expanded and supplied direct to a series of social care hubs providing stock based on need within a local authority area. This was available to private and local authority run care homes and to unpaid carers where pre-existing supply chains could not provide product. Additional vehicles and drivers were required and performance and was monitored and managed within the existing framework SLAs.

Weekly updates were provided on parcel network delivery performance for PPE to primary care **GB/253 - INQ000502564**.

- 249. The PIPP stockpile was stored with a contract awarded supplier Stanford Logistics Ltd. The provider was performance managed by the National Procurement Operations Management Team.
- 250. NHS NSS and National Procurement allocated specific teams and leads for the management of the PPE, testing, ventilators and equipment during the pandemic. All the work carried out by National Procurement staff was guided by the appropriate programme boards and oversight groups such as the Scottish Government PPE Unit, the Testing Programme Board and the Scottish Government ICU Resilience group.
- 251. Ventilators were purchased through framework call offs; all of these provisions are accounted for in our Framework Terms and Conditions **GB/254 - INQ000502577**.
- 252. National Procurements use of Standard T&Cs is detailed earlier in the statement.
- 253. As stated previously, the 2020/21 audit of NHS NSS did not find any issues with the quality of goods procured or the companies contracted **GB/251 - INQ000198845**.
- 254. National Procurement had existing services to manage supply chain and commercial contract performance. Our expert teams expanded their scope to include the additional pandemic contractors and management of them within the quality management system.
- 255. Delivery and increasing lead time for equipment was an issue, as well as the monitoring of delivery schedules from the various suppliers. These were all effectively managed by the specifically appointed governance procurement groups and reported through the respective programme boards that had been established by the Scottish Government. For PPE, some issues on Type IIR masks were captured by the National Procurement complaint process **GB/255 - INQ000478713** and reviewed with the supplier to produce an effective solution.

Bunzl contractual issues

- 256. On 29th March 2020, after introduction by Scottish Enterprise, a sole supply award was made to Bunzl Healthcare for provision of 7 million FFP3 respirators for a total value of £17.3M (CE marked and compliant to EN 149 standard) that were to be manufactured

by Honeywell in a Tunisian factory and imported by Bunzl Healthcare direct for Scotland.

257. It quickly became clear that although compliant to the manufacturing standard, the Honeywell FFP3 respirators were not providing the required fit to the NHS Scotland staff which is expected to be around the 40% level. Which is around the rate of those provided by companies such as 3M and Alpha Solway. FFP3 respirators effectiveness are a function of seal between the wearers face and the filtration level of the respirator. The mask to face seal is the critical part. This effectiveness can be measured and is measured by Health Board, Health and Safety teams for each individual wearer. Each wearer is tested and validated for a specific respirator. For 3M and Alpha Solway FFP3 respirators we experienced up to 80-90% pass rates, however with the first batches of Honeywell respirators the face-fit testers were experiencing a much-reduced pass rate of only 10% where staff successfully passed the face-fit test. This low pass rate resulted in low demand for the Honeywell FFP3 respirator and low stock turn for this product. The 10% of staff successfully passing the face fit testing would have been fully protected, no member of staff not successfully face fit tested would have used the product in patient care settings.
258. National Procurement engaged in almost daily discussions with Bunzl and Honeywell who sent engineers to hospital sites to work with and observe testers. These visits did not improve pass rates. Honeywell substituted other FFP3 products for us to test, but they also did not pass testing and validation. Eventually a compromise was reached where NHS NSS agreed to keep the products it had received to date. Bunzl also fulfilled £1m worth of respirators to NHS Scotland from 3M which were models we had a good fit pass rate on already.
259. From the contract modification approval paper **GB/256 - INQ000471579** National Procurement paid 50% in advance (£8.6m). The Scottish Government agreed that this deal was to be a non-cancellable order. However, as NHS Scotland experienced both a low volume of stock and very poor face fit results, National Procurement had to get a solution that worked for providing FFP3s to frontline staff that were known to fit well and to find a solution to closing down the agreement with Honeywell.
260. Bunzl agreed to refund £6m of the £8.6m upfront funds, they supplied stock to the value of £1.6m. There was then £1m retained as a credit on NHS NSS' account. This £1m fund would then be used to pay for 3M FFP3's, which it was. The total new award value

was £2.6m

261. Due to the worldwide demand for FFP3s and 3M production limitations, they were allocating out stock to all their distributors monthly. This worked out at about £100k a month coming to Bunzl from 3M. Within the credit agreement NHS Scotland were given first refusal on the Bunzl allocation. National Procurement took all stock offered from Bunzl.

Continuum contractual issues

262. National Procurement placed an order for 100M type II R masks with Continuum at the start of the pandemic. A number of issues were encountered during the course of the contract. However, these were all suitably resolved and no financial losses or significant quality issues encountered.
263. Packaging - there were issues with the first consignment of 10M masks received at Prestwick Airport as packing did not outwardly state Type II R and reference the required standard. Stock was held at Prestwick a number of days to allow Continuum to rework packaging.
264. Complaints - three official complaints were investigated in relation to skin irritation; one relating to detachment of ear-loop; one further complaint relating to nose band protruding from masks. However, given the volume of masks distributed across health and social care settings these volumes of complaints were very low.
265. Feedback regarding poor fit was also received but issues were not quantified. Guidance on fitting masks was provided and improvements to the nose band made were made.
266. Shelf Life - initial consignments had a range of product expiry dates of between 12 months and 36 months. Following negotiations with the supplier the majority of stock received was of the longer 36-month shelf-life.

POST COVID-19 PANDEMIC

267. With regards to the provision of services to Health and Social Care, Scottish Government commissioned services from National Procurement to supply PPE to Social Care up to 31st March 2023 when the service ended; and for PPE supply to NHS Scotland Primary Care services which was provided until 31st March 2024. We continue to provide services to all Health Boards and provide some continuing services to NHS

- Scotland community-based services. National Procurement is also providing a national PPE resilience stockpile service to the Scottish Public Authorities and other public bodies where required.
268. As part of the response to preparedness for future pandemics National Procurement has been providing subject matter expert input to the establishment of a national pandemic stockpile service available to NHS Scotland, Scottish Local Authorities and other Scottish public bodies wishing to participate. This service was approved by Scottish Government in March 2023 and currently the project is preparing for the on-boarding of participating authorities.
269. National Procurement undertook one internal lesson's learned review in July 2020 **GB/257 - INQ000320497**.
270. Externally Audit Scotland published the COVID-19 Personal Protective Equipment Report, June 2021 **GB/087 - INQ000108737** and in August 2021 published the NHS National Services Scotland 2020/21 Annual Audit Report **GB/013 - INQ000108705**.
271. The Audit Scotland COVID-19 PPE report looks at how Scottish Government and NHS NSS put in place arrangements to procure, store and distribute PPE to health and social care settings before and during the pandemic, and how Scottish Government and NHS NSS are planning for the longer term. The report considers:
- The arrangements for procuring and distributing PPE before the pandemic. It also highlights previous pandemic preparedness exercises and how Scottish Government responded to the findings from these.
 - How Scottish Government and NHS NSS responded to the pandemic and the arrangements they put in place to procure, store and distribute PPE to health and social care settings.
 - How Scottish Government and NHS NSS are planning for the longer term.
272. The Auditor General published the 2020/21 audit of NHS National Services Scotland Response to Covid-19 pandemic in October 2021 **GB/258 - INQ000226002**.
273. On 4th November 2021, The Scottish Parliament Audit Committee, considered both the Audit Scotland COVID-19 Personal Protective Equipment Report (June 2021) and the

Auditor General 2020/21 audit of NHS National Services Scotland Response to Covid-19 pandemic (October 2021) **GB/259 - INQ000226003**. The committee subsequently heard evidence from a number of senior leaders in NHS NSS **GB/260 - INQ000315543**. Recommendations from these respective reports are listed below.

274. Broadly, reflections of the pandemic to this point highlighted the need for robust systems and data to support swift and effective decision-making. The shift from a 'just in time' model to greater focus on resilience, social value and impact, and the circular economy was necessary.
275. The 2020/21 Audit of NHS National Services Scotland, Personal Protective Equipment report recommends, in relation to pandemic preparedness in the future; resilience of the Scottish PPE supply chain and whether the PPE export market will be able to sustain Scottish manufacturers; and maintaining sufficient PPE stock that needs to be balanced against the costs of managing the stockpile and the risk that items will go out of date.
276. It identified the following points for consideration in longer term planning by the Scottish Government and NHS NSS:
- The challenges which arose during the pandemic, both at a national and local level, to ensure that lessons are learned for pandemic preparedness in the future.
 - The resilience of the Scottish PPE supply chain as demand for PPE begins to reduce and whether the PPE export market will be able to sustain Scottish manufacturers.
 - Support for suppliers to develop more environmentally sustainable PPE and address the reported issues with the fit of masks for ethnic minorities and women.
 - A new approach to the pandemic stockpile and the role they would play. The need to maintain sufficient PPE stock needs to be balanced against the costs of managing the stockpile and the risk that items will go out-of-date.
 - The arrangements for the provision and funding of PPE for social care and primary care in the longer term

- The sustainability of processes and governance arrangements for the procurement, storage and distribution of PPE put in place during the pandemic.

Audit Scotland NHS National Services Scotland 2020/21 Annual Audit Report, August 2021- GB261 - INQ000108705

277. In relation to National Procurement the following key messages were identified by Audit Scotland:

- NHS NSS has appropriate arrangements in place to support good governance and accountability including those associated with the award of PPE contracts during the pandemic.
- NHS NSS worked well with partners from early in the pandemic to source suppliers and make the PPE supply chain more resilient. It also played a pivotal role, alongside partners, in delivering the contact tracing and vaccination programmes.
- There was some variation in the procurement arrangements applied, however we acknowledge the climate that NHS NSS was operating in to respond to the pandemic.

Auditor General 2020/21 audit of NHS National Services Scotland Response to Covid-19 pandemic, October 2021 GB251 - INQ000198845

278. In relation to National Procurement the following key messages were identified by the Auditor General:

- NHS NSS has been integral to Scotland's response to the pandemic. It worked well with partners to procure PPE, construct the NHS Louisa Jordan field hospital, set up and operate the test and protect programme and support the vaccination programme.
- NHS NSS used emergency procurement provisions to award PPE contracts without competition. The auditor reported some variation in the procurement arrangements applied but concluded that satisfactory arrangements were in place. In addition, this work did not find any evidence of preferential treatment or bias in the awarding of contracts.

- Contract award notices were not published within the required timescales for most of the PPE contracts. This reduced the transparency of decision-making. This situation was unavoidable given the volume of activities my team had to undertake during this time. It was always National Procurement's intention to publish all Covid 19 awards promptly and in the first three months 75 % were completed in 90 days. National Procurement maintained a focus on addressing legacy notices and all were fully published by November 2021. In normal times of business National Procurement complies with the 30 day timeline for publishing contract award notices. This measure now forms part of our KPI reporting dashboard **GB/234 - INQ000502580**. NHS NSS has worked well with partners to bring the PPE supply chain to Scotland which will make it more resilient. It is working with the Scottish Government on a longer-term plan for PPE as well as its own Covid-19 recovery plan.
 - NHS NSS built, stocked and decommissioned the NHS Louisa Jordan field hospital at a cost of £51.2 million in 2020/21.
 - The contact tracing programme required NHS NSS to increase testing capacity and develop a digital portal to provide intelligence and data analysis to support decision making.
 - NHS NSS continues to work well with partners to support the vaccination programme.
279. The National Procurement Directorate has taken forward activity to address the reflections and recommendations from the respective reports. NHS NSS National Procurement Annual Report (2020/21) **GB/262 - INQ000108738** outlines steps taken to address many of the above recommendations. A further updated position is provided below on the key themes.

ACTIONS FROM LESSONS LEARNED

PPE

280. With regards to the Pandemic stockpile and creating a PPE team within National Procurement. The Service Level Agreement (SLA) between the Scottish Government and NSS created lead responsibility for National Procurement beyond the original scope of the pre 2020 SLA. National Procurement continues to be commissioned by the

Scottish Government Resilience unit to deliver the Pandemic stockpile with the broader remit of demand planning, purchase and disposal. A PPE commodity team was created within National Procurement both within the logistics operations function and within the Supply chain function (in Autumn 2020). These have now been integrated into the standard arrangements and team structures within National Procurement to improve efficiency and avoid silo working (during 2023).

- 281. National Procurement have worked with our key suppliers regarding the production of PPE items. For example, our supply chain partners in Scotland are now supplying us with FFP3 masks with a 7-year shelf life, much longer than historical norms, forming part of a strategic approach to ensure appropriate PPE is ready should another critical event occur.
- 282. With regards to creating a 'single' price for PPE items, PPE has been provided free of charge to Health and Social Care services since the start of the pandemic. Social Care supply ended 31 March 2023 and NHS Scotland Primary Care supply ended 31 March 2024. NHS Scotland Health Boards will revert to the standard charging model of a catalogued single price per stocked product based on average issue price. A new national PPE stockpile service is being made available to public bodies and that will also use the same charging model as used for Health Boards.
- 283. With regards to the provision of services to Health and Social Care. Scottish Government commission services from NHS NSS. As part of NHS NSS, National Procurement provide specific commissioned services for Health and Social Care. This included PPE supply to Social Care up to 31 March 2023 when the service ended; and for PPE supply to NHS Scotland Primary Care services ended on the 31 March 2024. We continue to provide services to all NHS Scotland Health Boards and provide some continuing services to NHS Scotland community-based services. National Procurement is also providing a national PPE resilience stockpile service to the Scottish Public Authorities and other public bodies where required.

Systems, Processes and Governance

- 284. National Procurement have implemented new large-capacity warehouses and upgraded and rolled out a new inventory management system across NHS Scotland. These have improved the efficiency and effectiveness of the supply chain for PPE and other medical supplies.

285. The need for a new Inventory management System (IMS) was identified following the concerns of a lack of access to stock level information across hospitals. National stocks were distributed to hospitals to ensure good buffer stocks to meet immediate needs. Physical daily / weekly stock counts had to be provided by hospitals during the pandemic to allow accurate stock availability to be monitored and replenishment stock deliveries to be made based on need. The IMS system has now been implemented across all health boards and allows local and national visibility of hospital held stocks for critical stocks. This national once for Scotland system implementation was led by National Procurement and broadly completed by 31 March 2023.
286. A national infrastructure capital board was created and funded, and a larger team for vaccines within the NP medical team was established. These have improved the responsiveness of the system to future crises.
287. Currently there is sufficient stock held in the national resilience stockpile and in December 2022 the PPE Implementation Steering group agreed to stand down additional PPE ordering until stock levels reduced to a reorder point.
288. National Procurement has built on the experience of Covid19 and developed more system-based processes. Use of Power BI dashboards for tracking and reporting activity and performance is a good example.
289. With regards to implementing forecast demand planning solutions National Procurement have established a demand scenario forecasting approach based on High to Low demand of PPE. We continue to monitor actual demand on a weekly basis. A wider initiative to consider formal Materials Requirement Planning is currently in a 'discovery' phase with the objective of creating an outline business case for purchase and deployment.
290. With regards to upgrading our technology (MRP/ERP) and that systems needed to speak to each other. In May 2020 national procurement implemented a new approach to modelling PPE demand.
291. The approach to modelling demand for PPE developed over the course of the pandemic. From March to June 2020, a Scottish Government team modelled demand to help predict the volumes of PPE needed over the course of the pandemic. Initially, the approach focused on the acute sector and was based on information about Covid-19

patient numbers. The model then shifted to a staff-based one, using national workforce data. NHS boards provided information on staff working in different settings and estimates of PPE use. In May 2020, based on modelled demand, National Procurement began to develop 12-week oversight dashboards to help inform procurement and distribution decisions and improve reporting. It used this data to provide daily PPE stock bulletins to a range of stakeholders during the pandemic.

292. With regards to broadening our Information Bureau to PCF. PCF as a strategic business unit of NHS NSS was disestablished in early 2023. The Information Bureau has remained a National Procurement specific service providing a consistent contact point for requests for information, mainly from Scottish Government colleagues.
293. With regards to needing a deeper understanding of our suppliers and supply chain vulnerabilities National Procurement completed a mapping of country or origin of all NDC supplied products in July 2022. This has allowed our supply chain team to react to international events and consider risks to supply chain. We continue to work closely with DHSC and have recently updated our supply disruption alert process to route DHSC alerts through to Health Board leads. Additionally, since the 5 November 2021 National Procurement provides a 2-weekly update to the Scottish Government on supply chain risks.
294. With regards to the need to increase focus on security of supply and identify strategic supply, redesign our supply chains and logistics strategy to reduce vulnerabilities. During the period of March to May 2020, National Procurement, Scottish Enterprise and the Scottish Government collaborated with Scottish headquartered mask manufacturer, Alpha Solway. This successful collaboration and investment by the Scottish Government, re-shored from Taiwan local mask manufacturing in Scotland from June 2020; bringing an additional 1 million respirator masks per week into the UK supply chain. Further details can be found in the Audit Scotland PPE Report Case Study **GB/087 - INQ000108737**. National Procurement established post-Brexit national stock resilience strategies, and these were approved by the Scottish Government. Strategies have been agreed over the past 3 years with a progressive reduction on stock levels reflecting the overall risk to supply chain disruption.
295. With regards to resilience plans needing to include long term disruption. This was about considering disruption that lasted for an extended period of time. National Procurement developed our post-Brexit national stock resilience strategies and those took account of

risks to long term disruption. This included increasing national stock levels to maintain 4 weeks minimum stock levels across majority of NDC stock lines during the highest risk period of international supply chain failure over 2021 / 2022. These levels were reduced progressively and are now managed on a case-by-case basis depending on prevailing risks **GB/263 - INQ000502629**.

Stakeholder Engagement

296. Recognising that we needed to build our Scottish Enterprise networking, Scottish Enterprise representatives now sit on the Procurement Strategic Group (the NHS Scotland Procurement services oversight group). National Procurement Supply chain and strategic sourcing engaged with Scottish Enterprise on aspects of supporting a Scottish supply chain through the Scottish Government lead Supply Chain Development programme.
297. On National Procurements communications strategy, we work closely with the NHS NSS Marketing and Communication stream. We have regular market engagement / meet the buyer events including Procurement for Health (P4H), and Procurex as well as provide guest speakers to relevant events. We operate within the overall NHS NSS communications strategy.

Workforce

298. With regards to building National Procurement teams' resilience:
- 298.1. National Procurement provides a national capacity of expert and skilled procurement and logistics professionals. We continue to develop our team capacity through our workforce plan (WFP) which is refreshed annually and implements the overarching NHS NSS Workforce Plan. We have embedded the activities undertaken during the pandemic in our core teams to avoid silos or single points of failure. For example, Supply Chain contracting moved to Strategic Sourcing (Summer 23); PPE category team has been embedded in Supply Chain and Strategic Sourcing BAU activity (Dec 23); logistics inventory embedded in the Operations Control Tower team (Summer 2022).
- 298.2. During the pandemic a broader range of resources were brought into play. This included the national PPE clinical groups; SPOC group; the Scottish Government PPE resilience directorates and UK and 4 nations working groups.

Additionally, a number of efficiency improvements were established and remain in place to reduce the impact on staff in the future. These include maintaining a national PPE stockpile; the Information Bureau communication channel; Power BI enabled dashboards; Service Now enabled service user interface systems; a national inventory management system; a culture of working together and continuous improvement across NHS Scotland procurement services. However National Procurement remains a relatively small team with reliance on our expert staff to respond to any future pandemic. Their dedication and willingness to respond to the needs of the service remains intact.

- 299. National Procurements model of response was considered successful by Audit Scotland **GB/087 - INQ000108737**. Reliance on our core expertise and proven supply chain processes and systems underpinned that success.
- 300. Throughout the pandemic the NHS NSS National Procurement workforce together with our procurement colleagues from across NHS Scotland went above and beyond to respond to the unprecedented challenges created by the national emergency and the impact of Covid 19 on international trade and supply chains. I remain humbled by the selfless attitude of my colleagues and their dedication over the pandemic.
- 301. As a result of the pandemic there is a further review of supply chain resilience as part of the Scottish government procurement journey process for route 3.
- 302. Scottish supply chain expansion has been successfully developed for lateral flow devices after the pandemic, although this is highly dependent on a continued demand. These items are now made in Scotland and the capacity and ability to assemble and make many of the key items of a PCR test kit still remains in Scotland.

Risk Identification and Mitigation:

- 303. NDC collaborates with their suppliers to continuously identify potential risks, including emerging threats. Heatmap approach is used to prioritize these risks based on severity and likelihood.
- 304. Supply provision is constantly monitored to ensure potential disruptions are minimised.

Inventory Management:

- 305. NDC maintains stock levels that consider identified risks and allow for disruptions within a certain timeframe (contingent timescales). This helps to buffer against short-term supply chain issues.
- 306. The product portfolio is tracked by country of origin, allowing for quick identification of potential problems based on geographical factors.

Alternative Sourcing:

- 307. NDC has a system to identify alternative products if a primary supplier experiences disruption. This ensures supply can be maintained even if a source falls through.

Critical Imports:

- 308. NDC has agreements with key providers for critical imported products. These agreements involve placing contingency stocks within the UK to mitigate potential supply chain disruptions.

Collaboration and Response:

- 309. NDC works collaboratively with various UK authorities, including devolved administrations and DHSC via the National Supply Disruption Response forum. This ensures a coordinated national response to supply chain disruptions.
- 310. NDC has an established Incident Management Team (IMT) process. This team brings together key stakeholders, including procurement leads, healthcare organisations (Health Boards), government and suppliers. The IMT facilitates rapid and real-time management of critical supply chain issues.
- 311. Overall, NDC take a proactive and structured approach to supply chain risk management. Our focus on collaboration and contingency planning allows any impact of disruptions to be minimised and ensure a continued flow of critical supplies.

STATEMENT OF TRUTH

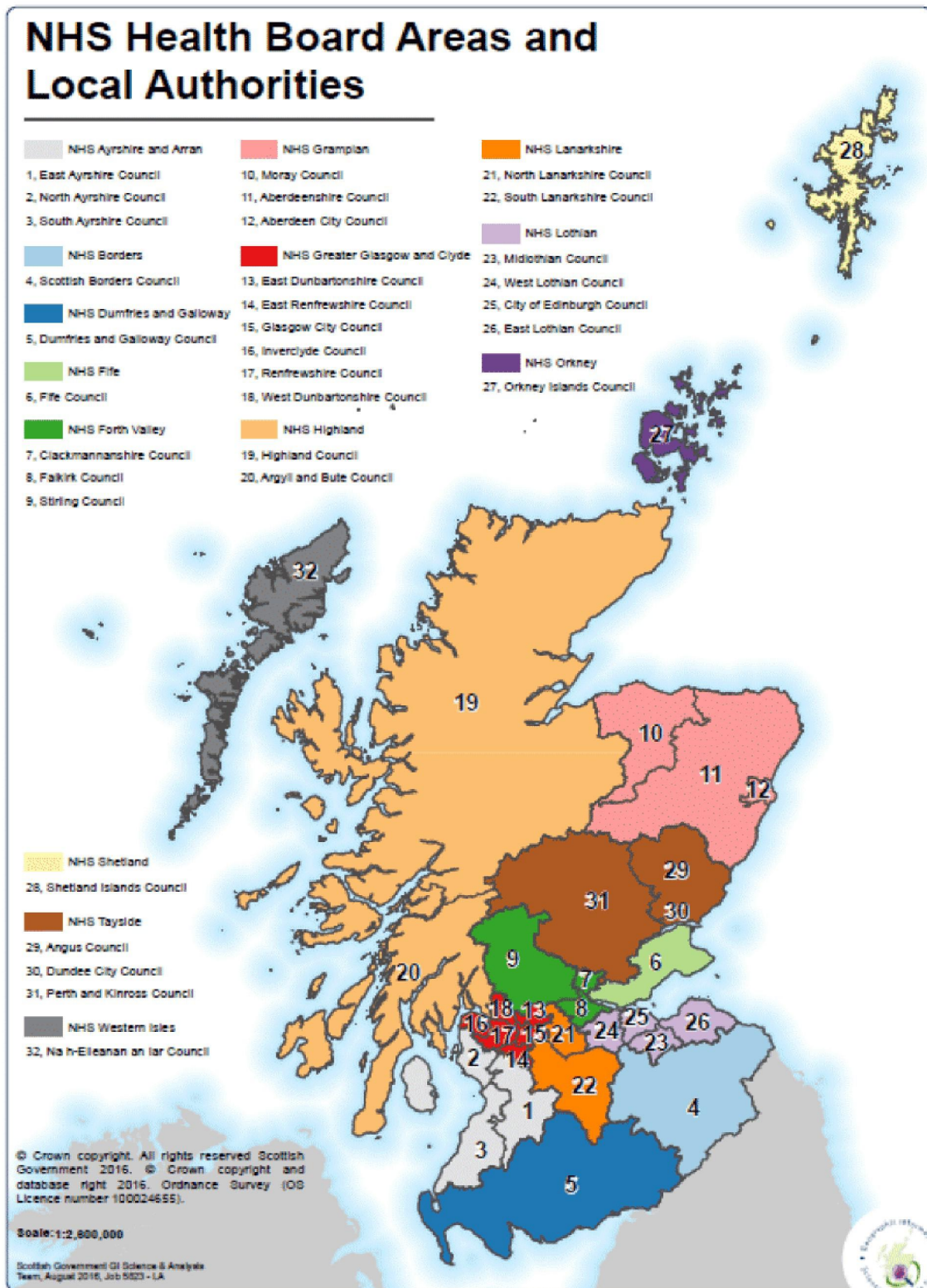
I believe that the facts stated in this witness statement are true. I understand that proceedings may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief of its truth.

Signed:

Personal Data

Dated: 21 October 2024

APPENDIX A – NHS HEALTH BOARD AREAS AND LOCAL AUTHORITIES



APPENDIX B – POSTHOLDERS IN KEY DECISION MAKERS ROLES DURING THE RELEVANT PERIOD

Post	Post Holder	Dates
NHS NSS Chair	Mr Keith Redpath	2019 – present
NHS NSS CEO	Mr Colin Sinclair	2016 – 2021
	Mrs Mary Morgan	2021 – present
Medical Director	Dr Lorna Ramsay	2016 – present
Director of Finance	Mrs Carolyn Low	2014 – present
Director of HR	Mrs Jacqui Jones	2010 – 2023
Director of Strategy, Performance, Service Transformation (SPST)	Mrs Mary Morgan	2018 – 2021
	Mr Lee Neary	2021 – present
Director of Procurement, Commissioning and Facilities (PCF)	Mr Jim Miller	2016 – 2021
Director of National Procurement (previously part of PCF)	Mr Gordon Beattie	2019 – present
Director of Health Facilities Scotland and Healthcare Associated Infection Scotland	Mr Gordon James	2019 – 2021
Interim Director of Procurement, Commissioning and Facilities		May 2021 – December 2021
Director of NHS Scotland Assure	Mrs Julie Critchley	2021 – present
Director of Scottish National Blood Transfusion Service (SNBTS)	Mr Craig Spalding	2019 – 2022
	Professor Marc Turner	2022 – present
Director of Digital and Security (DaS)	Mr Deryck Mitchelson	2019 – 2022
Director of DaS	Mr Steven Flockhart	2022- present

APPENDIX C – CHANGES IN STRUCTURE OF NHS NSS 2009-2021

There was a complete restructuring of NHS Scotland in 1974, creating Territorial Boards and establishing the Common Services Agency (now referred to as NHS NSS).

In 1998 there was a transfer of functions from the Secretary of State for Scotland to the Scottish Ministers.

In 2013, the Public Services Reform (Functions of the Common Services Agency for the Scottish Health Service) (Scotland) Order 2013 extended the remit of NHS NSS enabling the provision of services to other bodies, including local authorities and government departments. More recently, the Public Bodies (Joint Working) Scotland Act 2014 **GB/264 - INQ000411174** reinforced this requirement to maximise health, financial and environmental impacts by engaging with, and offering services to, the wider public sector in Scotland.

The Scottish Government and NHS NSS Framework Agreement **GB/265 - INQ000108648** sets out the broad framework within which NHS NSS operates and defines key roles and responsibilities which underpin the relationship between NHS NSS and the Scottish Government, as our formal sponsor.

2009

In 2009 the organisational structure of NHS NSS consisted of 10 Divisions divided between 2 Support Groups, and a range of support functions supporting the work of the Divisions. A Director was responsible for each Division, and they reported directly into the Chief Executive:

Health Support Group:

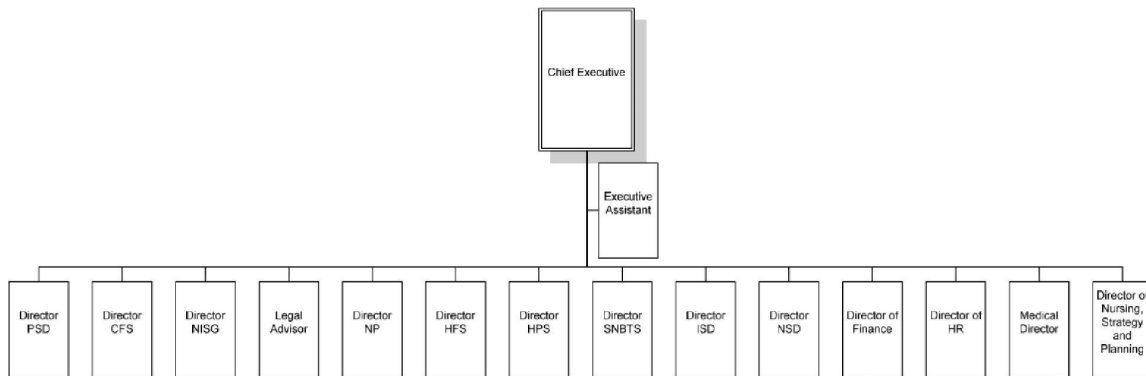
- Health Facilities Scotland (HFS)
- Health Protection Scotland (HPS)
- Information Services Division (ISD)
- National Services Division (NSD)
- Scottish National Blood Transfusion Services (SNBTS)

Business Support Group:

- Central Legal Office (CLO)
- Counter Fraud Service (CFS)
- National Information and Systems Group (NISG)
- National Procurement (NP)
- Practitioner Services Division (PSD)

With a range of functions supporting the work of the Divisions, such as:

- Finance; IT; procurement; facilities; HR; communications; internal project management; and business administration **GB/002 - INQ000108649**.

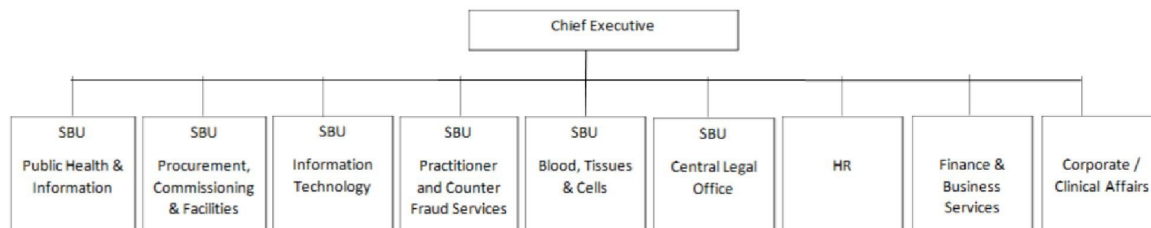


2013

In 2013 NHS NSS went through organisational change and there were three high level changes:

1. Consolidation of existing services and management into six strategic business units (SBU).
2. Introduction of cross cutting high level processes around customer engagement, service delivery and service improvement to provide an enabling framework to support service transformation.
3. Unification of internal support services and agreement on common systems and processes across NHS NSS to provide consistently high quality and efficient support to service deliver **GB/266 - INQ000108650**.

After the organisational change, the structure of NHS NSS consisted of Chief Executive, 6 strategic business units (SBU) and 3 support functions, as follows:



2020

Significant changes in structure during the relevant time period was the creation of PHS on 1st April 2020.

Public Health Scotland

The roles, functions and responsibilities of ISD and the majority of HPS were transferred on 1st April 2020 from NHS NSS to Public Health Scotland (PHS). Although HPS no longer exists, the role, function and responsibilities were absorbed by PHS in April 2020. The majority of institutional memory (staff) and information relating to HPS now sits with PHS.

Originally the whole of HPS was to move across to PHS on that date. However, ARHAI's (then part of HPS) move was suspended. This was because, in the summer of 2019, the Scottish Government directed NHS NSS to develop a proposed Centre of Excellence for the Built Environment. Given its expertise in healthcare associated infections and infection prevention and control, ARHAI was seen as a valuable contributor to the development of the proposed Centre of Excellence.

NHS Scotland Assure

The Centre of Excellence was established in response to issues and incidents identified in the built environment of the new hospitals reported at Queen Elizabeth University Hospital and Royal Hospital for Children and Young People, the 2019/2020 Programme for Government **GB/267 - INQ000411175** stated:

“To ensure patient safety we will create a new national body to strengthen infection prevention and control, including in the built environment. The body will have oversight for the design, construction and maintenance of major infrastructure developments within the NHS and also play a crucial policy and guidance role regarding incidents and outbreaks across health and social care.”

The Centre of Excellence was renamed NHS Scotland Assure on 1st April 2021. However, due to further pressures regarding the NHS NSS COVID-19 response, the launch was delayed to 1st June 2021. This was communicated to NHS Boards formally through a Scottish Government letter, DL(2021) 14 **GB/268 - INQ000411176**, confirming that a phased approach to implementing the service would be undertaken.

The NHS Scotland Assure structure includes the structures that provide the ARHAI Scotland services, the Health Facilities Scotland services and the new structures in place to support the delivery of the 'new' or 'enhanced' NHS Scotland Assure.

ARHAI Scotland's functions:

- Surveillance and monitoring of infections and antimicrobial resistance to assess their impact on health;
- Clinical assurance to reduce risk in the built healthcare environment
- Co-ordination of national infection prevention and control and antimicrobial programmes
- Expert IPC/AMR advice and horizon scanning
- Effective preparation and response to HAI outbreaks and incidents

- Supporting the ongoing development of a confident, knowledgeable and competent IPC workforce in collaboration with NHS Education for Scotland
- Enabling good professional practice
- Research and innovation to provide evidence for action
- Develop and maintain national evidence-based IPC guidance for Scotland
-

APPENDIX D - A CHRONOLOGY OF KEY DATES CONCERNING THE WORK OF THE NHS NSS IN RESPECT OF THE ISSUES SET OUT IN THE PROVISIONAL OUTLINE FOR SCOPE OF MODULE 5

Date	Key Activity	Description	Business Area
20 th January 2020	PPE distributed to GPs from pandemic stockpile	An initial push for Fluid Resistant Surgical masks from the national stockpile to GP practices over week commencing 20th January and week commencing 26th January as requested by the Resilience Unit GB/088 - INQ000291607 and GB/089 - INQ000320474 (EPRR Division, Scottish Government) from the national pandemic stockpile GB/092 - INQ000320473 . GB/90 - INQ000502542 .	PPE
31 st January 2020	FFP3 mask review	First review of FFP3 stock volumes held by National Procurement on behalf of Scottish Government.	PPE
31 st January 2020	National PPE Oversight Group (WN-COV Chain Supply Cell) established	National Procurement and Health Protection Scotland colleagues attended this meeting, along with representation from Public Health England, Scottish Government, Devolved Administrations (DA). The focus was on PPE stockpile throughout the UK and sharing knowledge.	PPE
10 th March 2020	SARS-COV2 Diagnostics Group	National Procurement attended already established SARS-COV2 Diagnostics Group The group were to consider how testing for SARS-COV-2 can be rolled out and outlined initial testing requirements for NHS Diagnostic lab including potential testing platforms GB/269 - INQ000502558	Testing
10 th March 2020	COVID-19 Testing Scottish Microbiology and Virology Network (SMVN)	Subgroup of National Laboratory Programme established to review COVID-19 testing capacity, availability of equipment and consumables.	Testing
10 th March 2020	First delivery of Scottish Allocation of the 4 nations PCR VTM swab sample	First receipt from Medical Wire Equipment of PCR VTM Swab Sample Testing Kit was received into NDC 10.03.20 x	Testing

	kits received by National Distribution Centre	5000pcs, ongoing allocation of 6,250 pcs per week continued.	
16 th March 2020	Participation in Scottish Government COVID-19 ICU Expansion Group	This team led on all ICU expansion work taking the Level 3 ICU bed capacity from 183 > 714 beds. The team also co-ordinated consumables shortage supply and storage and distribution of ICU equipment from Dava Street before it transferred to Titan	Medical Equipment
17 th March 2020	PPE provided to wider health and social care	Scottish Government approved the release of PPE stocks to social care in early March GB/096 – INQ000320480 and the 'stock of last resort' emergency back-up service was put in place GB/270 - INQ000502543	PPE
19 th March 2020	Scottish PPE manufacturing	Calls began with the Scottish Government, NSS, NHSS & other agencies to develop Scottish PPE manufacturing	PPE
19 th March 2020	Social care PPE helpline	NHS NSS sets up social care helpline to triage urgent requests for PPE	PPE
21 st March 2020	First issue of the PPE Daily Stock Bulletin	To address concerns over the availability of PPE against a backdrop of significant national media stories causing anxiety and concern, National Procurement created a daily stock bulletin which was circulated to a broad range of stakeholders for local use and to cascade. The first bulletin was issued on 21 st March 2020 providing information on stock and inbound orders. By end of March 2020, the bulletin (issue 8) included information on stock supplied to Acute, Primary Care and Social Care from the national pandemic stockpile, together with the stock and inbound supply updates GB/097 – INQ000320491 .	PPE
27 th March 2020	Single Point of Contact (SPOC) PPE Oversight Group established	SPOC established as a forum to address PPE issues at NHS board-level	PPE
28 th March 2020	NHS Louisa Jordon procurement	Contracts were awarded over the next 2 -3 weeks.	

	contracts started being awarded		
30 th March 2020	First Minister announced plan to open temporary field hospital	The Scottish Event Campus (SEC) would be transformed into a temporary hospital to provide surge capacity as resilience and contingency for NHSS in response to the COVID-19 pandemic.	Louisa Jordon
March	Revised SLA between NHS NSS and Scottish Government	A revised SLA was established with Scottish Government to update the authority delegated to National Procurement to purchase and issue stock supplies GB/141 – INQ000320482 .	PPE
1 st April 2020	Additional ventilators delivered to NHS GG&C	First 10 additional ventilators delivered to NHS GG&C	Medical Equipment
9 th April 2020	Dava Street warehouse operational	The new 10,000 square feet of space was made available to provide suitable conditions (capacity and environment) for supporting the storing and distribution of critical items to NHS Scotland Boards. Logistics and other staff from our NDC worked within the new facility to support the operation with their expertise, further supported by our dedicated specialist contractor Business Moves Group	Medical Equipment
17 th April 2020	First volume shipment of Scottish procured Surgical Masks, ICU equipment and PCR Swab sample kits arrives from China into Prestwick Airport	This was a collective effort involving multiple partners working together, NHS NSS, Scottish Enterprise and Scottish Government.	Testing
19 th April 2020	One week's supply of PPE to all care homes in Scotland	Cabinet Secretary for Health and Sport confirmed that Scotland's adult care homes would each receive a direct delivery of the main PPE items, these included masks, gloves and aprons.	PPE
27 th April 2020	Social Care Distribution Hub Network established	National Procurement set up 48 regional hubs across Scotland to manage PPE distribution and stock replenishment to all Scotland's Local Authorities and social care settings GB/143 – INQ000320479 .	PPE

		The hubs received PPE from National Procurement and Scottish Government, which was then distributed to care homes and other social care providers by the Local Authorities. GB/271 - INQ000502545	
20 th April 2020	Louisa Jordon opens	The hospital was operationally ready to accept patients.	NHS Louisa Jordon
17 th April 2020	NHSScotland Supply Offer Portal	An online portal using ServiceNow was created to automate and streamline the process of identifying suppliers' capabilities, such as the products they could supply, the quantities available, the compliance standards met, and the prices offered.	PPE
May 2020	COVID-19 pandemic medicines stockpile	Department of Health coordinated work to build a medicines stockpile to support responses to future waves of Covid-19. Scottish Government was responsible for policy decisions relating to Scotland's share of the stockpile. National Procurement operationally managed the stockpile, arranging the purchase of medicines which are stored at an outsourced pharmaceutical storage and distribution provider.	Medicines
1 st June 2020	ICU operations moved from Dava street to Titan		Medical Equipment
19 th June 2020	NHS Scotland Supply Offer Portal decommissioned		PPE
August 2020	Direct delivery to Dental, Optometric and Community Pharmacy Contractors - Logistics Pilot	A Logistic pilot programme undertaken to provide direct delivery of PPE to Optometry and Dental practices in the Lothian Health Board Area totalling 280 practices. GB/272 INQ000478491, GB/273 - INQ000483601, GB/274 - INQ000502556.	PPE
2 nd October 2020	First delivery of antiviral to a Scottish Hospital via NHS	The European Medicines Agency (EMA) authorised remdesivir (Veklury®) on 3 rd July 2020 following a centralised procedure. The first delivery of UK	Medicines

	NSS managed supply chain	Government procured stock to a Scottish hospital via a supply chain managed by NSS was 2 nd October 2020. Prior to this, the medicine was available from late May 2020 to Scottish hospitals via the 'Early Access to Medicines Programme' with Gilead managing the supply chain. NSS supported allocation of available supply within Scotland.	
November	Direct delivery of PPE to Dental, Optometric and Community Pharmacy Contractors expanded to 6 Health Boards	The direct delivery model was expanded based on the priority expressed by Health Boards. GB/275 - INQ000478490	PPE
30 th November 2020	First delivery of LFT Kits	The first LFT Kits shipment arrived into NDC from DHSC/UK Government.	Testing
2 nd December 2020	First LFT kits shipped directly to Scottish care homes.	First LFT kits shipped directly to Scottish care homes from LFT kit assembler Sykes, latterly known as Sitel in the Scottish Borders. Sitel managed the ongoing assembly and distribution of all PCR and LFT Testing Packs across all Scottish NHSS & H&SC sites on behalf of NHS NSS. GB/140 - INQ000481511	Testing
5 th December 2020	First delivery of Pfizer COVID-19 vaccine received in Scotland.	The MHRA approved Pfizer's COVID-19 vaccine for emergency use in the UK on 2 nd December 2020. The first delivery of UK government procured stock reached Scotland via an UKHSA commissioned distributor on 5 th December 2020.	Vaccinations
2 nd January 2021	First delivery of AstraZeneca COVID-19 vaccine received in Scotland	The MHRA approved AstraZeneca's COVID-19 vaccine for emergency use in the UK on 30 th December 2020. The first delivery of UK Government procured stock reached Scotland via an UKHSA commissioned distributor on 2 nd January 2021.	Vaccinations
January 2021	PCR testing kits	National Procurement worked closely with Scottish Enterprise to develop a new PCR test kit assembly and distribution supply solution with a company based in the Scottish Borders. Kit components where	Testing

		sourced from another company based in Scotland and a kitting service created the complete kits to be used by care home staff and prison staff.	
Feb 2021	Four nation protocol formalised	A four nation's protocol was established to cover PPE procurement between Scottish Government, UK and the other devolved authorities to confirm devolved authority responsibilities and maintain collaborative working GB/048 - INQ000320484, - GB/049 - INQ000320485 and GB/046 - INQ000320472.	PPE
5 th April 2021	First delivery of Moderna vaccine received in Scotland.	The MHRA approved Moderna's COVID-19 vaccine for emergency supply in the UK on 8 th January 2021. The first delivery of UK Government procured stock reached Scotland via an UKHSA commissioned distributor on 5 th April 2021.	Vaccinations
9 th December 2021	First delivery of antiviral molnupiravir received by a Scottish Health Board	First delivery of UK Government procured stock of molnupiravir (Lagevrio®) to a Scottish Health Board after authorisation by the MHRA on 4 th November 2021.	Anti-virals
17 th December 2021	First delivery of antiviral sotrovimab received by a Scottish Health Board	First delivery of UK Government procured stock of sotrovimab (Xevudy®) to a Scottish Health Board after authorisation by the MHRA on 2 nd December 2021	Anti-virals
3 rd March 2022	First delivery of antiviral nirmatrelvir / ritonavir received by a Scottish Health Board	First delivery of UK Government procured stock of nirmatrelvir / ritonavir (Paxlovid®) to a Scottish Health Board after authorisation by the MHRA on 31 st December 2021	Anti-virals
31 st March 2023	Provision of PPE to Social Care stopped		PPE
31 st March 2024	PPE to Dental, Optometric and Community Pharmacy Contractors primary stopped	The 'at no cost' PPE made available through PECOS online ordering portal to Dental, Optometric and Community Pharmacy Contractors stopped. GB/276 - INQ000502441	PPE

APPENDIX E – COVID-19 AWARD PACKS

Exhibit Number	INQ Number	File Name	Date of Document	Award Pack Reference
GB/277	INQ000471399	00011000 - NP5016-17D Microsoft year 3 award - signed.pdf	26/03/2020	NP5016
GB/278	INQ000471407	00011007 - DOF Approval.msg		NP865
GB/279	INQ000471408	00011008 - NP865 ext - signed.docx	20/05/2021	NP865
GB/280	INQ000471412	00011009 - NP865-10 Altona Assay - Contract Award Recommendation.docx	18/03/2020	NP865
GB/281	INQ000471413	00011010 - NP865-19 ext.docx	20/05/2021	NP865
GB/282	INQ000471418	00011012 - NPD Approval.msg	19/05/2021	NP865
GB/283	INQ000471426	00011018 - PCFD Approval - NP865-10 Altona Assay - Contract Award Recommendation.msg	26/03/2020	NP865
GB/284	INQ000471428	00011020 - PCFD Approval.msg	24/05/2021	NP865
GB/285	INQ000471431	00011022 - Request.msg	19/05/2021	NP865
GB/286	INQ000471436	00011024 - Stevie McLaughlin Delegate_Approval.msg	21/05/2021	NP865
GB/287	INQ000471721	00011558 - NSSCOVID-19 -130 John Graham Amendment - SIGNED.docx	17/04/2020	NSS COVID019 -130
GB/288	INQ000475734	00011690 - NSSCOVID-19 - 218 Cytosponge Delivery and Pathology Reporting Service.pdf	13/08/2020	NSS COVID019 -218
GB/153	INQ000476172	00011836 - NPD_delegate_Approval_extension.msg	19/05/2021	NSS COVID-10 -295
GB/289	INQ000471617	00011517 - NSSCOVID-19-004 Hand Sanitiser Multibrands 200ml_500ml - signed.docx	26/03/2020	NSS COVID-19 - 004

GB/290	INQ00047157 2	00011501 - CEO Approval COVID-19 -005 FFP3 Mask Award – Bunzl Healthcare.msg	30/03/2020	NSS COVID-19 - 005
GB/291	INQ00047157 4	00011502 - DoF Approval NSSCOVID-19 -005 FFP3 Mask Bunzl Healthcare.msg	29/03/2020	NSS COVID-19 - 005
GB/292	INQ00047157 7	00011505 - NPD Approval NSSCOVID-19 -005 FFP3 Mask Award – Bunzl Healthcare.msg	29/03/2020	NSS COVID-19 - 005
GB/293	INQ00047157 8	00011506 - NSSCOVID-19 -005 Bunzl FFP3 Signed.pdf	29/03/2020	NSS COVID-19 - 005
GB/294	INQ00047158 4	00011508 - NSSCOVID-19 -005 Contract Award COVID-19 Bunzl FFP3.docx	29/03/2020	NSS COVID-19 - 005
GB/295	INQ00047162 3	00011519 - PCF-D Approval NSSCOVID-19 -005 FFP3 Mask Award – Bunzl Healthcare.msg	29/03/2020	NSS COVID-19 - 005
GB/296	INQ00047162 5	00011521 - Request - NSSCOVID-19 -005 Approval - FFP3 Bunzl.msg	29/03/2020	NSS COVID-19 - 005
GB/256	INQ00047157 9	00011507 - NSSCOVID-19 -005 Contract Award COVID-19 Bunzl FFP3 Modification.docx	25/05/2021	NSS COVID-19 - 005 Modification
GB/297	INQ00047158 8	00011509 - NSSCOVID-19 -005 FFP3 Mask Award – Modification - signed.docx	25/05/2021	NSS COVID-19 - 005 Modification
GB/298	INQ00047159 3	00011510 - NSSCOVID-19 -006 FFP2 Respirators 3M - signed.pdf	29/03/2020	NSS COVID-19 - 006
GB/299	INQ00047159 4	00011511 - NSSCOVID-19 -007 Alpha 300k visors - signed.docx	29/03/2020	NSS COVID-19 - 007
GB/300	INQ00047159 6	00011512 - NSSCOVID-19 -008 Mental Health Service (cCBT) Award Document.docx	06/04/2020	NSS COVID-19 - 008
GB/301	INQ00047159 9	00011513 - NSSCOVID-19 -008 Mental Health Service (cCBT) Ext DRAFT NOT UTILISED.docx	14/05/2021	NSS COVID-19 - 008
GB/302	INQ00047161 4	00011516 - NSSCOVID-19 -009 Mental Health Service (ieCBT).docx	01/04/2020	NSS COVID-19 - 009
GB/303	INQ00047160 4	00011514 - NSSCOVID-19 -009 Mental Health Service (ieCBT) Extension final.docx	14/05/2021	NSS COVID-19 - 009 Extension
GB/304	INQ00047160 9	00011515 - NSSCOVID-19 -009 Mental Health Service (ieCBT) Extention.docx	14/05/2021	NSS COVID-19 - 009 Extension

GB/305	INQ000471619	00011518 - NSSCOVID-19-009 Mental Health Service (ieCBT) Extension - signed.docx	14/05/2021	NSS COVID-19 - 009 Extension
GB/306	INQ000471652	00011525 - NSSCOVID-19 -016 Ward Beds for SEC Hospital Award - signed.pdf	31/03/2020	NSS COVID-19 - 016
GB/307	INQ000471650	00011524 - NSSCOVID-19 -016 Mattresses for Ward Beds SEC Hospital Addition.docx	02/04/2020	NSS COVID-19 - 016 Addition
GB/308	INQ000471653	00011526 - NSSCOVID-19 -017 Ward Beds for SEC Hospital (Accora) - signed.docx	31/03/2020	NSS COVID-19 - 017
GB/309	INQ000471655	00011527 - NSSCOVID-19 -018 Calachem Hand Sanitiser - signed.docx	01/04/2020	NSS COVID-19 - 018
GB/310	INQ000471663	00011528 - NSSCOVID-19 -019 Face Visor Award Full Support - signed.pdf	31/03/2020	NSS COVID-19 - 019
GB/311	INQ000471664	00011529 - NSSCOVID-19 -020 Ward Furniture for SEC Hospital - signed.docx	01/04/2020	NSS COVID-19 - 020
GB/312	INQ000471668	00011531 - NSSCOVID-19 -021 SEC Hospital Danicentres Daniels - signed.docx	01/04/2020	NSS COVID-19 - 021
GB/313	INQ000471666	00011530 - NSSCOVID-19 -022 Face Fit Testing Training - signed.docx	01/04/2020	NSS COVID-19 - 022
GB/314	INQ000471670	00011532 - HSSC Approval - Re Urgent NSSCOVID-19 -023 FFP3 masks. v3.msg	02/04/2020	NSS COVID-19 - 023
GB/315	INQ000471671	00011533 - NSSCOVID-19 -023 FFP3 masks. v3 - signed.docx	01/04/2020	NSS COVID-19 - 023
GB/316	INQ000471673	00011534 - NSSCOVID-19 -024 Drip Stands for SEC Hospital Signed.docx	01/04/2020	NSS COVID-19 - 024
GB/317	INQ000471675	00011535 - NSSCOVID-19 -025 Overbed Tables for SEC Hospital Signed.docx	01/04/2020	NSS COVID-19 - 025
GB/318	INQ000471810	00011597 - NSSCOVID-19 Contract Award - 4 Nations Type II R.pdf	20/04/2020	NSS COVID-19 [XXX SSGov will assign]
GB/319	INQ000476420	00011908 - NSSCOVID-19 -010 Secure Digital Video Service.docx	07/04/2020	NSS COVID-19 -010
GB/320	INQ000476412	00011905 - HSSC Approval NSSCOVID-19 -015 - increased shipping costs extra £12k.msg	07/04/2020	NSS COVID-19 -015

GB/321	INQ00047644 0	00011914 - NSSCOVID-19-015 PCR Testing Kits - Viral Sampling Kits - signed V2.docx	30/03/2020	NSS COVID-19 -015
GB/322	INQ00047168 0	00011538 - NSSCOVID-19 -026 Lockers Stacking Chairs for SEC Hospital Signed.docx	01/04/2020	NSS COVID-19 -026
GB/323	INQ00047167 8	00011537 - NSSCOVID-19 -027 Blood Gas Analysers for SEC Hospital - signed.docx	01/04/2020	NSS COVID-19 -027
GB/324	INQ00047168 2	00011539 - NSSCOVID-19 -028 Ward Beds for SEC Hospital (Innova) - signed.docx	01/04/2020	NSS COVID-19 -028
GB/325	INQ00047168 4	00011540 - NSSCOVID-19 -029 Ward Beds for SEC Hospital (Langstane) - signed.docx	01/04/2020	NSS COVID-19 -029
GB/326	INQ00047168 6	00011541 - NSSCOVID-19 -030 Flowmeters & Suction Regulators for SEC Hospital - Signed.docx	01/04/2020	NSS COVID-19 -030
GB/327	INQ00047168 8	00011542 - NSSCOVID-19 -031 Urine Analysers for SEC Hospital - signed.docx	01/04/2020	NSS COVID-19 -031
GB/328	INQ00047169 0	00011543 - NSSCOVID-19 -032 Stools for SEC Hospital - Signed.docx	01/04/2020	NSS COVID-19 -032
GB/329	INQ00047169 2	00011544 - NSSCOVID-19 -033 Spot Monitors for SEC Hospital - signed.docx	01/04/2020	NSS COVID-19 -033
GB/330	INQ00047169 4	00011545 - NSSCOVID-19 -034 ECG Machines for SEC Hospital - signed.docx	02/04/2020	NSS COVID-19 -034
GB/331	INQ00047649 5	00011945 - DOF Approval V3 Re Amendment - NSSCOVID-19 -037 Virus Collection & Transport Kit.msg	21/05/2020	NSS COVID-19 -037
GB/332	INQ00047650 7	00011950 - HSSC Approval.msg	07/04/2020	NSS COVID-19 -037
GB/333	INQ00047654 9	00011954 - NPD Approval V3RE Amendment - NSSCOVID-19 -037 Virus Collection & Transport Kit.msg	21/05/2020	NSS COVID-19 -037
GB/334	INQ00047655 4	00011959 - NSSCOVID-19 -037 Virus Collection Transport Kit signed.docx	02/04/2020	NSS COVID-19 -037
GB/335	INQ00047655 7	00011960 - NSSCOVID-19 -037 Virus Collection Transport Kit V2b.docx	02/04/2020	NSS COVID-19 -037
GB/336	INQ00047655 9	00011961 - NSSCOVID-19 -037 Virus Collection Transport Kit V3 - increased quantity.docx	02/04/2020	NSS COVID-19 -037

GB/337	INQ00047656 2	00011962 - NSSCOVID-19 -037 Virus Collection Transport Kit v3.docx	02/04/2020	NSS COVID-19 -037
GB/338	INQ00047656 6	00011963 - NSSCOVID-19 -037 Virus Collection Transport Kit V4 - increased quantity.docx	02/04/2020	NSS COVID-19 -037
GB/339	INQ00047656 9	00011964 - NSSCOVID-19 -037 Virus Collection & Transport Kit v10 26.10.2020.docx	26/10/2020	NSS COVID-19 -037
GB/340	INQ00047660 8	00011965 - NSSCOVID-19 -037 Virus Collection & Transport Kit v6.docx	02/04/2020	NSS COVID-19 -037
GB/341	INQ00047661 1	00011966 - NSSCOVID-19 -037 Virus Collection & Transport Kit v7 06.05.2020.docx	02/04/2020	NSS COVID-19 -037
GB/342	INQ00047661 4	00011967 - NSSCOVID-19 -037 Virus Collection & Transport Kit v8 19.05.2020.docx	02/04/2020	NSS COVID-19 -037
GB/343	INQ00047664 9	00011968 - NSSCOVID-19 -037 Virus Collection & Transport Kit v9 20.05.2020.docx	02/04/2020	NSS COVID-19 -037
GB/344	INQ00047676 5	00011996 - PCF-D Approval V3Re Amendment - NSSCOVID-19 -037 Virus Collection & Transport Kit.msg	21/05/2020	NSS COVID-19 -037
GB/345	INQ00047677 3	00012003 - Request - NSSCovid-19-37 ready to be issued for approval.msg	07/04/2020	NSS COVID-19 -037
GB/346	INQ00047687 8	00012035 - NSSCOVID-19 -056 Patient trolleys for SEC Hospital - signed.docx	04/04/2020	NSS COVID-19 -056
GB/347	INQ00047701 5	00012085 - SEC DOF approval - Re Urgent NSSCOVID-19 -056 Patient trolleys for SEC Hospital.msg	06/04/2020	NSS COVID-19 -056
GB/348	INQ00047668 4	00011969 - NSSCOVID-19 -057 RiserRecliner Chairs for SEC Hospital - signed.docx	04/04/2020	NSS COVID-19 -057
GB/349	INQ00047688 0	00012036 - NSSCOVID-19 -057 RiserRecliner Chairs for SEC Hospital - signed.docx	04/04/2020	NSS COVID-19 -057
GB/350	INQ00047688 2	00012037 - NSSCOVID-19 -058 Pulse Oximeters for SEC Hospital - signed.docx	04/04/2020	NSS COVID-19 -058
GB/351	INQ00047701 3	00012083 - SEC DOF Approval - Re Urgent Emailing NSSCOVID-19 -058 Pulse Oximeters for SEC Hospital.msg	06/04/2020	NSS COVID-19 -058
GB/352	INQ00047688 4	00012038 - NSSCOVID-19 -059 800000 Face shields Alpha Solway - signed.docx	04/04/2020	NSS COVID-19 -059

GB/353	INQ000476886	00012039 - NSSCOVID-19 -060 Ward Cleaning Equipment for SEC Hospital - signed.docx	03/04/2020	NSS COVID-19 -060
GB/354	INQ000476888	00012040 - NSSCOVID-19 -061 Ward Cleaning Equipment for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -061
GB/355	INQ000476890	00012041 - NSSCOVID-19 -062 SEC Temporary Hospital NHS Louisa Jordan - signed.docx	04/04/2020	NSS COVID-19 -062
GB/356	INQ000476892	00012042 - NSSCOVID-19 -062 SEC Temporary Hospital NHS Louisa Jordan - signed1.docx	04/04/2020	NSS COVID-19 -062
GB/357	INQ000477016	00012086 - SEC DOF Approval Re Urgent NSSCOVID-19 -062 SEC Temporary Hospital NHS Louisa Jordan.msg	06/04/2020	NSS COVID-19 -062
GB/358	INQ000477017	00012087 - SEC DOF Approval Re Urgent NSSCOVID-19 -062 SEC Temporary Hospital NHS Louisa Jordan1.msg	06/04/2020	NSS COVID-19 -062
GB/359	INQ000476894	00012043 - NSSCOVID-19 -063 SEC Temporary Hospital NHS Louisa Jordan - signed.docx	04/04/2020	NSS COVID-19 -063
GB/360	INQ000476896	00012044 - NSSCOVID-19 -064 SEC Temporary Hospital NHS Louisa Jordan - signed.docx	04/04/2020	NSS COVID-19 -064
GB/361	INQ000476898	00012045 - NSSCOVID-19 -065 SEC Temporary Hospital NHS Louisa Jordan - signed.docx	04/04/2020	NSS COVID-19 -065
GB/362	INQ000476900	00012046 - NSSCOVID-19 -066 SEC Temporary Hospital NHS Louisa Jordan - signed.docx	04/04/2020	NSS COVID-19 -066
GB/363	INQ000476902	00012047 - NSSCOVID-19 -067 Infusion sets B Braun Contract Award COVID-19.docx	06/04/2020	NSS COVID-19 -067
GB/364	INQ000476904	00012048 - NSSCOVID-19 -068 Loan of Mobile x-ray & purchas - signed.docx	06/04/2020	NSS COVID-19 -068
GB/365	INQ000476906	00012049 - NSSCOVID-19 -069 Trolleys for SEC Hospital.docx	06/04/2020	NSS COVID-19 -069
GB/366	INQ000476686	00011970 - NSSCOVID-19 -070 Ventilators Eden Med Contract Award COVID-19 - signed.docx	06/04/2020	NSS COVID-19 -070
GB/367	INQ000476908	00012050 - NSSCOVID-19 -071 ICU Ventilators Draeger.pdf	09/04/2020	NSS COVID-19 -071

GB/368	INQ000476956	00012077 - NSSCOVID19088_CEO Approval.msg	16/09/2020	NSS COVID-19 -071, 073, 074, 078, 088, 103, 104, 126, 176
GB/369	INQ000476484	00011943 - CEO Approval.msg	16/09/2020	NSS COVID-19 -071, -073, -074, -078, -088, -103, -104, -126, -176
GB/370	INQ000476830	00012031 - CEO Approval.msg	16/09/2020	NSS COVID-19 -071, 073, 074, 078, 103, 104, 126, 176
GB/371	INQ000476909	00012051 - NSSCOVID-19 -072 Renal Replacement therapy Baxter Contract Award COVID-19.docx	14/04/2020	NSS COVID-19 -072
GB/372	INQ000476911	00012052 - NSSCOVID-19 -073 Ventilators Nihon Khoden.pdf	14/04/2020	NSS COVID-19 -073
GB/373	INQ000476912	00012053 - NSSCOVID-19 -074 Combi Cable B Braun.pdf	08/04/2020	NSS COVID-19 -074
GB/374	INQ000476913	00012054 - NSSCOVID-19 -075 Renal Replacement therapy Fresenius Contract Award COVID-19.docx	14/04/2020	NSS COVID-19 -075
GB/375	INQ000476915	00012055 - NSSCOVID-19 -076 Docking station BD Contract Award COVID-19 - signed.docx	08/04/2020	NSS COVID-19 -076
GB/376	INQ000476917	00012056 - NSSCOVID-19 -077 Ultrasounds Fujifilm Sonosite - signed.pdf	14/04/2020	NSS COVID-19 -077
GB/377	INQ000476918	00012057 - NSSCOVID-19 -078 Monitors Philips.pdf	14/04/2020	NSS COVID-19 -078
GB/378	INQ000476919	00012058 - NSSCOVID-19 -079 Ventilators Vyaire Contract Award COVID-19 - signed.docx	09/04/2020	NSS COVID-19 -079
GB/379	INQ000476921	00012059 - NSSCOVID-19 -080 Ventilators Philips.docx	14/04/2020	NSS COVID-19 -080
GB/380	INQ000476923	00012060 - NSSCOVID-19 -083 Ventilators Mindray - signed.docx	14/04/2020	NSS COVID-19 -083
GB/381	INQ000476925	00012061 - NSSCOVID-19 -085 Syringe Pumps Smiths - signed.docx	09/04/2020	NSS COVID-19 -085
GB/382	INQ000476927	00012062 - NSSCOVID-19 -088 Ventilators Draeger.pdf	09/04/2020	NSS COVID-19 -088

GB/383	INQ000476928	00012063 - NSSCOVID-19 -089 Privacy Screens for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -089
GB/384	INQ000477014	00012084 - SEC DOF Approval - Re Urgent NSSCOVID-19 -089 Privacy Screens for SEC Hospital.msg	06/04/2020	NSS COVID-19 -089
GB/385	INQ000476930	00012064 - NSSCOVID-19 -090 Patient trolley Dialregs for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -090
GB/386	INQ000476932	00012065 - NSSCOVID-19 -091 Ward Cleaning Equipment for SEC Hospital - SIGNED.docx	03/04/2020	NSS COVID-19 -091
GB/387	INQ000476934	00012066 - NSSCOVID-19 -092 Chart board and Master keys for SEC Hospital - signed.docx	04/04/2020	NSS COVID-19 -092
GB/388	INQ000476936	00012067 - NSSCOVID-19 -093 Ward Racking for SEC Hospital – Installation Cos - signed.docx	06/04/2020	NSS COVID-19 -093
GB/389	INQ000476938	00012068 - NSSCOVID-19 -094 Hoists for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -094
GB/390	INQ000476941	00012069 - NSSCOVID-19 -095 Transfer aid for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -095
GB/391	INQ000476943	00012070 - NSSCOVID-19 -096 CR Sets for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -096
GB/392	INQ000476945	00012071 - NSSCOVID-19 -097 SEC Temporary Hospital NHS Louisa Jordan - signed.docx	06/04/2020	NSS COVID-19 -097
GB/393	INQ000476947	00012072 - NSSCOVID-19 -098 Concealment trolley for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -098
GB/394	INQ000476949	00012073 - NSSCOVID-19 -099 Ward Equipment for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -099
GB/395	INQ000476951	00012074 - NSSCOVID-19 -100 Glucose Monitors for SEC Hospital - signed.docx	06/04/2020	NSS COVID-19 -100
GB/396	INQ000476953	00012075 - NSSCOVID-19 -101 Ward Equipment for SEC Hospital - signed.docx	07/04/2020	NSS COVID-19 -101
GB/397	INQ000476688	00011971 - NSSCOVID-19 -102 covid19 commercial testing - Contract Award Recommendation_full.docx	11/03/2020	NSS COVID-19 -102
GB/398	INQ000476689	00011972 - NSSCOVID-19 -102 Supply, installation of equipment for SARS-CoV2 Testing.docx	18/11/2020	NSS COVID-19 -102

GB/399	INQ000476955	00012076 - NSSCOVID-19 -103 CPAP Consumables.pdf	07/04/2020	NSS COVID-19 -103
GB/400	INQ000476499	00011948 - Extension Request.msg	09/09/2020	NSS COVID-19 -104
GB/401	INQ000476551	00011956 - NPD Extension Approval.msg	24/09/2020	NSS COVID-19 -104
GB/402	INQ000476552	00011957 - NPD Extension request.msg	14/09/2020	NSS COVID-19 -104
GB/403	INQ000476693	00011973 - NSSCOVID-19 -104 NHS NSS Triage Centre for Social Care Supplies Extension Sept 20 v2 ext- signed.docx	09/09/2020	NSS COVID-19 -104
GB/404	INQ000476698	00011974 - NSSCOVID-19 -104 NHS NSS Triage Centre for Social Care Supplies.pdf	07/04/2020	NSS COVID-19 -104
GB/405	INQ000476787	00012009 - Steven MCWilliams Updated Document 23.09.20.msg	23/09/2020	NSS COVID-19 -104
GB/406	INQ000476699	00011975 - NSSCOVID-19 -105 Hospital Beds and Mattresses Contract Award COVID-19 - signed.docx	07/04/2020	NSS COVID-19 -105
GB/407	INQ000476799	00012014 - DoF Approval NSSCOVID-19 -106 Face Visor Award- Full Support.msg	07/04/2020	NSS COVID-19 -106
GB/408	INQ000476801	00012016 - NPD Approval NSSCOVID-19 -106 Face Visor Award- Full Support.msg	07/04/2020	NSS COVID-19 -106
GB/409	INQ000476802	00012017 - NSSCOVID-19 -106 Face Visor Award- Full Support.docx	07/04/2020	NSS COVID-19 -106
GB/410	INQ000476804	00012018 - NSSCOVID-19 -106 Face Visor Award- Full Support.pdf	07/04/2020	NSS COVID-19 -106
GB/411	INQ000476814	00012024 - PCF-D Approval NSSCOVID-19 -106 Face Visor Award- Full Support.msg	07/04/2020	NSS COVID-19 -106
GB/412	INQ000476701	00011976 - NSSCOVID-19 -107 VG70 Ventilator (EU-UK) Contract Award COVID-19.pdf	07/04/2020	NSS COVID-19 -107
GB/413	INQ000471696	00011546 - NSSCOVID-19 -108 General Textiles & Bedd - signed.docx	07/04/2020	NSS COVID-19 -108
GB/414	INQ000475808	00011718 - SEC DoF Approval NSSCOVID-19 -109 Portable x-ray units for SEC Hospital.msg	07/04/2020	NSS COVID-19 -109

GB/415	INQ000471698	00011547 - NSSCOVID-19 -110 Agilia SP Fresenius Contract Award COVID-19 - signed.docx	09/04/2020	NSS COVID-19 -110
GB/416	INQ000471700	00011548 - NSSCOVID-19 -111 Monitors Mindray - signed.docx	09/04/2020	NSS COVID-19 -111
GB/417	INQ000471702	00011549 - NSSCOVID-19 -112 General Textiles & Bedding - signed.docx	09/04/2020	NSS COVID-19 -112
GB/418	INQ000471704	00011550 - NSSCOVID-19 -113 SEC FOOD and LSS Cleaning - signed.docx	17/04/2020	NSS COVID-19 -113
GB/419	INQ000471728	00011563 - SEC DoF NSSCOVID-19 -113 SEC FOOD and LSS Cleaning.msg	17/04/2020	NSS COVID-19 -113
GB/420	INQ000476702	00011977 - NSSCOVID-19 -114 Laundry & Linen NHS Louisa Jordan Ver 2 - signed.docx	16/12/2020	NSS COVID-19 -114
GB/421	INQ000476784	00012006 - SEC DOF Approval V2.msg	18/02/2021	NSS COVID-19 -114
GB/422	INQ000471706	00011551 - NSSCOVID-19 -115 Security for NHS Louisa Jordan - signed.docx	13/04/2020	NSS COVID-19 -115
GB/423	INQ000471709	00011552 - NSSCOVID-19 -116 SECC Temporary Hospital NHS Louisa Jordan - signed.docx	10/04/2020	NSS COVID-19 -116
GB/424	INQ000471711	00011553 - NSSCOVID-19 -117 SECC Temporary Hospital NHS Louisa Jordan - signed.docx	10/04/2020	NSS COVID-19 -117
GB/425	INQ000471713	00011554 - NSSCOVID-19 -118 SECC Temporary Hospital NHS Louisa Jordan - signed.docx	09/04/2020	NSS COVID-19 -118
GB/426	INQ000471715	00011555 - NSSCOVID-19 -119 FFP2 FFP3 Masks - signed.docx	13/04/2020	NSS COVID-19 -119
GB/427	INQ000471718	00011556 - NSSCOVID-19 -122 Chart and Medicine Trolleys for SEC Hospital - signed.docx	15/04/2020	NSS COVID-19 -122
GB/428	INQ000471725	00011560 - SEC Dof approval - Re Urgent Emailing NSSCOVID-19 -122 Chart and Medicine Trolleys for SEC Hospital.msg	15/04/2020	NSS COVID-19 -122
GB/429	INQ000471720	00011557 - NSSCOVID-19 -123 Hand Sanitiser 500ml (Orb) - signed.pdf	15/04/2020	NSS COVID-19 -123
GB/430	INQ000471748	00011573 - NSSCOVID-19 -124 New Mask Production in Scotland Alpha Solway - signed.docx	15/04/2020	NSS COVID-19 -124

GB/431	INQ00047175 2	00011574 - NSSCOVID-19 -125 Test Kit Abbott Diabetes - signed.docx	11/03/2020	NSS COVID-19 -125
GB/432	INQ00047175 6	00011575 - NSSCOVID-19 125a Test Kit Abbott Diabetes signed.docx	11/03/2020	NSS COVID-19 -125A
GB/433	INQ00047176 0	00011576 - NSSCOVID-19 -126 CME Syringe T34 CME Syringe T34 Pump Kit (duplication of Award 176.pdf	15/04/2020	NSS COVID-19 -126
GB/434	INQ00047679 6	00012012 - CEO Approval NSSCOVID-19-127 Type 2 R.msg	17/04/2020	NSS COVID-19 -127
GB/435	INQ00047679 8	00012013 - DoF - Price Amendment NSSCOVID-19-127 Type 2 R.msg	17/04/2020	NSS COVID-19 -127
GB/436	INQ00047680 0	00012015 - NPD - Price Amendment NSSCOVID-19-127 Type 2 R.msg	17/04/2020	NSS COVID-19 -127
GB/437	INQ00047680 5	00012019 - NSSCOVID-19 -127 Type 2 (Type 2 R) 20m Ver 3.pdf	13/04/2020	NSS COVID-19 -127
GB/438	INQ00047681 6	00012026 - PCF-D Price Amendment NSSCOVID-19-127 Type 2 R.msg	17/04/2020	NSS COVID-19 -127
GB/439	INQ00047681 7	00012027 - Price Amendment NSSCOVID-19 -127 Type 2 (Type 2 'R') 20m.msg	17/04/2020	NSS COVID-19 -127
GB/440	INQ00047670 6	00011978 - NSSCOVID-19 -128 PCR Kit and Equipment BD - signed.docx	16/04/2020	NSS COVID-19 -128
GB/441	INQ00047670 9	00011979 - NSSCOVID-19 -128A PCR Kit and Equipment BD - signed Final.docx	21/07/2021	NSS COVID-19 -128a
GB/442	INQ00047671 2	00011980 - NSSCOVID-19 -129 Testing Node Kit Thermo Fisher - signed.docx	16/04/2020	NSS COVID-19 -129
GB/443	INQ00047172 6	00011561 - SEC DoF Approval NSSCOVID-19-130 NHS Louisa Jordan.msg	17/04/2020	NSS COVID-19 -130
GB/444	INQ00047176 1	00011577 - NSSCOVID-19 -131 Emergency Remote Monitoring Services - signed.docx	08/05/2020	NSS COVID-19 -131
GB/445	INQ00047176 6	00011578 - NSSCOVID-19 -131 Emergency Remote Monitoring Services Ext - signed.docx	14/05/2021	NSS COVID-19 -131
GB/446	INQ00047172 3	00011559 - NSSCOVID-19 -132 Hand Sanitiser 500ml (Trichem) - signed.docx	17/04/2020	NSS COVID-19 -132

GB/447	INQ00047177 2	00011579 - NSSCOVID-19 -133 Provision of 2 million Safety Goggles - Full Support.pdf	17/04/2020	NSS COVID-19 -133
GB/448	INQ00047177 3	00011580 - NSSCOVID-19 -134 Mauvework visors 50000 - signed.docx	20/04/2020	NSS COVID-19 -134
GB/449	INQ00047177 5	00011581 - NSSCOVID-19 -134a Mauvework visors 200,000 - Signed.docx	12/05/2020	NSS COVID-19 -134a
GB/450	INQ00047177 8	00011582 - NSSCOVID-19 -134b Mauvework visors 156,000 - signed.docx	21/05/2020	NSS COVID-19 -134b
GB/451	INQ00047178 1	00011583 - NSSCOVID-19 -135 Provision of 300000 Isolation gowns Fast Aid.pdf	20/04/2020	NSS COVID-19 -135
GB/452	INQ00047178 2	00011584 - NSSCOVID-19 -136 Oxygen Concentrators DOLBY VIVISOL - signed.docx	20/04/2020	NSS COVID-19 -136
GB/453	INQ00047178 4	00011585 - NSSCOVID-19 -136A Oxygen Concentrators DOLBY VIVISOL signed NPD.docx	17/08/2021	NSS COVID-19 -136a
GB/454	INQ00047174 6	00011571 - HSSC NSSCOVID-19 -137 Aprons – Multiple UK Sources - Pandemic.msg	20/04/2020	NSS COVID-19 -137
GB/455	INQ00047178 8	00011586 - NSSCOVID-19 -137 Aprons – Multiple UK Sources - Pandemic - signed.docx	20/04/2020	NSS COVID-19 -137
GB/456	INQ00047179 0	00011587 - NSSCOVID-19 -139 Hand Sanitiser 500ml (Beauty Kitchen) - signed.docx	21/04/2020	NSS COVID-19 -139
GB/457	INQ00047179 2	00011588 - NSSCOVID-19 -140 General Textiles Bedding (003).pdf	22/04/2020	NSS COVID-19 -140
GB/458	INQ00047179 3	00011589 - NSSCOVID-19 -141 Provision of 30,000 Isolation gowns.docx	21/04/2020	NSS COVID-19 -141
GB/459	INQ00047179 5	00011590 - NSSCOVID-19 -142 Hand Sanitiser Bulk - CalaChem - signed.docx	23/04/2020	NSS COVID-19 -142
GB/460	INQ00047179 7	00011591 - NSSCOVID-19 -143 Provision of 600000 Safety Goggles Trespass.pdf	21/04/2020	NSS COVID-19 -143
GB/461	INQ00047179 8	00011592 - NSSCOVID-19 -144 Private Healthcare BMI extension - signed.docx	11/11/2020	NSS COVID-19 -144
GB/462	INQ00047180 2	00011593 - NSSCOVID-19 -144 Private Healthcare v2 - signed.docx	20/04/2020	NSS COVID-19 -144

GB/463	INQ000471804	00011594 - NSSCOVID-19 -144 Private Healthcare.DOCX	24/04/2020	NSS COVID-19 -144
GB/464	INQ000471806	00011595 - NSSCOVID-19 -146 100ml Hand Sanitiser Bottles (Efinity Labs) - signed.docx	24/04/2020	NSS COVID-19 -146
GB/465	INQ000471808	00011596 - NSSCOVID-19 -147 Provision of 33,000 Non-Sterile gowns signed.docx	27/04/2020	NSS COVID-19 -147
GB/466	INQ000475960	00011764 - NSSCOVID-19 -148 Private Healthcare - (Nuffield) Extension - signed.docx	11/11/2020	NSS COVID-19 -148
GB/467	INQ000475964	00011765 - NSSCOVID-19 -148 Private Healthcare (Nuffield Health Glasgow Hospital) - signed.docx	28/04/2020	NSS COVID-19 -148
GB/468	INQ000475949	00011760 - COVID-19 -149 Northern Ray (Corrigendum) (002) signed.docx	02/06/2020	NSS COVID-19 -149
GB/469	INQ000475966	00011766 - NSSCOVID-19 -149 Provision of 4,500,000 Disposable Aprons – Northern Ray.docx	28/04/2020	NSS COVID-19 -149
GB/470	INQ000476002	00011783 - Request 2 NSSCOVID-19 -149 Provision of 4 500 000 Disposable Aprons – Northern Ray.msg	29/04/2020	NSS COVID-19 -149
GB/471	INQ000476005	00011784 - Request airfreight.msg	02/06/2020	NSS COVID-19 -149
GB/472	INQ000475968	00011767 - NSSCOVID-19 -150 Washable Aprons for Social Care - signed.docx	12/05/2020	NSS COVID-19 -150
GB/473	INQ000475970	00011768 - NSSCOVID-19 -152 Provision of 60,000 Isolation gowns – Fast Aid - signed.docx	29/04/2020	NSS COVID-19 -152
GB/474	INQ000475972	00011769 - NSSCOVID-19 -153 Provision of 100000 Type 5_6 Coveralls.pdf	24/04/2020	NSS COVID-19 -153
GB/475	INQ000475973	00011770 - NSSCOVID-19 -154 FES FM Limited provision operational phase - signed.docx	27/04/2020	NSS COVID-19 -154
GB/476	INQ000476008	00011785 - SEC DOF NSSCOVID-19 -154 FES FM Limited.msg	01/05/2020	NSS COVID-19 -154
GB/477	INQ000475975	00011771 - NSSCOVID-19 -155 Hand Sanitiser- Lion Safety - signed.docx	01/05/2020	NSS COVID-19 -155
GB/478	INQ000475956	00011763 - NSSCOVID-19 – 155a Hand Sanitiser Lion Safety signed.docx	31/08/2021	NSS COVID-19 -155a

GB/479	INQ00047597 7	00011772 - NSSCOVID-19 -156 Aprons 8.8 million APS.pdf	20/04/2020	NSS COVID-19 -156
GB/480	INQ00047597 8	00011773 - NSSCOVID-19 -158 Provision of 110,000 Non- Sterile gowns - signed.docx	01/05/2020	NSS COVID-19 -158
GB/481	INQ00047598 0	00011774 - NSSCOVID-19 -160 Serco Group provision through operational phase signed.docx	27/04/2020	NSS COVID-19 -160
GB/482	INQ00047600 9	00011786 - SEC DOF NSSCOVID-19 -160 Serco Group.msg	01/05/2020	NSS COVID-19 -160
GB/483	INQ00047594 8	00011759 - CEO URGENT!! NSSCOVID-19-161 Approval Paper - BPI (Aprons).msg	04/05/2020	NSS COVID-19 -161
GB/484	INQ00047599 7	00011780 - NSSCOVID-19-161 BPI - Aprons.pdf	02/05/2020	NSS COVID-19 -161
GB/485	INQ00047598 2	00011775 - NSSCOVID-19 -165 Logistics Support ICU Equipment and Consumables - signed.docx	08/05/2020	NSS COVID-19 -165
GB/486	INQ00047599 8	00011781 - NSSCOVID-19-166 Disposable Single Use Plastic Thumb Looped Apron - signed.docx	29/04/2020	NSS COVID-19 -166
GB/487	INQ00047598 3	00011776 - NSSCOVID-19 -167 Provision of 2,000,000 Disposable Aprons v2 - signed.docx	14/05/2021	NSS COVID-19 -167
GB/488	INQ00047595 1	00011761 - COVID-19-168 Contact Centre for Contact Tracing - signed.docx	19/05/2020	NSS COVID-19 -168
GB/489	INQ00047598 5	00011777 - NSSCOVID-19 -168 Contact Centre Service for Contact Tracing Ext.docx	14/05/2021	NSS COVID-19 -168
GB/490	INQ00047599 1	00011778 - NSSCOVID-19 -168A Vaccination Service Contact Centre - signed.docx	25/11/2020	NSS COVID-19 -168a
GB/491	INQ00047600 0	00011782 - NSSCOVID-19-168A Contact Vaccination Tracing final_signed.docx	06/06/2023	NSS COVID-19 -168a
GB/492	INQ00047599 6	00011779 - NSSCOVID-19 -169 Sterile Single Use Disposable Surgical Gown.pdf	10/04/2020	NSS COVID-19 -169
GB/493	INQ00047195 2	00011633 - NSSCOVID-19 -170 Non Sterile Single Use Disposable Gown.pdf	08/05/2020	NSS COVID-19 -170
GB/494	INQ00047195 3	00011634 - NSSCOVID-19 -171 NAT – Procleix SARS-CoV-2 Assay - signed.docx	18/05/2020	NSS COVID-19 -171

GB/495	INQ000471955	00011635 - NSSCOVID-19 -172 Trace Test Isolate and Support Extension Dec 20-signed.docx	22/12/2020	NSS COVID-19 -172
GB/496	INQ000471965	00011637 - NSSCOVID-19 -172 Trace, Test, Isolate and Support Extension Aug 20 - signed.docx	31/08/2020	NSS COVID-19 -172
GB/497	INQ000471960	00011636 - NSSCOVID-19 -172 Trace Test Isolate and Support V2 - SIGNED.docx	08/06/2020	NSS COVID-19 -172 v2
GB/498	INQ000471969	00011638 - NSSCOVID-19 -173 Re useable PPE gowns - signed.docx	20/05/2020	NSS COVID-19 -173
GB/499	INQ000471971	00011639 - NSSCOVID-19 -174 Contact Centre and Analytics Advisory Support - signed.docx	21/05/2020	NSS COVID-19 -174
GB/500	INQ000471975	00011640 - NSSCOVID-19 -175 Fresenius RRT Fluids.docx	27/04/2020	NSS COVID-19 -175
GB/501	INQ000471977	00011641 - NSSCOVID-19 -176 Pumps and Consumables BD.pdf	25/03/2020	NSS COVID-19 -176
GB/502	INQ000471978	00011642 - NSSCOVID-19 -177 Ventilators Northern Ray - signed.docx	24/03/2020	NSS COVID-19 -177
GB/503	INQ000471980	00011643 - NSSCOVID-19 -178 Armstrong Medical Co2 Absorbents - signed.docx	07/04/2020	NSS COVID-19 -178
GB/504	INQ000471982	00011644 - NSSCOVID-19 -179 Armstrong Medical - signed.docx	07/04/2020	NSS COVID-19 -179
GB/505	INQ000471882	00011612 - NSSCOVID-19 -180 Consumables Nihon Khoden - signed.docx	24/04/2020	NSS COVID-19 -180
GB/506	INQ000471884	00011613 - NSSCOVID-19 -181 Consumables BD - signed.docx	07/04/2020	NSS COVID-19 -181
GB/507	INQ000471886	00011614 - NSSCOVID-19 -182 Consumables Eden Medical - signed.docx	24/04/2020	NSS COVID-19 -182
GB/508	INQ000471888	00011615 - NSSCOVID-19 -183 Ventilators Maquet Servo I - signed.docx	25/05/2020	NSS COVID-19 -183
GB/509	INQ000471890	00011616 - NSSCOVID-19 -184 Water Management - signed.docx	20/05/2020	NSS COVID-19 -184
GB/510	INQ000471927	00011631 - SEC DoF Approval.msg	26/05/2020	NSS COVID-19 -184

GB/511	INQ00047189 2	00011617 - NSSCOVID-19 -185 Apheresis – Convalescent Plasma - signed.docx	26/05/2020	NSS COVID-19 -185
GB/512	INQ00047184 1	00011606 - COVID-19 -186 Surveillance Data Intelligence Consultancy - signed.docx	02/06/2020	NSS COVID-19 -186
GB/513	INQ00047184 8	00011607 - COVID-19 -186a Surveillance Data Intelligence Consultancy updated 30112020.docx	30/11/2020	NSS COVID-19 186a
GB/514	INQ00047189 4	00011618 - NSSCOVID-19 -189 Point of Care Testing - signed.docx	28/05/2021	NSS COVID-19 -189
GB/515	INQ00047189 9	00011619 - NSSCOVID-19 -189a Cephied Contract - signed.docx	21/10/2021	NSS COVID-19 -189a
GB/516	INQ00047614 6	00011824 - Approval_PCF-D.msg	02/11/2021	NSS COVID-19 -189a & 280a
GB/517	INQ00047187 9	00011609 - NSSCOVID-19 - 190 Provision of 18000000 Disposable Aprons (authorised).pdf	10/06/2020	NSS COVID-19 -190
GB/518	INQ00047190 5	00011620 - NSSCOVID-19 -191 Chlorine Disinfectant Tablets - signed.docx	12/05/2020	NSS COVID-19 -191
GB/519	INQ00047190 7	00011621 - NSSCOVID-19 -192 Hand Wash 500ml - signed.pdf	01/05/2020	NSS COVID-19 -192
GB/520	INQ00047190 8	00011622 - NSSCOVID-19 -192a Hand Wash 500ml signed.docx	18/08/2021	NSS COVID-19 -192a
GB/521	INQ00047191 2	00011623 - NSSCOVID-19 -193 Detergent Chlorine Tablets _Effervescent Chlorination Tablets ver 2 - signed.docx	24/06/2020	NSS COVID-19 -193
GB/522	INQ00047191 4	00011624 - NSSCOVID-19 -193a Detergent Chlorine Tablets Effervescent Chlorination Tablets signed.docx	31/08/2021	NSS COVID-19 -193a
GB/523	INQ00047191 8	00011625 - NSSCOVID-19 -194 Additional Warehouse Capacity at Euro Central.pdf	11/06/2020	NSS COVID-19 -194
GB/524	INQ00047188 0	00011610 - NSSCOVID-19 - 195 Type II R Mask signed.pdf	07/06/2020	NSS COVID-19 -195
GB/525	INQ00047188 1	00011611 - NSSCOVID-19 - 196 Non Sterile 6N Medical Examination Gloves (authorised).pdf	13/06/2020	NSS COVID-19 -196
GB/526	INQ00047183 7	00011604 - CEO Approval V2.msg	20/01/2021	NSS COVID-19 -197

GB/527	INQ000471840	00011605 - CEO Approval.msg	16/06/2020	NSS COVID-19 -197
GB/528	INQ000471919	00011626 - NSSCOVID-19 -197 Supply of Virus PCR Sample Solution (VPSS) (authorised).pdf	13/06/2020	NSS COVID-19 -197
GB/529	INQ000471920	00011627 - NSSCOVID-19 -197 Supply of Virus PCR Sample Solution (VPSS) V2.pdf	15/01/2021	NSS COVID-19 -197
GB/530	INQ000471925	00011629 - PCFD Approval V2.msg	18/01/2021	NSS COVID-19 -197
GB/531	INQ000471926	00011630 - PCFD Approval.msg	15/06/2020	NSS COVID-19 -197
GB/532	INQ000471921	00011628 - NSSCOVID-19 -198 Supply of Serology Antibody Tests for Abbot Platforms - signed.docx	18/11/2020	NSS COVID-19 -198
GB/533	INQ000476425	00011909 - NSSCOVID-19 -199 Supply of ELISA Serology Antibody Tests signed.docx	18/11/2020	NSS COVID-19 -199
GB/534	INQ000476806	00012020 - NSSCOVID-19 -200 Delivery of Covid-19 Testing From Commercial Labs.pdf	19/06/2020	NSS COVID-19 -200
GB/535	INQ000476815	00012025 - PCFD Approval.msg	23/06/2020	NSS COVID-19 -200
GB/536	INQ000476764	00011995 - NSSCOVID-19-200B Testing Partner Node PAJS.pdf	09/11/2020	NSS COVID-19 -200b
GB/537	INQ000476779	00012005 - Request- Partner Node Testing PAJS (Grants Distlerries).msg	09/11/2020	NSS COVID-19 -200b
GB/538	INQ000475735	00011691 - NSSCOVID-19 -201 Covid-19 Modifications to Mobile Breast Screening Units - signed.docx	17/06/2020	NSS COVID-19 -201
GB/539	INQ000475738	00011692 - NSSCOVID-19 -202 Scrubs v2 signed.pdf	25/06/2020	NSS COVID-19 -202
GB/540	INQ000475739	00011693 - NSSCOVID-19 -203 Mobilisation Portfolio Support - signed.docx	30/06/2020	NSS COVID-19 -203
GB/541	INQ000475743	00011694 - NSSCOVID-19 -203 Mobilisation Portfolio Support Extension - signed.docx	31/08/2020	NSS COVID-19 -203
GB/542	INQ000475747	00011695 - NSSCOVID-19 203a Mobilisation Support Additional Works - signed.docx	13/10/2021	NSS COVID-19 -203a

GB/543	INQ00047575 1	00011696 - NSSCOVID-19 -204 Health & Care Service Recovery Modelling - signed.docx	06/07/2020	NSS COVID-19 -204
GB/544	INQ00047575 5	00011697 - NSSCOVID-19 -205 Virtual Asynchronous Consultations (Dermatology) - signed.docx	15/07/2020	NSS COVID-19 -205
GB/545	INQ00047575 8	00011698 - NSSCOVID-19 -206 Non Sterile 6N Medical Examination Gloves.pdf	17/07/2020	NSS COVID-19 -206
GB/546	INQ00047575 9	00011699 - NSSCOVID-19 -207 Social Care Co-ordination Extension 120221 - signed.docx	12/02/2021	NSS COVID-19 -207
GB/547	INQ00047576 3	00011700 - NSSCOVID-19 -207 Social Care Co-ordination Extension 310820 - signed.docx	31/08/2020	NSS COVID-19 -207
GB/548	INQ00047576 7	00011701 - NSSCOVID-19 -207 Social Care Co-ordination Programme Management and Advisory Services v2 - signed.docx	23/07/2020	NSS COVID-19 -207
GB/549	INQ00047577 1	00011702 - NSSCOVID-19 -208 Capturing Lessons identified Covid 19 and Care Homes - signed.docx	24/07/2020	NSS COVID-19 -208
GB/550	INQ00047577 6	00011703 - NSSCOVID-19 -209 Non Sterile Medical Examination Gloves.pdf	29/07/2020	NSS COVID-19 -209
GB/551	INQ00047577 7	00011704 - NSSCOVID-19 -210 Non Sterile Medical Examination Gloves.pdf	29/07/2020	NSS COVID-19 -210
GB/552	INQ00047577 8	00011705 - NSSCOVID-19 -211 Proximity Tracing App(final 2) - signed.docx	30/07/2020	NSS COVID-19 -211
GB/553	INQ00047580 2	00011715 - NSSCOVID-19-211 Proximity Tracing App Extension - signed.docx	05/10/2021	NSS COVID-19 -211
GB/554	INQ00047578 4	00011706 - NSSCOVID-19 -212 6m FFP3 Respirators v2.pdf	28/07/2020	NSS COVID-19 -212
GB/555	INQ00047578 5	00011707 - NSSCOVID-19 -213 2m Face Visors v2.pdf	03/08/2020	NSS COVID-19 -213
GB/556	INQ00047578 6	00011708 - NSSCOVID-19 -214 232m Type IIR masks v2.pdf	03/08/2020	NSS COVID-19 -214
GB/557	INQ00047578 7	00011709 - NSSCOVID-19 -215 Hand Sanitiser - signed.docx	30/07/2020	NSS COVID-19 -215
GB/558	INQ00047578 9	00011710 - NSSCOVID-19 -216 Logistics services for NHS Louisa Jordan Hospital ext - signed.docx	18/05/2021	NSS COVID-19 -216

GB/559	INQ00047579 3	00011711 - NSSCOVID-19 -216 Logistics services for NHS Louisa Jordan Hospital ver 2 - signed.docx	28/07/2020	NSS COVID-19 -216
GB/560	INQ00047580 7	00011717 - SEC DOF Approval NSSCOVID-19 -216.msg	11/08/2020	NSS COVID-19 -216
GB/561	INQ00047579 6	00011712 - NSSCOVID-19 -217 FFP3 masks - signed.docx	11/08/2020	NSS COVID-19 -217
GB/562	INQ00047579 8	00011713 - NSSCOVID-19 -219 FFP3 mask order DHSC - signed.docx	13/08/2020	NSS COVID-19 -219
GB/563	INQ00047580 0	00011714 - NSSCOVID-19 -221 Portable x-ray units for SEC Hospital - signed.docx	07/04/2020	NSS COVID-19 -221
GB/564	INQ00047559 9	00011651 - NSSCOVID-19 -223 National Covid-19-instruments and Covid-19 test.docx	26/08/2020	NSS COVID-19 -223
GB/565	INQ00047560 1	00011652 - NSSCOVID-19 -223 National Covid-19-instruments and Covid-19 test.pdf	26/08/2020	NSS COVID-19 -223
GB/566	INQ00047560 2	00011653 - NSSCOVID-19 -224 Extended Flu and Covid Vaccination programme - signed.docx	28/08/2020	NSS COVID-19 -224
GB/567	INQ00047560 6	00011654 - NSSCOVID-19 -224 Extended Flu and Covid Vaccination programme Extension Dec 20_extension-signed.docx	22/12/2020	NSS COVID-19 -224
GB/568	INQ00047561 1	00011655 - NSSCOVID-19 -224 Extended Flu and Covid Vaccination programme Extension Feb 21 - signed.docx	19/02/2021	NSS COVID-19 -224
GB/569	INQ00047561 7	00011656 - NSSCOVID-19 -225 Vaccine Refrigeration and Transportation - signed.docx	25/08/2020	NSS COVID-19 -225
GB/570	INQ00047561 9	00011657 - NSSCOVID-19 -226 Ventilation - signed.docx	28/08/2020	NSS COVID-19 -226
GB/571	INQ00047559 3	00011646 - Approval_SG.msg	20/08/2021	NSS COVID-19 -226a
GB/572	INQ00047562 2	00011658 - NSSCOVID-19 -226a Appointment of Authorising Engineer. Onsite Management and Technical Support - signed.docx	03/08/2021	NSS COVID-19 -226a
GB/573	INQ00047562 6	00011659 - NSSCOVID-19 -227A Amplitude Consumables - signed.pdf	12/10/2020	NSS COVID-19 -227a
GB/574	INQ00047562 7	00011660 - NSSCOVID-19 -228 Service Now Customer Service Management (CSM) Module - signed.docx	09/09/2020	NSS COVID-19 228

GB/575	INQ00047563 1	00011661 - NSSCOVID-19 -229 Dismantling SEC Temporary Hospital NHS Louisa Jordan V3_signature date updated.docx	03/03/2021	NSS COVID-19 -229
GB/576	INQ00047563 5	00011662 - NSSCOVID-19 -230 Vaccination Workforce Modelling - signed.docx	14/09/2020	NSS COVID-19 -230
GB/577	INQ00047564 1	00011663 - NSSCOVID-19 -231 NHS FIFE ADDITIONAL TESTING PLATFORM (NeuMoDx 96) - signed.docx	05/09/2020	NSS COVID-19 -231
GB/578	INQ00047564 5	00011664 - NSSCOVID-19 -232 SNBTS Gartnavel Additional Covid19 Testing facility - signed.docx	15/09/2020	NSS COVID-19 -232
GB/579	INQ00047565 6	00011665 - NSSCOVID-19 -232a SNBTS Gartnavel Additional Covid19 Testing facility - signed.docx	22/09/2020	NSS COVID-19 -232a
GB/580	INQ00047566 8	00011666 - NSSCOVID-19 -233 Gloves Airfreight - Fannin - signed.pdf	25/09/2020	NSS COVID-19 -233
GB/581	INQ00047566 9	00011667 - NSSCOVID-19 -234 NHS Louise Jordan First Aid and Paramedic Services - signed.docx	25/09/2020	NSS COVID-19 -234
GB/582	INQ00047559 7	00011649 - NHSLJ DOF Approval.msg	06/09/2021	NSS COVID-19 -234a
GB/583	INQ00047567 4	00011668 - NSSCOVID-19 -234a First Aid Paramedic Services - signed.docx	03/09/2021	NSS COVID-19 -234a
GB/584	INQ00047567 9	00011669 - NSSCOVID-19 -235 NHS LOUISA JORDAN DECOMMISSIONING LEAD ADVISOR APPOINTMENT - signed.docx	18/09/2020	NSS COVID-19 -235
GB/585	INQ00047559 8	00011650 - NSSCOVID-19 - 236 Additional Trace Trace Call Centre Capacity (authorised).pdf	23/09/2020	NSS COVID-19 -236
GB/586	INQ00047570 0	00011678 - NSSCOVID-19-237 Regional Lab Development Data and Analytical Support - signed.docx	24/09/2020	NSS COVID-19 -237
GB/587	INQ00047568 1	00011670 - NSSCOVID-19 -238 Co-trimoxazole 80mg400mg5ml Solution for Infusion Ampoules - SIGNED.docx	24/09/2020	NSS COVID-19 -238
GB/588	INQ00047568 5	00011671 - NSSCOVID-19 -239 Non Sterile 6N Medical Examination Gloves.pdf	02/10/2020	NSS COVID-19 -239
GB/589	INQ00047568 6	00011672 - NSSCOVID-19 -240 AGP Full Face Visor Ver2 - signed.pdf	13/11/2020	NSS COVID-19 -240
GB/590	INQ00047653 3	00011953 - NPD Approval V2.msg	24/03/2021	NSS COVID-19 -241

GB/591	INQ000476716	00011981 - NSSCOVID-19 -241 Testing Lab_ver 2 - signed.docx	23/03/2021	NSS COVID-19 -241
GB/592	INQ000476721	00011982 - NSSCOVID-19 -242 Aberdeen COVID-19 Testing Lab ver 2 - signed.docx	23/03/2021	NSS COVID-19 -242
GB/593	INQ000475687	00011673 - NSSCOVID-19 -243 Safety Cabinets - SIGNED.docx	07/10/2020	NSS COVID-19 -243
GB/594	INQ000475692	00011674 - NSSCOVID-19 -243a Safety Cabinets signed.docx	16/08/2021	NSS COVID-19 -243a
GB/595	INQ000475835	00011729 - NSSCOVID-19 -244 Additional Test Protect Call Centre Capacity Barrhead Travel - signed.pdf	09/10/2020	NSS COVID-19 -244
GB/596	INQ000475836	00011730 - NSSCOVID-19 -245 NSS DaSAI CoEv2.0 Support - signed.docx	16/10/2020	NSS COVID-19 -245
GB/597	INQ000475841	00011731 - NSSCOVID-19 -246 Ultrasounds for SEC Hospital - signed.docx	14/04/2020	NSS COVID-19 -246
GB/598	INQ000476726	00011983 - NSSCOVID-19 -247 V2 Additional Test Protect Call Centre Capacity Pursuit Modification (003).pdf	20/10/2020	NSS COVID-19 -247
GB/599	INQ000475843	00011732 - NSSCOVID-19 -248 COVID-19 Testing Lab Aberdeen Glasgow Edinburgh ver 2 - signed.docx	23/03/2021	NSS COVID-19 -248
GB/600	INQ000475848	00011733 - NSSCOVID-19 -249 Consumables for Hamilton Robotics - signed.docx	22/10/2020	NSS COVID-19 -249
GB/601	INQ000475813	00011723 - NHSLJ DOF Approval.msg	01/07/2021	NSS COVID-19 -250
GB/602	INQ000475852	00011734 - NSSCOVID-19 -250 Provision of Security at NHS Louisa Jordan - modification - signed.docx	24/06/2021	NSS COVID-19 -250
GB/603	INQ000475856	00011735 - NSSCOVID-19 -250 Provision of Security at NHS Louisa Jordan - signed.docx	28/10/2020	NSS COVID-19 -250
GB/604	INQ000475947	00011758 - SEC DOF Jill Young Approval.msg	28/10/2020	NSS COVID-19 -250
GB/605	INQ000476429	00011910 - NSSCOVID-19 -251 Rx.docx	15/12/2020	NSS COVID-19 -251
GB/606	INQ000475923	00011752 - NSSCOVID-19-251a - signed.docx	03/11/2021	NSS COVID-19 -251a

GB/607	INQ000475829	00011726 - NSSCOVID-19 252.pdf	17/06/2021	NSS COVID-19 -252
GB/608	INQ000475860	00011736 - NSSCOVID-19 -253 Water Management – Microbiological Testing and Replacement of Filters - signed.docx	18/11/2020	NSS COVID-19 -253
GB/609	INQ000475810	00011720 - Approval_SECC_DOE.msg	29/09/2021	NSS COVID-19 -253a
GB/610	INQ000475865	00011738 - NSSCOVID-19 -254 Additional Storage Capacity v.2 - signed.docx	11/11/2020	NSS COVID-19 -254
GB/611	INQ000475811	00011721 - DOE Approval.msg	03/09/2021	NSS COVID-19 -255
GB/612	INQ000475812	00011722 - NDP Approval.msg	01/09/2021	NSS COVID-19 -255
GB/613	INQ000475822	00011725 - NSSCOVID - 19 - 255b ServiceNow Covid Resource - signed.docx	11/10/2021	NSS COVID-19 -255
GB/614	INQ000475869	00011739 - NSSCOVID-19 -255 Vaccination Platform - signed.docx	13/11/2020	NSS COVID-19 -255
GB/615	INQ000475873	00011740 - NSSCOVID-19 -255 Vaccination Platform Extension Recommendation v2 - signed.docx	31/08/2021	NSS COVID-19 -255
GB/616	INQ000475879	00011741 - NSSCOVID-19 -255 Vaccination Platform Extension Recommendation v2.docx	31/08/2021	NSS COVID-19 -255
GB/617	INQ000475932	00011755 - PCFD Approval.msg	01/09/2021	NSS COVID-19 -255
GB/618	INQ000475939	00011756 - Request.msg	31/08/2021	NSS COVID-19 -255
GB/619	INQ000475885	00011742 - NSSCOVID-19 -255a Vaccination Platform - signed.docx	29/09/2021	NSS COVID-19 -255a
GB/620	INQ000476165	00011835 - NPD Delegate Approval-Approval requests for ServiceNow NSSCOVID-19 -273a.msg	20/09/2021	NSS COVID-19 -255a & 273a
GB/621	INQ000476432	00011911 - NSSCOVID-19 -255d ServiceNow – Covid - Extension of National Vaccination Scheduling System and Contact Tracing Management System.docx	30/09/2022	NSS COVID-19 -255d
GB/622	INQ000475925	00011753 - NSSCOVID-19-256 Care Home Kit Component - signed.docx	10/11/2020	NSS COVID-19 -256

GB/623	INQ000475830	00011727 - NSSCOVID-19 258.pdf	26/05/2021	NSS COVID-19 -258
GB/624	INQ000475928	00011754 - NSSCOVID-19-259 Gowns Award - signed.docx	31/05/2021	NSS COVID-19 -259
GB/625	INQ000475888	00011743 - NSSCOVID-19 -260 Hand Sanitiser - TRADE RIGHT INTERNATIONAL CIC - signed.docx	11/11/2020	NSS COVID-19 -260
GB/626	INQ000475831	00011728 - NSSCOVID-19 – 260a Hand Sanitiser TRADE RIGHT INTERNATIONAL CIC -Signed.docx	31/08/2021	NSS COVID-19 -260a
GB/148	INQ000475818	00011724 - NSS COVID-19-261 Additional Storage Capacity (Bullet Express Ltd) Extension - KL - signed.docx	11/05/2021	NSS COVID-19 -261
GB/147	INQ000475891	00011744 - NSSCOVID-19 -261 Additional Storage Capacity (Bullet Express Ltd) - signed.docx	12/11/2020	NSS COVID-19 -261
GB/627	INQ000475895	00011745 - NSSCOVID-19 -262 Non AGP Plastic Apron - signed.docx	11/11/2020	NSS COVID-19 -262
GB/628	INQ000475899	00011746 - NSSCOVID-19 -263 CovidAGP Gowns - Full Support (1) signed.pdf	11/11/2020	NSS COVID-19 -263
GB/629	INQ000476807	00012021 - NSSCOVID-19 -263 CovidAGP Gowns - Full Support (1) signed.pdf	11/11/2020	NSS COVID-19 -263
GB/630	INQ000475900	00011747 - NSSCOVID-19 -264 Elisa Convalescent Plasma - signed.docx	16/11/2020	NSS COVID-19 -264
GB/631	INQ000475905	00011748 - NSSCOVID-19 -264 EXT Contract Extension Recommendation - signed.docx	23/09/2021	NSS COVID-19 -264
GB/632	INQ000476727	00011984 - NSSCOVID-19 -264 Elisa Convalescent Plasma - signed.docx	16/11/2020	NSS COVID-19 -264
GB/633	INQ000476732	00011985 - NSSCOVID-19 -264a - confirmation of no further spend.msg	28/03/2022	NSS COVID-19 264a
GB/634	INQ000476733	00011986 - NSSCOVID-19 -264a Elisa – Convalescent Plasma.docx	04/02/2022	NSS COVID-19 -264a
GB/635	INQ000475908	00011749 - NSSCOVID-19 -265 Serco Group provision operational phase Sep20Apr 21 - signed.docx	16/11/2020	NSS COVID-19 -265
GB/636	INQ000475946	00011757 - SEC DOF Approval.msg	18/11/2020	NSS COVID-19 -265

GB/637	INQ00047591 2	00011750 - NSSCOVID-19 -266 Project Spider - signed.docx	22/10/2020	NSS COVID-19 -266
GB/638	INQ00047673 8	00011987 - NSSCOVID-19 -267 Goggles 345k Lyreco UK - approved for CEO.docx	18/11/2020	NSS COVID-19 -267
GB/639	INQ00047591 6	00011751 - NSSCOVID-19 -268 Ultra Low Temperature Equipment v2 - signed.docx	19/11/2020	NSS COVID-19 -268
GB/150	INQ00047617 7	00011837 - NSS COVID-19-269 Additional Storage Capacity (JG Russell Ltd) Extension - KL - signed.docx	11/05/2021	NSS COVID-19 -269
GB/149	INQ00047620 9	00011844 - NSSCOVID-19 -269 Temporary Additional Storage (002) - signed.docx	20/11/2020	NSS COVID-19 -269
GB/640	INQ00047638 1	00011891 - NSSCOVID-19-271 SWORD IT SOLUTIONS - signed Dereck Mitchelson_under approval pack value.docx	25/11/2020	NSS COVID-19 -271
GB/641	INQ00047621 4	00011845 - NSSCOVID-19 -272 DaS iPad & Date Immunisation Programme v2 - SIGNED.docx	01/12/2020	NSS COVID-19 -272
GB/642	INQ00047621 6	00011846 - NSSCOVID-19 -273 ServiceNow signed.docx	04/12/2020	NSS COVID-19 -273
GB/643	INQ00047618 9	00011840 - NSSCOVID-19 273a ServiceNow - Contact Tracing Licencing - signed.docx	29/09/2021	NSS COVID-19 -273a
GB/644	INQ00047638 3	00011892 - NSSCOVID-19-273a 027633-2021.pdf	04/11/2021	NSS COVID-19 -273a
GB/645	INQ00047621 9	00011847 - NSSCOVID-19 -274 Security Roll Cages - signed.docx	11/12/2020	NSS COVID-19 -274
GB/646	INQ00047622 3	00011848 - NSSCOVID-19 -275 Federated Server-signed.docx	14/12/2020	NSS COVID-19 -275
GB/647	INQ00047637 6	00011890 - NSSCOVID-19-211 Federated Server for Proximity Tracing App signed.docx	28/09/2021	NSS COVID-19 -275
GB/648	INQ00047638 4	00011893 - NSSCOVID-19-275 Federated Server for Proximity Tracing App extension - signed.docx	28/09/2021	NSS COVID-19 -275
GB/649	INQ00047623 0	00011849 - NSSCOVID-19 -276 Workforce Specialist Service V2 - signed.docx	14/12/2020	NSS COVID-19 -276
GB/650	INQ00047623 6	00011850 - NSSCOVID-19 -277 Type IIR Face Masks.pdf	16/12/2020	NSS COVID-19 -277

GB/651	INQ00047623 7	00011851 - NSSCOVID-19 -278 Care Home Kit Assembly - signed.docx	17/12/2020	NSS COVID-19 -278
GB/652	INQ00047624 1	00011852 - NSSCOVID-19 -279 National Regional Hub West.docx	17/12/2020	NSS COVID-19 -279
GB/653	INQ00047624 5	00011853 - NSSCOVID-19 -280 Supply and Delivery of Roche LIAT SARS-COV-2 multiplex assays - signed.docx	17/12/2020	NSS COVID-19 -280
GB/654	INQ00047182 3	00011602 - Approval DoF and CEO.msg	03/11/2021	NSS COVID-19 -280a
GB/655	INQ00047638 8	00011894 - NSSCOVID-19-280a Roche LIAT consumables - signed.docx	27/10/2021	NSS COVID-19 -280a
GB/656	INQ00047625 0	00011854 - NSSCOVID-19 -281 Non Sterile AGP Disposable Gowns - signed.docx	21/12/2020	NSS COVID-19 -281
GB/657	INQ00047625 4	00011855 - NSSCOVID-19 -282 ARCO 10m Face Visors (003).pdf	06/01/2021	NSS COVID-19 -282
GB/658	INQ00047625 5	00011856 - NSSCOVID-19 -283 Private Healthcare - Hospital capacity and services Ext Modification ver 2_signed.docx	15/06/2021	NSS COVID-19 -283
GB/659	INQ00047639 3	00011895 - NSSCOVID-19-283 Private Healthcare.pdf	12/01/2021	NSS COVID-19 -283
GB/660	INQ00047625 9	00011857 - NSSCOVID-19 -284 AGP Full Face Visor.pdf	14/01/2021	NSS COVID-19 -284
GB/661	INQ00047626 0	00011858 - NSSCOVID-19 -285 AGP Disposable Gowns - signed.docx	15/01/2021	NSS COVID-19 -285
GB/662	INQ00047626 4	00011859 - NSSCOVID-19 -286 Non Sterile Covid_19 AGP Gown.pdf	15/01/2021	NSS COVID-19 -286
GB/663	INQ00047626 5	00011860 - NSSCOVID-19 -287 Airvo2 Systems and Consumables - signed.docx	18/01/2021	NSS COVID-19 -287
GB/664	INQ00047626 9	00011861 - NSSCOVID-19 -287 Warehouse fit-out works – “Titan” Warehouse, Eurocentral - signed.docx	07/01/2021	NSS COVID-19 -287
GB/665	INQ00047615 0	00011827 - COVID-19-289 GPIT Cohort Generation and NCDS Integration 2021-02-26 - signed.docx	26/02/2021	NSS COVID-19 -289
GB/666	INQ00047615 4	00011828 - COVID-19-289 GPIT Cohort Generation and NCDS Integration ext 2022-09-14 (1).docx	14/09/2022	NSS COVID-19 -289

GB/667	INQ000476159	00011829 - Deryck Mitchelson Approval.msg	26/02/2021	NSS COVID-19 -289
GB/668	INQ000476273	00011862 - NSSCOVID-19 -290 Supply and Delivery of Roche LIAT Instruments - signed.docx	04/02/2021	NSS COVID-19 -290
GB/669	INQ000476279	00011863 - NSSCOVID-19 -291 Drums for use in Lighthouse Labs and Hubs - signed.docx	03/02/2021	NSS COVID-19 -291
GB/670	INQ000476282	00011864 - NSSCOVID-19 -292 supply of Virus PCR Sample Solution (VPSS) Signed.pdf	09/02/2021	NSS COVID-19 -292
GB/671	INQ000476283	00011865 - NSSCOVID-19 -292a supply of Virus PCR Sample Solution (VPSS).docx	22/09/2021	NSS COVID-19 -292a
GB/672	INQ000476394	00011896 - NSSCOVID-19-293 Ipads - signed.docx	12/02/2021	NSS COVID-19 -293
GB/673	INQ000476285	00011866 - NSSCOVID-19 -294 Altona AM16 platform with consumables - signed.docx	18/02/2021	NSS COVID-19 -294
GB/152	INQ000476181	00011838 - NSS COVID-19-295 Additional Storage Capacity - XPO Extension - KL - signed.docx	18/05/2021	NSS COVID-19 -295
GB/151	INQ000476290	00011867 - NSSCOVID-19 -295 Additional Storage Capacity - XPO - signed.docx	19/02/2021	NSS COVID-19 -295
GB/674	INQ000476192	00011841 - NSSCOVID-19 296 National Regional Hub West - signed.docx	22/02/2021	NSS COVID-19 -296
GB/675	INQ000476294	00011868 - NSSCOVID-19 -297 Feeling Good app.docx	05/03/2021	NSS COVID-19 -297
GB/676	INQ000476297	00011869 - NSSCOVID-19 -298 genome sequencing - signed.docx	25/02/2021	NSS COVID-19 -298
GB/677	INQ000476202	00011843 - NSSCOVID-19 NSSCOVID-19 -299 Consumables and Booths ATS - signed.docx	01/03/2021	NSS COVID-19 -299
GB/678	INQ000476301	00011870 - NSSCOVID-19 -300 FFP Face Fit Testing Service - signed.docx	26/02/2021	NSS COVID-19 -300
GB/679	INQ000476305	00011871 - NSSCOVID-19 -301 Collection and management of surge healthcare waste ver 2.pdf	17/03/2021	NSS COVID-19 -301
GB/680	INQ000476306	00011872 - NSSCOVID-19 -302 Cold Storage and Transportation - Signed.docx	17/06/2021	NSS COVID-19 -302

GB/681	INQ000476312	00011873 - NSSCOVID-19 -303 NHSLJ HFM Operational Phase (2) - signed.docx	25/02/2021	NSS COVID-19 -303
GB/682	INQ000476406	00011899 - SEC DOF Approval.msg	09/03/2021	NSS COVID-19 -303
GB/683	INQ000476550	00011955 - NPD Approval.msg	10/03/2021	NSS COVID-19 -304
GB/684	INQ000476743	00011988 - NSSCOVID-19 -304 Courier Contract for Regional Test Hubs-signed.docx	26/02/2021	NSS COVID-19 -304
GB/685	INQ000476748	00011989 - NSSCOVID-19 -304 ext Courier Contract for Regional Test Hubs.docx	27/10/2021	NSS COVID-19 -304
GB/686	INQ000476316	00011874 - NSSCOVID-19 -305 2m ear savers - signed.docx	01/06/2020	NSS COVID-19 -305
GB/172	INQ000476320	00011875 - NSSCOVID-19 -306 Full Face Visors 100k - signed.docx	14/05/2020	NSS COVID-19 -306
GB/687	INQ000476323	00011876 - NSSCOVID-19 -307 Dynamic-Scot COPD Service - signed.docx	10/03/2021	NSS COVID-19 -307
GB/688	INQ000476398	00011897 - NSSCOVID-19-307 Contract Extension Recommendation - Dynamic COPD Service V1 - signed.docx	21/07/2021	NSS COVID-19 -307
GB/689	INQ000476327	00011877 - NSSCOVID-19 -308 Additional Call Centre Service Capacity.pdf	11/03/2021	NSS COVID-19 -308
GB/690	INQ000476196	00011842 - NSSCOVID-19 - 310 Vaccination Scheduling Tool - signed.docx	16/03/2021	NSS COVID-19 -310
GB/691	INQ000476328	00011878 - NSSCOVID-19 -311 MC - Additional Call Centre Capacity - signed.docx	16/03/2021	NSS COVID-19 -311
GB/692	INQ000476331	00011879 - NSSCOVID-19 -312 Testing Lab architectural works - signed.docx	10/03/2021	NSS COVID-19 -312
GB/693	INQ000476336	00011880 - NSSCOVID-19 -313 Testing lab mechanical and electrical works - signed.docx	10/03/2021	NSS COVID-19 -313
GB/694	INQ000476341	00011881 - NSSCOVID-19 -314 Check in Scotland Service - signed.docx	18/03/2021	NSS COVID-19 -314
GB/695	INQ000476013	00011790 - NSSCOVID-19 -315 Qnostic QC Panels Regional Hubs - signed.docx	23/04/2021	NSS COVID-19 -315

GB/696	INQ000476018	00011791 - NSSCOVID-19 -316 Clinical Waste Resilience - signed.docx	25/03/2021	NSS COVID-19 -316
GB/697	INQ000476033	00011793 - NSSCOVID-19 -317 Lead Advisor for Fit Out Activities - signed.docx	24/02/2021	NSS COVID-19 -317
GB/698	INQ000476026	00011792 - NSSCOVID-19 -317 a Lead Advisor for Fit Out Activities revised - signed.docx	26/08/2022	NSS COVID-19 -317a
GB/699	INQ000476037	00011794 - NSSCOVID-19 -318 Covid Certification Service - Journey Design and Delivery Modification 4 - final - signed.docx	23/06/2022	NSS COVID-19 -318
GB/700	INQ000476042	00011795 - NSSCOVID-19 -318 Covid Certification Service.pdf	10/05/2021	NSS COVID-19 -318
GB/701	INQ000476043	00011796 - NSSCOVID-19 -319 Covid-Sequencing Service - signed.docx	15/04/2021	NSS COVID-19 -319
GB/702	INQ000476048	00011797 - NSSCOVID-19 -320 Sequencing Library Preperation and Assays - signed.docx	29/04/2021	NSS COVID-19 -320
GB/703	INQ000476052	00011798 - NSSCOVID-19 -321 Hamilton Cherry Picking Carriers.docx	29/04/2021	NSS COVID-19 -321
GB/704	INQ000476060	00011799 - NSSCOVID-19 -322 Care Home Kit Assembly - signed.docx	30/04/2021	NSS COVID-19 -322
GB/705	INQ000476808	00012022 - NSSCOVID-19 -323 Logistics Louisa Jordan.docx	14/05/2020	NSS COVID-19 -323
GB/706	INQ000476063	00011800 - NSSCOVID-19 -325 FES FM Limited Operational Phase (3) - signed.docx	10/05/2021	NSS COVID-19 -325
GB/707	INQ000476118	00011816 - NSSCOVID-19-327 Hand Sanitiser Award- signed.docx	30/05/2020	NSS COVID-19 -327
GB/708	INQ000476122	00011817 - NSSCOVID-19-328 Hand Sanitiser Award - signed.docx	30/05/2020	NSS COVID-19 -328
GB/709	INQ000476067	00011801 - NSSCOVID-19 -329 Warehouse fit-out works Titan Warehouse Eurocentral - Value Increase.pdf	01/06/2021	NSS COVID-19 -329
GB/710	INQ000476126	00011818 - NSSCOVID-19-330 First Aid Paramedical Services Award - signed.docx	01/06/2021	NSS COVID-19 -330
GB/711	INQ000476068	00011802 - NSSCOVID-19 -331 Covid-Sequencing Library preparation automation - signed.docx	04/06/2021	NSS COVID-19 -331

GB/712	INQ00047607 2	00011803 - NSSCOVID-19 -333 Swab Overflow Transfer Courier Service.odt	15/06/2021	NSS COVID-19 -333
GB/713	INQ00047675 0	00011990 - NSSCOVID-19 -334 VOC's - Equipment and consumables - signed.docx	16/06/2021	NSS COVID-19 -334
GB/714	INQ00047607 5	00011804 - NSSCOVID-19 -335 Covid 19 architecture review - signed.docx	30/07/2021	NSS COVID-19 -335
GB/715	INQ00047608 1	00011805 - NSSCOVID-19 -335a Covid 19 Architecture review - signed.docx	30/07/2021	NSS COVID-19 -335a
GB/716	INQ00047675 7	00011991 - NSSCOVID-19 -336 National Vaccination Scheduling Operations Support Signed.docx	28/06/2021	NSS COVID-19 -336
GB/717	INQ00047681 0	00012023 - NSSCOVID-19 -336 National Vaccination Scheduling Operations Support Signed.docx	28/06/2021	NSS COVID-19 -336
GB/718	INQ00047601 2	00011789 - NSSCovid 19-337 Identity Verification EXT.pdf	13/12/2022	NSS COVID-19 -337
GB/719	INQ00047608 7	00011806 - NSSCOVID-19 -337 Citizen Verification Service - Identity Verification Design and Delivery2.pdf	01/12/2021	NSS COVID-19 -337
GB/720	INQ00047608 8	00011807 - NSSCOVID-19 -338 Regional Hubs Consumables for PCR SARS-CoV-2 testing. - signed.docx	25/06/2021	NSS COVID-19 -338
GB/721	INQ00047609 2	00011808 - NSSCOVID-19 -339 Serco Group op phase May 21- July 21 signed.docx	10/05/2021	NSS COVID-19 -339
GB/722	INQ00047609 6	00011809 - NSSCOVID-19 -340 Eye shields 800k - signed.docx	08/05/2020	NSS COVID-19 -340
GB/723	INQ00047609 9	00011810 - NSSCOVID19- 341 Faceshields - signed.docx	12/05/2020	NSS COVID-19 -341
GB/724	INQ00047610 2	00011811 - NSSCOVID-19 -342 Warehouse fit-out works Coddington Warehouse Eurocentral ver 3 - signed.docx		NSS COVID-19 -342
GB/725	INQ00047601 1	00011788 - NPD Approval coddington 342 345 approval.msg	17/09/2021	NSS COVID-19 -342 & 345
GB/726	INQ00047613 8	00011820 - PCDF CEO DOF Approval_ NSSCOVID-19-342 345 Warehouse fit out words Coddington - Urgent.msg	17/09/2021	NSS COVID-19 -342 & -345
GB/727	INQ00047610 3	00011812 - NSSCOVID-19 -343 Adastra Licences and Support to support COVID Hubs - signed.docx	06/09/2021	NSS COVID-19 -343

GB/728	INQ000476108	00011813 - NSSCOVID-19 -344 Vaccine Transportation - signed.docx	31/08/2021	NSS COVID-19 -344
GB/729	INQ000476112	00011814 - NSSCOVID-19 -345 a Warehouse fit-out Coddington revised updated 26 08 2022.pdf	26/08/2022	NSS COVID-19 -345a
GB/730	INQ000476113	00011815 - NSSCOVID-19 -346 Covid 19 technical support (amended) - signed.docx	08/09/2021	NSS COVID-19 -346
GB/731	INQ000476131	00011819 - NSSCOVID-19-347 Hamilton STARlet for COVID-19 Sequencing v.01 - signed.docx	15/09/2021	NSS COVID-19 -347
GB/732	INQ000476149	00011826 - CEO Approval.msg	30/09/2021	NSS COVID-19 -348
GB/733	INQ000476343	00011882 - NSSCOVID-19 -348 Gloves.pdf	28/09/2021	NSS COVID-19 -348
GB/734	INQ000476344	00011883 - NSSCOVID-19 -349 NHS Sequencing labs BIO-RAD equipment and consumables Signed.docx	25/10/2020	NSS COVID-19 -349
GB/735	INQ000476185	00011839 - NSSCOVID 19 350 Roche Cobas 6800 Covid FLU A B and RSV testing Assay - signed.docx	06/12/2021	NSS COVID-19 -350
GB/736	INQ000476164	00011834 - NPD Approval.msg	14/12/2021	NSS COVID-19 -351
GB/737	INQ000476349	00011884 - NSSCOVID-19 351 West Regional Hub - Amplitude Maintenance Contract signed.docx	13/12/2021	NSS COVID-19 -351
GB/738	INQ000476358	00011885 - NSSCOVID-19 -352 Life Technology Glasgow Lighthouse Extraction Systems - signed.docx	13/12/2021	NSS COVID-19 -352
GB/739	INQ000476161	00011831 - DOF Approval - SSCCOVID-19 353 Regional Hubs - Hamilton Maintenance Contract.msg	01/02/2022	NSS COVID-19 -353
GB/740	INQ000476362	00011886 - NSSCOVID-19 353 Regional Hubs - Hamilton Maintenance Contract signed.docx	21/12/2021	NSS COVID-19 -353
GB/741	INQ000476369	00011887 - NSSCOVID-19 -354 Vaccination Programme - Google Maps Extension_FINAL.docx	08/11/2022	NSS COVID-19 -354
GB/742	INQ000476370	00011888 - NSSCOVID-19 -354 Vaccination Programme (Google Maps) - signed.docx	14/12/2021	NSS COVID-19 -354
GB/743	INQ000476374	00011889 - NSSCOVID-19 -355 COVID 19 Medical Wire Dry Swabs Issue - signed.docx	20/12/2021	NSS COVID-19 -355

GB/744	INQ000476402	00011898 - NSSCOVID-19-356 NHS Scotland Vaccination Programme iPads Data support - signed.docx	20/12/2021	NSS COVID-19 -356
GB/745	INQ000476434	00011913 - NSSCOVID-19 -358 Pulse Oximeters Award - Signed.docx	05/01/2022	NSS COVID-19 -358
GB/746	INQ000476413	00011906 - NSSCOVID-19 360 Non Sterile Examination Gloves.pdf	19/04/2021	NSS COVID-19 -360
GB/747	INQ000476442	00011915 - NSSCOVID19-361 Disposable Plastic Aprons - signed.pdf	21/04/2021	NSS COVID-19 -361
GB/748	INQ000476409	00011902 - Christine McLaughlin_ NSSCOVID-19 362 Illumina NextSeq 2000 Service and Maintenance Award.msg	10/06/2022	NSS COVID-19 -362
GB/749	INQ000476414	00011907 - NSSCOVID-19 362 Illumina NextSeq 2000 Service and Maintenance Award - signed.docx	16/05/2022	NSS COVID-19 -362
GB/750	INQ000477018	00012088 - SEC DOF Approval Re Urgent NSSCOVID-19 -065 SEC Temporary Hospital NHS Louisa Jordan.msg	06/04/2020	NSS COVID-19 -65
GB/249	INQ000476010	00011787 - STS701-111.13 Contract Award COVID-19 Keela_Redmond - Gowns - signed.pdf	06/05/2020	NSS COVID-19 -XXX
GB/751	INQ000471404	00011004 - Deed of Variation and Extension - (muv2 11.03.2020).pdf	11/03/2020	NSS192060
GB/752	INQ000471405	00011005 - DOF Approval - Re AttendAnywhere - Award of Extension (Direct Award - Covid 19 Priority).msg	11/03/2020	NSS192060
GB/753	INQ000471419	00011013 - NSS192060 AttendAnywhere Extension - Contract Award Recommendation v2.pdf		NSS192060
GB/754	INQ000471425	00011017 - PCF-Approval Re AttendAnywhere - Award of Extension (Direct Award - Covid 19 Priority).msg	11/05/2020	NSS192060
GB/755	INQ000471433	00011023 - Request_CEO AttendAnywhere - Award of Extension (Direct Award - Covid 19 Priority).msg	19/05/2021	NSS192060
GB/756	INQ000471401	00011002 - 2020-03-26 Award Covid_19 Hand Sanitiser Orb - signed.docx	26/03/2020	NSSCOVID-19 -001
GB/757	INQ000471400	00011001 - 2020-03-26 Award Covid_19 Hand Sanitiser AFB.pdf	26/03/2020	NSSCOVID-19 -002
GB/758	INQ000471403	00011003 - CEO Approval RE Type II R Face Masks (Continuum Scotland) - Approval.msg	25/03/2020	NSSCOVID-19 -003

GB/759	INQ000471406	00011006 - DoF Approval Type II R Face Masks (Continuum Scotland) - Approval ASAP.msg	26/03/2020	NSSCOVID-19 -003
GB/760	INQ000471417	00011011 - NPD approval - RE Approval emails for Continuum Type II R Mask order.msg	15/04/2020	NSSCOVID-19 -003
GB/761	INQ000471420	00011014 - NSSCOVID-19 -003 Type II R Face Masks - signed.docx	25/03/2020	NSSCOVID-19 -003
GB/762	INQ000471422	00011015 - NSSCOVID-19 -003 Type II R Face Masks (003) ceo signed.pdf	25/03/2020	NSSCOVID-19 -003
GB/763	INQ000471423	00011016 - NSSCOVID-19 -003 Type II R Face Masks.docx	25/03/2020	NSSCOVID-19 -003
GB/764	INQ000471427	00011019 - PCF-D approval - RE Type II R Face Masks (Continuum Scotland) - Approval ASAP.msg	26/03/2020	NSSCOVID-19 -003
GB/765	INQ000471429	00011021 - Request - RE Award Pak - Type II R Face Masks.msg	30/03/2020	NSSCOVID-19 -003
GB/243	INQ000471459	00011025 - CEO Approval COVID-19-011 & COVID-19-012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -011
GB/766	INQ000471462	00011026 - CEO Approval COVID-19-011 & COVID-19-012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -011
GB/244	INQ000471465	00011027 - DOF Approval Re NSSCOVID-19 -011 NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -011
GB/767	INQ000471466	00011028 - DOF ApprovaRe NSSCOVID-19 -011 & NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -011
GB/245	INQ000471467	00011029 - NPD Approval - RE NSSCOVID-19 -011 & NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -011
GB/768	INQ000471468	00011030 - NPD Approval NSSCOVID-19 -011 & NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -011
GB/252	INQ000471469	00011031 - NSSCOVID-19 -012 Type II R Face Masks GIUK Medical Ltd.pdf	30/03/2020	NSSCOVID-19 -012
GB/246	INQ000471474	00011034 - NSSCOVID-19-011 Type II R Masks 100m - SIGNED.pdf	25/03/2020	NSSCOVID-19 -012
GB/247	INQ000471475	00011035 - PCF-D Approval - RE NSSCOVID-19 -011 & NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -012

GB/769	INQ00047147 6	00011036 - PCF-D Approval RE NSSCOVID-19 -011 NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -012
GB/770	INQ00047147 7	00011037 - RE NSSCOVID-19 -011 & NSSCOVID-19 -012 Type II R Masks.msg	31/03/2020	NSSCOVID-19 -012
GB/248	INQ00047147 8	00011038 - Request 1FW Type II R Face Masks (110 millions masks).msg	31/03/2020	NSSCOVID-19 -012
GB/771	INQ00047148 3	00011039 - Request 2 FW Type II R Face Masks (110 millions masks).msg	31/03/2020	NSSCOVID-19 -012
GB/772	INQ00047149 0	00011041 - SG Approval Order for Masks - P O & PrePayment.msg	31/03/2020	NSSCOVID-19 -012
GB/773	INQ00047147 0	00011032 - NSSCOVID-19 -013 DEESIDE 425ml Hand Sanitiser Award - signed.docx	31/03/2020	NSSCOVID-19 -013
GB/774	INQ00047147 2	00011033 - NSSCOVID-19 -014 IV Pump Stands - signed.docx	31/03/2020	NSSCOVID-19 -014
GB/775	INQ00047148 6	00011040 - Request Fw NP846-17 IV Stands - SG Approval.msg	30/03/2020	NSSCOVID-19 -014
GB/776	INQ00047149 2	00011043 - HSSC Approval - Re Urgent NSSCOVID-19 -035 Ward Beds for SEC Hospital (Langstane 2).msg	02/04/2020	NSSCOVID-19 -035
GB/777	INQ00047149 4	00011045 - NPD Approval RE Urgent NSSCOVID-19 -035 Ward Beds for SEC Hospital (Langstane 2).msg	02/04/2020	NSSCOVID-19 -035
GB/778	INQ00047155 1	00011069 - SEC Dof Approval Re ExternaltoGGCFW Urgent NSSCOVID-19 -035 Ward Beds for SEC Hospital (Langstane 2).msg	02/04/2020	NSSCOVID-19 -035
GB/779	INQ00047149 8	00011048 - NSSCOVID-19 -036 Ward Beds for SEC Hos addition Oska 141 mattresses - Signed.docx	02/04/2020	NSSCOVID-19 -036
GB/780	INQ00047149 3	00011044 - NPD Approval - RE Urgent NSSCOVID-19 -038 Patient Monitoring for SEC Hospital.msg	03/04/2020	NSSCOVID-19 -038
GB/781	INQ00047150 0	00011049 - NSSCOVID-19 -038 Patient Monitoring for SEC Hospital - signed.docx	02/04/2020	NSSCOVID-19 -038
GB/782	INQ00047150 5	00011052 - NSSCOVID-19 -040 Dressing Trolleys for SEC Hospital - signed.docx	01/04/2020	NSSCOVID-19 -038
GB/783	INQ00047154 9	00011067 - SEC DOF Approval - Re Urgent NSSCOVID-19 -038 Patient Monitoring for SEC Hospital.msg	02/04/2020	NSSCOVID-19 -038

GB/784	INQ00047149 1	00011042 - DOF approval.msg	02/04/2020	NSSCOVID-19 -039
GB/785	INQ00047149 5	00011046 - NPD Approval.msg	03/04/2020	NSSCOVID-19 -039
GB/786	INQ00047149 6	00011047 - NSSCOVID-19 -035 Ward Beds for SEC Hospital (Langstane 2) - signed.docx	02/04/2020	NSSCOVID-19 -039
GB/787	INQ00047150 2	00011050 - NSSCOVID-19 -039 SEC Temporary Hospital NHS Louisa Jordan SIGNED.pdf	01/04/2020	NSSCOVID-19 -039
GB/788	INQ00047153 1	00011061 - NSSCOVID-19-039_SEC Dof Approval.msg	02/04/2020	NSSCOVID-19 -039
GB/789	INQ00047150 3	00011051 - NSSCOVID-19 -039 SEC Temporary Hospital NHS Louisa Jordan.docx	01/04/2020	NSSCOVID-19 -040
GB/790	INQ00047150 7	00011053 - NSSCOVID-19 -041 Negative Notification Service - signed.docx	01/04/2020	NSSCOVID-19 -041
GB/791	INQ00047151 1	00011054 - NSSCOVID-19 -041 Negative Notification Service Ext final v2 - signed.docx	01/04/2020	NSSCOVID-19 -041
GB/792	INQ00047153 2	00011062 - PCF-D Approval.msg	06/04/2020	NSSCOVID-19 -041
GB/793	INQ00047151 9	00011055 - NSSCOVID-19 -041 Negative Notification Service EXtension final.docx		NSSCOVID-19 -041
GB/794	INQ00047152 2	00011056 - NSSCOVID-19 -042 Portable Suction Units for SEC Hospital - signed.docx	02/04/2020	NSSCOVID-19 -042
GB/795	INQ00047155 0	00011068 - SEC Dof Approval - Re Urgent NSSCOVID-19 -042 Portable Suction Units for SEC Hospital.msg	03/04/2020	NSSCOVID-19 -042
GB/796	INQ00047152 4	00011057 - NSSCOVID-19 -043 Bedpan Racks for SEC Hospital - signed.docx	02/04/2020	NSSCOVID-19 -043
GB/797	INQ00047152 6	00011058 -NSSCOVID-19 -044 Blood Test Analysers - signed.docx	02/04/2020	NSSCOVID-19 -044
GB/798	INQ00047152 8	00011059 - NSSCOVID-19 -045 Face Visor Award- Full Support - signed ceo.pdf	02/04/2020	NSSCOVID-19 -045
GB/799	INQ00047152 9	00011060 - NSSCOVID-19 -046 Lead Aprons and Storage for SEC Hospital - signed.docx	03/04/2020	NSSCOVID-19 -046

GB/800	INQ000471553	00011071 - NSSCOVID-19 -047 Ward Furniture for SEC Hospital - signed.docx	03/04/2020	NSSCOVID-19 -047
GB/801	INQ000471555	00011072 - NSSCOVID-19 -048 Portable Suction Units for SEC Hospital - signed.docx	03/04/2020	NSSCOVID-19 -048
GB/802	INQ000471569	00011079 - SEC DOF Approval Re Urgent NSSCOVID-19 -048 Portable Suction Units for SEC Hospital.msg	03/04/2020	NSSCOVID-19 -048
GB/803	INQ000471557	00011073 - NSSCOVID-19 -049 Dialregs for SEC Hospital - signed.docx		NSSCOVID-19 -049
GB/804	INQ000471559	00011074 - NSSCOVID-19 -050 FFP2 respirators Mask - signed.docx		NSSCOVID-19 -050
GB/805	INQ000471561	00011075 - NSSCOVID-19 -051 Ward Cleaning Equipment for SEC Hospital - signed.docx	03/04/2020	NSSCOVID-19 -051
GB/806	INQ000471563	00011076 - NSSCOVID-19 -052 Healthcare Waste Bins (Egbert Taylor) - signed.docx		NSSCOVID-19 -052
GB/807	INQ000471565	00011077 - NSSCOVID-19 -053 3M FFP2 FFP3 mask order - signed.docx	03/04/2020	NSSCOVID-19 -053
GB/808	INQ000471567	00011078 - NSSCOVID-19 -054 Ward Racking for SEC Hospital - signed.docx	03/04/2020	NSSCOVID-19 -054
GB/809	INQ000471570	00011080 - NSSCOVID-19 -055 Pharmacy Refrigerators for SEC Hospital - signed.docx	04/04/2020	NSSCOVID-19 -055
GB/810	INQ000471813	00011599 - SBS Framework Extension Letter Inhealthcare Limited.pdf	17/05/2019	SBS/16/CR/WAS/9035
GB/811	INQ000471814	00011600 - Technology Enabled Care Services V3 - Supplier Copy.docx	18/08/2017	SBS/16/CR/WAS/9035
GB/812	INQ000471533	00011063 - Request - Award Pack - Abbott Diagnostics blood gas analysers (COVID-19).msg	03/04/2020	
GB/813	INQ000471537	00011064 - Request - RE STS701-111 13 Contract Award COVID-19 v6.msg	02/04/2020	
GB/814	INQ000471545	00011065 - Request FW Approval and PO for 240 ward beds from Langstane.msg	02/04/2020	
GB/815	INQ000471552	00011070 - SSHC Approval.msg	02/04/2020	

GB/816	INQ00047157 5	00011503 - DOF Approval.msg	26/05/2021	
GB/817	INQ00047157 6	00011504 - NPD Approval - modification.msg	25/06/2021	
GB/818	INQ00047162 4	00011520 - PCFD Approval.msg	24/05/2021	
GB/819	INQ00047162 6	00011522 - request _ HSSC Approval- Mental Health solutions.msg	06/04/2020	
GB/820	INQ00047162 7	00011523 - Stevie McLaughlin Delegate_Approval.msg	21/05/2021	
GB/821	INQ00047167 7	00011536 - Request - FW Immediate Allied FFP3 Deal Confirmation.msg	01/04/2020	
GB/822	INQ00047172 7	00011562 - sec dof approval.msg	14/04/2020	
GB/823	INQ00047172 9	00011564 - 01 05 2020 InH draft tc review CLO v5 [InH version]_Meeting notes 04052020.docx		
GB/824	INQ00047173 0	00011565 - Approved_Orgainsations_27_03_2020.xlsx	27/03/2020	
GB/825	INQ00047173 1	00011566 - Benchmarking quote.pdf	31/03/2020	
GB/826	INQ00047173 2	00011567 - CLO Heads Up - Covid-19.msg	17/04/2020	
GB/827	INQ00047173 3	00011568 - COMMERCIAL- Confidential - InHealth - NHS Scotland - Pricing Model-2.pptx		
GB/828	INQ00047173 4	00011569 - Communication to HMHM Governance Groups.msg	22/04/2020	
GB/829	INQ00047173 5	00011570 - Fwd NHS Shared Business Services Framework.msg	27/04/2020	
GB/830	INQ00047174 7	00011572 - NHS_SBS_Approved_Organisation_List1.pdf		
GB/831	INQ00047181 1	00011598 - RE Notes from the meeting around T&Cs.msg	04/05/2020	
GB/832	INQ00047182 1	00011601 - XIT 86 emergency HMHM with InH.msg	01/05/2020	

GB/833	INQ00047183 5	00011603 - Approval_PCF-D.msg	02/11/2021	
GB/834	INQ00047185 5	00011608 - NPD Approval -Retrospective Approval - Med Equip.msg	31/07/2020	
GB/835	INQ00047192 8	00011632 - NPD Approval -Retrospective Approval - Med Equip.msg	31/07/2020	
GB/836	INQ00047559 2	00011645 - SG Funded confirmation.msg	26/09/2020	
GB/837	INQ00047559 4	00011647 - FW Instrument quotation 2020.msg	26/08/2020	
GB/838	INQ00047559 6	00011648 - HSSC Approval_sg funded.msg	08/09/2021	
GB/839	INQ00047569 7	00011675 - NSSCOVID19223_DOE Approval.msg	07/12/2020	
GB/840	INQ00047569 8	00011676 - NSSCOVID19223_NPD Approval.msg	07/12/2020	
GB/841	INQ00047569 9	00011677 - NSSCOVID19223_PCFD Approval.msg	07/12/2020	
GB/842	INQ00047570 5	00011679 - Project Thermo Procurement Justification final.pdf	15/09/2020	
GB/843	INQ00047571 2	00011680 - Project Thermo Procurement Justification'.pdf	15/09/2020	
GB/844	INQ00047571 9	00011681 - request - inc reference to approval_board ccc on mail.msg	27/08/2020	
GB/845	INQ00047572 2	00011682 - Request direct to board.msg	07/12/2020	
GB/846	INQ00047572 5	00011683 - Scotland - Amplitude Supply and Services Agreement TFS draft 2 October 2020 - signed.pdf	02/10/2020	
GB/847	INQ00047572 6	00011684 - SEC DOE Approval 226_234.msg	02/10/2020	
GB/848	INQ00047572 7	00011685 - SEC DOE Approval Ver 3.msg	12/03/2021	
GB/849	INQ00047572 8	00011686 - SEC DOE Approval.msg	18/09/2020	

GB/850	INQ00047573 1	00011687 - DOF Approval.msg	29/07/2020	
GB/851	INQ00047573 2	00011688 - FW KPMG support - contracting award.msg	02/09/2020	
GB/852	INQ00047573 3	00011689 - NPD Approval.msg	29/07/2020	
GB/853	INQ00047580 6	00011716 - PCF-D Approval.msg	29/07/2020	
GB/854	INQ00047580 9	00011719 - SG approval.msg	07/10/2020	
GB/855	INQ00047586 4	00011737 - NSSCOVID-19 -253a Water Management Microbiological Testing and Replacement of Filters signed.docx		
GB/856	INQ00047595 5	00011762 - Heads of Terms Nuffield NHS Scotland (Final270420).docx	27/04/2020	
GB/857	INQ00047613 9	00011821 - SEC DOF Approval.msg	03/06/2021	
GB/858	INQ00047614 0	00011822 - Test Award - Direct for consumables due to Patent protection Euipment Linked.msg	06/07/2021	
GB/859	INQ00047614 5	00011823 - Approval mail trail- NPD_DOF_PCFD.msg	13/12/2021	
GB/860	INQ00047614 8	00011825 - C-19 Vaccination Kit - Scottish Government Approval SJamieson.txt	30/11/2020	
GB/861	INQ00047616 0	00011830 - DOF Approval - Approval requests for ServiceNow.msg	30/09/2021	
GB/862	INQ00047616 2	00011832 - Mary Morgan URGENT - Approval requests for ServiceNow.msg	29/09/2021	
GB/863	INQ00047616 3	00011833 - NHS Scotland Capacity Contract FINAL (Spire signed).pdf	01/01/2021	
GB/864	INQ00047640 7	00011900 - ServiceNow licencing 2021-22.xlsx		
GB/865	INQ00047640 8	00011901 - SG Approval and instruction.msg	05/10/2021	
GB/866	INQ00047641 0	00011903 - DOF Approval - FW !!!!!!!Urgent approval required COVID 19 test kits (1).msg	01/04/2021	

GB/867	INQ00047641 1	00011904 - FW SARS-CoV-2 Testing Kits CDC Approved - LGC.msg	01/04/2020	
GB/868	INQ00047643 3	00011912 - NSSCOVID-19 -255d Vaccination Platform Programme Extension.docx		
GB/869	INQ00047644 3	00011916 - PCF-D Approval FW !!!!!!!Urgent approval required COVID 19 test kits (2).msg	01/04/2020	
GB/870	INQ00047644 5	00011917 - RE Contract Approval 26th Apr Additions.msg	22/04/2022	
GB/871	INQ00047644 6	00011918 - Scottish Government approval.msg	30/03/2020	
GB/872	INQ00047644 7	00011919 - 02.04.2020 Hutchinson - Proposal and Terms & Conditions.msg	02/04/2020	
GB/873	INQ00047645 2	00011920 - 03.04.2020 Hutchenson SG due diligence.msg	03/04/2020	
GB/874	INQ00047645 3	00011921 - 06.04.2020 Carolyn Low approval.msg	06/04/2020	
GB/875	INQ00047645 4	00011922 - 06.04.2020 Gordon Beattie approval.msg	06/04/2020	
GB/876	INQ00047645 5	00011923 - 06.04.2020 Hutchinson Swabs SG oversight approval .msg	06/04/2020	
GB/877	INQ00047645 7	00011924 - 06.04.2020 Jim Miller Approval.msg	06/04/2020	
GB/878	INQ00047645 8	00011925 - 06.04.2020 Quotation .msg	06/04/2020	
GB/879	INQ00047646 0	00011926 - 06.04.2020 Supplier discussion Hutchinson.msg	06/04/2020	
GB/880	INQ00047646 1	00011927 - 06.04.2020 Swab Test Validation confirmation.msg	06/04/2020	
GB/881	INQ00047646 2	00011928 - 06.05.2020 Authorisation to release po for swab kits.msg	06/05/2020	
GB/882	INQ00047646 3	00011929 - 07.05.2020 Authorisation Request PO for Swabs.msg	06/05/2020	
GB/883	INQ00047646 5	00011930 - 07.05.2020 Gordon Beattie Approval.msg	06/05/2020	

GB/884	INQ00047646 6	00011931 - 07.05.2020 Jim Miller Approval.msg	06/05/2020	
GB/885	INQ00047646 8	00011932 - 07.05.2020 New order with Shipment dates.msg	06/05/2020	
GB/886	INQ00047647 1	00011933 - 07.05.2020 Swab Order - to Tracker (1).msg	07/05/2020	
GB/887	INQ00047647 2	00011934 - 07.05.2020 Swab Order - to Tracker (2).msg	07/05/2020	
GB/888	INQ00047647 3	00011935 - 07.05.2020 Swab Order - to Tracker (3).msg	07/05/2020	
GB/889	INQ00047647 5	00011936 - 16.04.2020 Request additional po for 500K Testing Kit.msg	16/04/2020	
GB/890	INQ00047647 7	00011937 - 16.04.2020 Swab approval PO and Gordon Beattie, Jim Miller, SG oversight Group.msg	16/04/2020	
GB/891	INQ00047647 8	00011938 - 16.04.2020 Swab approval PO and Paul Hornby.msg	16/04/2020	
GB/892	INQ00047647 9	00011939 - 18.04.2020 Letter of comfort Scot Gov.msg	17/04/2020	
GB/893	INQ00047648 1	00011940 - 20.04.2020 Procurement Template - Hutchison's Swab Order - 500k supply.msg	20/04/2020	
GB/894	INQ00047648 2	00011941 - Agreement for the Supply of Validation Process Services and Laboratory Testing Services PAJS.pdf		
GB/895	INQ00047648 3	00011942 - All Purchase order Spend - Sep-21.xlsx	01/09/2021	
GB/896	INQ00047649 4	00011944 - COVID - Purchase - Hutchison's Technologies - Letter of Comfort - Covid-19 Director - 17 April 2020.pdf	18/04/2020	
GB/897	INQ00047649 6	00011946 - DOF Approval.msg	18/08/2020	
GB/898	INQ00047649 7	00011947 - DT urgent request direct to board.msg	07/12/2020	
GB/899	INQ00047650 5	00011949 - FW Purchase Order XL41130 HUTCHISON.msg	22/10/2020	
GB/900	INQ00047650 8	00011951 - Invoice gordob05_27-03-2020_11-42-17.pdf	27/03/2020	

GB/901	INQ000476509	00011952 - NPD Approval -Retrospective Approval - Med Equip.msg	31/07/2020	
GB/902	INQ000476553	00011958 - NPD preapproval.msg	18/11/2021	
GB/903	INQ000476761	00011992 - NSSCOVID19102_DOF Approval.msg	07/12/2020	
GB/904	INQ000476762	00011993 - NSSCOVID19102_NPD Approval.msg	07/12/2020	
GB/905	INQ000476763	00011994 - NSSCOVID19102_PCFD Approval.msg	08/12/2020	
GB/906	INQ000476766	00011997 - PCFD Approval.msg	09/11/2020	
GB/907	INQ000476767	00011998 - PCF-D Approval.msg	18/08/2020	
GB/908	INQ000476768	00011999 - Re !!!!!Urgent!!!!!! APPROVAL for TESTING SWABS (1).msg	16/04/2020	
GB/909	INQ000476769	00012000 - Re !!!!!Urgent!!!!!! APPROVAL for TESTING SWABS (2).msg	16/04/2020	
GB/910	INQ000476771	00012001 - RE !!!!!Urgent!!!!!! APPROVAL for TESTING SWABS (3).msg	16/04/2020	
GB/911	INQ000476772	00012002 - Re CTR LABS_SG funding mail.msg	08/10/2020	
GB/912	INQ000476776	00012004 - Request ext.msg	18/11/2021	
GB/133	INQ000476785	00012007 - SG mins from ministerial mtg 04.05.20.docx	04/05/2020	
GB/913	INQ000476786	00012008 - SG mins from ministerial mtg 04.05.20.pdf	04/05/2020	
GB/914	INQ000476793	00012010 - Supplier signed contract.msg	11/11/2020	
GB/915	INQ000476795	00012011 - XL41130 Ministerial approval to release additional Swab Testing Kit order.msg	22/10/2020	
GB/916	INQ000476818	00012028 - Request - Award Pack Covid_19 Full Support Face Visors.msg	07/04/2020	

GB/917	INQ000476823	00012029 - Request Contract Award Recommendation for commercial Labs.msg	23/06/2020	
GB/918	INQ000476826	00012030 - Request.msg	14/05/2021	
GB/919	INQ000476840	00012032 - DOF Approval.msg	18/08/2020	
GB/920	INQ000476841	00012033 - HSSC Approval NSSCOVID-19 -069 Trolleys for SEC Hospital.msg	31/07/2020	
GB/921	INQ000476842	00012034 - NPD Approval.msg	31/07/2020	
GB/922	INQ000476966	00012078 - PCF-D Approval.msg	18/08/2020	
GB/923	INQ000476967	00012079 - Request - Award Reports - NHS Louisa Johnston.msg	05/04/2020	
GB/924	INQ000476983	00012080 - Request - Award Reports - NHS Louisa Johnston1.msg	05/04/2020	
GB/925	INQ000476999	00012081 - Request 2 - FW Award Reports - NHS Louisa Johnston.msg	05/04/2020	
GB/926	INQ000477006	00012082 - Request 2 - FW Award Reports - NHS Louisa Johnston1.msg	05/04/2020	

APPENDIX F - % USAGE OF FFP3 MASK MODELS ACROSS HEALTH BOARDS

The table below provides a snapshot the % usage of each FFP3 mask model across Health Boards in September 2023. The H-3 model was discontinued and replaced by the HX-3 model. Both masks had the same facefit and so data was combined under the HX-3 line in the table.

	% of Usage														
	Tayside	Forth V	Lothian	GG&C	Fife	Shetland	Orkney	Highland	A&A	D&G	Gramp	Lanark	Borders	NWTC	SAS
Alpha Solway	32%	42%	54%	51%	60%	0%	75%	56%	38%	33%	42%	35%	40%	33%	27%
H-3	0%	0%	16%	0%	0%		0%	0%	0%	0%	0%	7%	0%	0%	2%
HX-3	10%	24%	12%	15%	14%		22%	24%	31%	24%	32%	2%	26%	9%	3%
AP-3 Sol+	2%	6%	5%	4%	2%		1%	2%	2%	8%	6%	2%	5%	2%	0%
3030V	17%	4%	15%	28%	36%		45%	5%	4%	1%	1%	20%	2%	20%	22%
S3-V	3%	8%	6%	4%	8%		8%	25%	1%	1%	3%	5%	6%	3%	0%
3M	68%	58%	46%	49%	40%	0%	25%	44%	62%	67%	58%	65%	60%		73%
1863+	38%	26%	32%	41%	40%		22%	22%	55%	61%	46%	33%	51%	61%	41%

9330+	4%	30%	1%	0%	0%		0%	0%	0%	0%	2%	0%	0%	0%	4%
8833	21%	1%	0%	1%	0%		1%	1%	1%	1%	3%	14%	0%	0%	15%
9332+	2%	1%	7%	0.1%	0%		2%	21%	0%	0%	2%	19%	0%	0%	6%
1873V+	3%	1%	7%	5%	0%		0%	0%	6%	5%	5%	0%	9%	5%	7%