C/O Procurement Dept
Glasgow Royal Infirmary
Castle Street,
Glasgow, G4 0SF

26th October 2026

To: All NHS Greater Glasgow and Clyde Suppliers

Joint Letter from the Director of Procurement and Executive Director of Finance

Working in Partnership with NHS Greater Glasgow and Clyde

Dear Supplier,

NHS Greater Glasgow and Clyde (NHSGGC) works with thousands of suppliers each year who play a vital role in supporting the delivery of healthcare services across Greater Glasgow and Clyde. We recognise and value the important contribution that our suppliers make in supporting patient care, service delivery and innovation across our organisation.

As custodians of public funds, NHSGGC has a responsibility to ensure that all expenditure, procurement activity and contractual arrangements are conducted in accordance with the highest standards of governance, integrity, transparency, accountability and value for money. This includes compliance with public procurement legislation, NHSGGC Standing Financial Instructions, delegated authority arrangements and applicable regulatory requirements.

We are therefore writing to remind all suppliers of the standards and requirements that apply when conducting business with NHSGGC. These requirements are intended to support a consistent and transparent approach to procurement and financial governance while maintaining constructive and collaborative supplier relationships.

1. Official Purchase Orders

NHSGGC operates a strict **"No Purchase Order, No Payment"** policy.

Suppliers must not commence work, deliver goods, provide services or enter into commitments on the basis of:

- Verbal instructions.
- Informal email requests.
- Requests from individuals who do not provide an official NHSGGC Purchase Order.
- Assurances that a Purchase Order will be issued at a later date.

Except where alternative arrangements have been formally agreed and authorised by NHSGGC, all orders must be supported by a valid NHSGGC Purchase Order number issued through approved procurement and financial systems.

Certain approved arrangements, such as specific contractual agreements, utilities, collaborative contracts, managed service arrangements or other formally authorised procurement mechanisms, may operate under

alternative purchasing and payment processes. Suppliers should ensure that the appropriate contractual or purchasing authority has been established before proceeding.

Failure to obtain appropriate authorisation may result in delays to payment and, in some circumstances, may result in payment being refused where the goods, services or works have not been commissioned in accordance with NHSGGC requirements.

2. Authority to Commit NHS Funds

Only authorised NHSGGC officers acting within approved delegated authority may commit the organisation to expenditure, contractual arrangements or other financial obligations.

Suppliers should not assume that discussions with clinicians, managers, operational staff or other employees constitute authority to proceed. If there is any uncertainty regarding authority, contractual arrangements or purchasing approvals, suppliers should seek clarification before undertaking any work or incurring any cost.

Suppliers should also be aware that the existence of a Purchase Order does not remove the requirement for NHSGGC to comply with procurement legislation, contract management requirements or Standing Financial Instructions. A Purchase Order should not be regarded as a substitute for an appropriate contractual arrangement where one is required.

3. Retrospective Purchase Orders

Suppliers should not undertake work, supply goods or provide services in anticipation of a Purchase Order being issued retrospectively.

Retrospective Purchase Orders are contrary to good procurement and financial governance practice and may be challenged or declined where they do not comply with NHSGGC policies, Standing Financial Instructions or procurement requirements.

Where a supplier is asked to proceed without an appropriate Purchase Order or other approved purchasing mechanism, clarification should be sought before any commitment is made.

4. Use of Existing Contracts and Framework Agreements

NHSGGC is required to utilise national, regional and local contracts and framework agreements wherever these are available and applicable.

Suppliers should not encourage departments or individual members of staff to purchase outside existing contracts, framework agreements or approved routes to market. Any proposal for alternative procurement arrangements should be discussed with NHSGGC Procurement before commitments are made or work is undertaken.

5. Engagement with Procurement

For goods, services or works that are not already covered by an existing contract or framework agreement, suppliers should expect to engage through formal procurement processes managed by NHSGGC Procurement and conducted in accordance with procurement legislation and NHSGGC Standing Financial Instructions.

Suppliers should not seek to obtain commitments directly from service departments or individual staff members in a manner that bypasses or undermines established procurement procedures.

Early engagement with NHSGGC Procurement is encouraged where suppliers wish to discuss new products, services, technologies or opportunities that may be of benefit to the organisation.

6. Standards of Business Conduct and Ethical Behaviour

NHSGGC staff are required to comply with NHS Standards of Business Conduct, the Bribery Act 2010 and all relevant policies relating to ethical conduct and conflicts of interest.

Suppliers are expected to uphold equivalent standards and must:

- Conduct all business dealings honestly, transparently and professionally.
- Avoid offering gifts, hospitality, inducements or other benefits that may compromise, or be perceived to compromise, impartial decision-making.
- Comply with all applicable anti-bribery, anti-corruption and fraud legislation.
- Maintain the highest standards of professional and ethical conduct.
- Cooperate fully with any governance, audit or compliance reviews undertaken by NHSGGC.

7. Supplier Compliance and Information Requirements

Suppliers are responsible for ensuring that NHSGGC is promptly informed of:

- Changes to legal entity names.
- Mergers, acquisitions or ownership changes.
- Company registration changes.
- Changes to banking arrangements.
- Material changes in financial standing.
- Any other change that may affect the supplier's ability to provide contracted goods, services or works.

Suppliers are also expected to maintain all relevant licences, registrations, accreditations, insurance arrangements and statutory obligations applicable to the services they provide.

8. Invoices

Invoices submitted to NHSGGC should:

- Quote a valid Purchase Order number where required.
- Match the legal entity awarded the contract or authorised to supply the goods or services.
- Accurately reflect the goods, services or works provided.
- Be submitted in accordance with NHSGGC invoicing and payment requirements.

Invoices received without appropriate supporting information may be returned or delayed pending clarification.

9. Raising Concerns

NHSGGC welcomes suppliers identifying and reporting concerns where they believe procurement procedures may not have been followed appropriately, where a request appears inconsistent with NHSGGC policy or legislation, or where they have concerns regarding governance or compliance.

Such concerns may be raised confidentially with the Procurement Department.

NHSGGC will not disadvantage any supplier for raising a genuine concern in good faith regarding compliance with procurement procedures, financial governance arrangements or public procurement legislation.

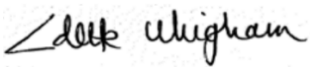
Working Together

NHSGGC is committed to maintaining constructive, professional and collaborative relationships with all suppliers. We recognise the valuable contribution that suppliers make in supporting healthcare services across Greater Glasgow and Clyde and look forward to continuing to work in partnership.

By adhering to these requirements, we can collectively ensure that public resources are protected, procurement activity is conducted fairly and transparently, and the highest standards of governance and value for money are maintained. Most importantly, these arrangements help ensure that resources are directed towards the delivery of safe, effective and high-quality patient care for the people and communities we serve.

Thank you for your continued support and cooperation.

Yours sincerely,



Colette Whigham
Director of Procurement
NHS Greater Glasgow and Clyde



Michael Breen
Executive Director of Finance
NHS Greater Glasgow and Clyde