

## Case Study

### Procurement

### Rotherham Lighting Project

The Rotherham Future Ward Lighting project is an innovative element of a seven year programme of ward reconfiguration, which started in 2009. Lighting is an important aspect in many NHS buildings due to the 24 hour nature of the service the NHS delivers, and also its benefit to patient centred healing and best use of operational space. The real benefit of this case study, however, is that it combines the requirement for a step change in the quality of the patient experience, with the need to achieve gains in energy efficiency and reductions in carbon emissions.

With the support of DoH, DIUS and BERR, the Trust has been the first in the NHS to adopt the Forward Commitment Procurement Approach (FCP) to stimulate innovation in the supply chain.

The Forward Commitment on Procurement (FCP) involves providing the market with advance information of future needs in outcome terms, early engagement with potential suppliers and - most importantly - the incentive of a Forward Commitment: an agreement to purchase a product or service that currently does not exist, at a specified future date, providing it can be delivered to agreed performance levels and costs.

FCP enables the public sector to exercise its purchasing power to reduce risk to the NHS and industry, transform the market and get the innovative products and services it needs to deliver sustainability on the ground.

This example bridges the gap between Rotherham's sustainability procurement objectives and industries ability to innovate, in a way that has not been realised before.



“The key ingredients for a successful FCP project” said Gaynor Whyles, Department of Innovation Universities and Skills (DIUS) FCP Project Manager “are leadership and commitment, a genuine ‘unmet need’, and a credible procurement opportunity that gives the supply chain the incentive to invest and innovate”

FCP in most cases requires no additional funding, and promises to deliver better, cheaper sustainable solutions. It does however involve making changes in the way procurement processes are managed, specifications are developed; focussing on outcomes rather than products, and the way in which procurement and supply chains are managed involving early market engagement.

“Sustainable development needs innovation; not just in terms of new products and services, but also in how we go about procuring them. FCP is a new and effective tool that should be adopted more widely - we need to seize this opportunity to get some pioneering projects underway.”

Sam Rowby, Head of Policy, OGC CESP and FCP Project Board Member

Following a successful market consultation phase, the Trust were able to develop a procurement strategy best able to deliver an optimal solution. The following requirements will provide the core of the outcome based specification:

- a step change in patient experience i.e. creating a pleasant healing environment with patients being in control of bed zone lighting levels and ambience and provide the lighting necessary to perform clinical requirements and incorporating measures to reduce the risk of hospital acquired infections
- a demonstrable step change in energy efficiency with progressive improvements in energy efficiency and operational performance over the life of the project



There is considerable interest among other NHS Trusts for Ultra Efficient Lighting and it is envisaged that the solution and its benefits will be transferable to the wider NHS. Indeed several Trusts have already expressed their interest in learning from RFT's experience.

“Our aim has been to adopt a procurement approach that has the best chance of delivering as near to an ‘optimal’ solution as possible, pulls forward innovative solutions, manages the technology and other risks, and stimulates competition in the supply chain to push the boundaries of current products and services”. John Cartwright, Director Estates and Facilities

RFT have already made a submission to DIUS for support for a second FCP project, this time concerning waste management.

More information can be found at:  
[http://www.dius.gov.uk/innovation/demanding\\_innovation/procurement\\_policy/forward\\_commitment\\_procurement](http://www.dius.gov.uk/innovation/demanding_innovation/procurement_policy/forward_commitment_procurement)

For more information about this project or to get involved contact Gaynor Whyles on 01666 575353 or David Williams on 0203300 8690 or email [FCP@dius.gsi.gov.uk](mailto:FCP@dius.gsi.gov.uk)

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The NHS Sustainable Development Unit develops organisations, people, tools, policy, and research to help the NHS in England fulfil its potential as a leading sustainable and low carbon organisation.